

INDIANA UNIVERSITY KELLEY SCHOOL OF BUSINESS

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Message from the Associate Dean, Kelley School of Business

Thank you very much for your interest in the undergraduate program of the Kelley School of Business. The school's history can be traced to the early 1920s, when a small group of students and faculty had the foresight to undertake a program of study that has become known throughout the United States as one of the finest of its kind. From the Indianapolis and Bloomington campuses, which offer a "core program" of study, the Kelley School of Business conducts operations around the world, with educational programs extending to the Far East and to Western and Eastern Europe.

The joint resources of Indiana University-Purdue University Indianapolis and IU Bloomington permit us to offer outstanding programs in business administration to a significant percentage of Indiana's population.

IUPUI is Indiana University's capital city campus. As Indiana's state capital and a major metropolitan area, Indianapolis is an ideal place to study business. Within blocks of the Business/SPEA Building is the highest concentration of corporations, government offices and agencies, small businesses, health care providers, professional practices, and not-for-profit organizations in the state. The campus affords a dynamic environment for learning, conducting research, teaching, and collaborating with business, a combination which fosters maximum personal development. It is difficult to imagine a richer context in which men and women of all ages may enhance their knowledge and leadership skills.

The curriculum of the undergraduate program is based on a solid foundation of study in the liberal arts and sciences in order to develop interpersonal, communications, and decision-making skills. To this can be added specialized education in the fields of accounting, computer information systems, finance, management, human resource management, marketing, or marketing distribution management. But, in today's global environment, training in business functions alone is insufficient. For this reason, students are asked to broaden their program of studies to include learning relevant to international business affairs. This requirement may be fulfilled in any one of the following ways: language study, international business and economics courses, participation in an approved overseas study program, or approved liberal arts course work with an international focus. Our intent is to help prepare students for the global economic environment of the future.

The entire program is offered in a convenient, accessible way to both full- and part-time students. High-tech delivery systems, joint programs with other schools at IUPUI, a challenging Honors Program,

student clubs, and alumni activities make the Kelley School of Business an exciting place to be. Participation in the undergraduate program is more than merely taking courses. It is a comprehensive educational experience that prepares you to join the growing number of IU graduates providing leadership in business organizations around the world.

Roger W. Schmenner
Associate Dean for Indianapolis Programs

Kelley School of Business and the Indianapolis Campus

Purpose of the School

The basic purpose of the Indiana University Kelley School of Business is to foster learning about the creation, management, and continuing adaptation of organizations and enterprises in an ever-changing environment.

This role requires that the school engage in the following:

- the generation and documentation of knowledge and the sharing of that knowledge with the academic community;
- the organization and preservation of knowledge;
- the transmission of knowledge to a broad mix of students and practicing executives;
- the application of knowledge to benefit our many constituencies.

Responsibilities

The school will realize this vision to the extent that it succeeds in addressing the needs of its various constituencies, each of which has specific and often widely differing expectations. To meet these obligations, the school must balance its efforts along several dimensions.

- As an academic institution, the school is responsible for the quality and quantity of its research, for the preparation of new researchers, and for service to the university system and wider academic community.
- As a public institution, the school is responsible for the quality of the graduates from its programs and for sharing both its information and its expertise with the community at large.
- As a professional school, the school is responsible for serving the diverse segments of the business community in Indiana, across the nation, and around the world.
- As a state-assisted institution, the school has a continuing responsibility to serve the people of the state of Indiana.

Shared Values

Critical to the school's success is its distinctive culture. Certain key values and widely shared beliefs shape the essential character of the school and thereby become important criteria for basic decisions.

Quality Emphasis The school seeks to meet its goals with distinction and to do so consistently. This principle requires insight into its areas of competence, the aspirations of the faculty and staff, and the availability of resources.

Proactive Change Change in any organization is driven ultimately by the long-term forces that shape the body of constituencies it was created to serve. Business organizations constantly undergo change; the rate may vary, but the environment is always dynamic. The school is committed not only to responding to change via its research variety and curriculum emphases, but to anticipating basic changes as well.

Integrative Programs The school attracts faculty who have a broad understanding of business enterprises and a capacity for configuring and interrelating business functions. This capacity is demonstrated in the school's academic programs, which emphasize the interdependence of business functions, provide a solid grounding in the liberal arts, and recognize the importance of breadth of understanding to overall organizational success.

Programmatic Approach to Education The school's degree programs are more than just a set of requirements. Every step of the degree sequence comprises a carefully planned and coordinated set of activities. Support activities such as admissions and placement counseling, extracurricular activities, overseas study opportunities, and faculty involvement in student activities enrich the student's course work.

Balance and Diversity The school conscientiously seeks to achieve breadth in its research focus, curriculum, pedagogy, and faculty and student composition. Diversity of viewpoint and background is encouraged. Heterogeneity, in lieu of regimentation, is nurtured. The school recognizes the need to provide students and faculty with a rich, balanced context for the study of business and a learning environment that is conducive to the lively exchange of ideas and intellectual stimulation necessary for productive, independent scholarship.

Citizenship Good citizenship is valued strongly in the school. Citizenship involves more than fulfilling formal academic requirements. It encompasses participation in multiple roles, a willingness to serve, and a commitment to perform activities that sustain the broader life of the school as an institution. Citizenship is manifested in both respect for individual rights and acknowledgment of individual responsibilities to the institution.

Collegiality A spirit of collegiality is a hallmark of the school. It is grounded in the faculty's inherent respect for each other and for students as individuals. The goal is to maximize development of the specific abilities and potential each student brings to the institution. The school sustains this spirit through mutual trust and demonstrates it through the encouragement of student-faculty interaction and student consultation through organizations and advisory groups.

Undergraduate Principles On May 7, 1998, the IUPUI Faculty Council approved the adoption of the following six principles of undergraduate learning:

core communication and quantitative skills; critical thinking; integration and application of knowledge; intellectual depth, breadth, and adaptive ness; understanding society and culture; and values and ethics. These principles provide the conceptual framework for the general education component of the undergraduate curriculum at the Kelley School of Business.

Development of the School

Today, IU's Kelley School of Business operates as one school on two campuses: Indianapolis and Bloomington. Business education at Indiana University began in Bloomington more than a century ago. The first Indiana University catalog, 1830-31, included political economy in the curriculum. From this first course, there developed a Department of Political Economy, later referred to as the Department of Economics and Social Science. From early courses in these areas grew what is now referred to as the "core program" of study in the Kelley School of Business.

In 1902, several business courses were introduced and listed in the university catalog of that year. A two-year "commercial course," preceded by two years of pre-commerce work in liberal arts, was established. In 1904, the first business catalog, referred to as the commercial course number, was published. These commerce courses constituted the last years of a four-year course of study leading to a baccalaureate degree. The first two years were a pre-commerce requirement and included all the required courses of the liberal arts curriculum of that period.

Thus was established more than a century ago the pattern of building a program of professional education for business upon a liberal arts base—a pattern maintained throughout the years and currently emphasized in the education of the American businessman and businesswoman. In 1920, a separate School of Commerce and Finance was organized. The school became a member of the American Assembly of Collegiate Schools of Business in 1921, and in 1933 it was renamed the School of Business Administration and placed under the direct control of its own faculty. In 1938, the title of the school was shortened to the School of Business.

The Junior Division (now University College) of the university was established for all first-year students in 1942. From that time until 1994, enrollment in the School of Business did not include freshmen. Graduate work in business administration, first authorized in 1936, expanded rapidly after World War II. Programs for the degrees Master of Business Administration and Doctor of Business Administration were instituted in 1947. In 1961, the designation of the area of study formerly referred to as the Graduate Division of the School of Business was changed to the Graduate School of Business. With the reorganization of the university in November 1974, the School of Business began operating at the Bloomington and Indianapolis campuses.

Although business courses were offered as early as 1916 on the Indianapolis campus, the bachelor's degree in business was not available at the

Indianapolis campus until the 1969 merger with Purdue University. Beginning in 1969, divisional structure emerged in Indianapolis with an assistant chairperson at its head. In 1969-70, a complete undergraduate degree program for four major areas in business was offered, as well as three two-year certificate programs.

The terms "Graduate Kelley School of Business" and "undergraduate program" are used in this bulletin on appropriate occasions to designate the level of study concerned. When the term "Kelley School of Business" is used, reference is being made to the entire school, including both the Graduate School of Business and the undergraduate program on both campuses.

Organization of the School

The school's resident faculty of approximately 200 members is its basic governing body. The various programs and curricula, as well as all major policy considerations, are reviewed and approved periodically at meetings of the entire resident faculty. Administrative support for the school is provided by the Office of the Dean, by a chair in each of the school's eight academic departments, and by a chair of each academic program. The Academic Council administers Kelley School of Business policy. The council is made up of those administrators mentioned above, with the addition of two elected faculty representatives. Additionally, a number of committees appointed by the dean assist by recommending to the faculty various academic and operating policies. At times, these committees are also assigned specific administrative responsibilities.

The school's administration manages its programs on both the Bloomington and Indianapolis campuses. The Office of the Dean consists of the dean, the associate dean for academics, the associate dean for Indianapolis programs, and the associate dean for research and operations. It is assisted by various chairs and directors. Administrative support for instructional programs is provided by five organizational units: the Kelley School of Business Undergraduate Program Office (Bloomington and Indianapolis), the M.B.A. Office (Bloomington), the M.B.A. Office (Indianapolis), the Doctoral Program (Bloomington), and Kelley Executive Partners. Admissions, student counseling and advising, and degree certification are provided by professional staff members assigned to each of these organizational units. (See section entitled "Graduate Programs" in this bulletin.)

Departmental and Curricular Structure The faculty of the Kelley School of Business is organized into eight academic departments. Most of the school's course offerings are provided by faculty in the organizational units. As indicated in the descriptions of the school's curriculum in this bulletin, a department may be responsible for several areas of specialization.

Although recognition is given to the importance of departmental units, the Kelley School of Business follows the general principle of flexibility in organization. Thus, some members of the faculty may

have responsibilities in two or more departments, programs, or areas of specialization. As well as being responsible for a specific division of the school's operation, the chairs of the departments are considered to be general officers of the school.

Research Centers and Institutes In recent years, the Kelley School of Business has put new emphasis on the establishment and promotion of research centers and institutes. These organizational units are distinct from the traditional academic departments, and therein lies their strength. The centers have research and outreach to the business community as their primary objectives. This focus serves to make them more interdisciplinary in nature and more visible both inside and outside the university. The Kelley School of Business currently supports eight research centers, each with a specific mission and a natural constituency in the business world:

- Indiana Business Research Center (IBRC)
- Institute for Research on the Management of Information Systems (IRMIS)
- Institute for Urban Transportation
- Center for Real Estate Studies
- Center for Entrepreneurship and Innovation
- Indiana Center for Econometric Model Research
- Indiana Center for Global Business
- International Business Education and Research

Publications The Kelley School of Business assists the faculty in preparing research results and other publications for communication to various audiences. In addition to periodic monographs and discussion papers, the school regularly distributes two publications, both appearing six times a year.

Indiana Business Review (IBR) This publication contains articles based on research analysis of the economic environment of the state and its regions, counties, and cities. Because of its importance to planners in both the public and private sectors, *IBR* is provided without charge to those who request it.

Business Horizons Since 1957, the Kelley School of Business has published a journal of analysis and commentary on subjects of professional interest to business executives and students of business. *Business Horizons* is managed by an editorial board drawn from the school's faculty. It publishes articles by many outside contributors as well as by the school's own faculty and students and is sent to a national and international audience on a subscription basis.

Executive Education The director of Kelley Executive Partners is responsible for coordinating all nondegree educational programs, including the Indiana Business Seminars, the Indiana Executive Program, and many other institutes and programs. This office conducts or sponsors a number of seminars in which students, faculty members, and members of the business community join in considering current issues of mutual interest. Seminars may concern management, production, marketing, financing, or related aspects of business, focusing on either internal business operations or the national or world economies in which these operations take place.

Useful Phone Numbers

(Area Code 317)

Academic Advising—Business	
Undergraduate Advisors	274-2147
Fax	274-2483
Adaptive Educational Services	274-3241
Admissions	
Undergraduate	274-4591
Graduate—Business	274-4895
Bursar	274-2451
Career Center	274-2554
Dean of Students, IUPUI	274-4431
Financial Aid	274-4162
Graduate Non-Degree	274-1577
Health Center	274-8214
Housing	274-7200
International Affairs	274-7000
Personal Counseling	274-2548
Registrar	274-1501
<i>Sagamore</i> (student newspaper)	274-3455
Student Assembly, IUPUI	274-3907
Student Services—Business	274-2466
Testing Center	274-2620
Transcripts	274-1519
University College	274-4856

Graduate Programs

Master of Business Administration

The Indiana University M.B.A. Program is recognized as one of the top graduate business programs in the country. It offers two programs leading to the Master of Business Administration degree.

Admission to either program is selective. It is based on evaluation of factors including results from the Graduate Management Admissions Test, undergraduate performance, essays, recommendations, work experience, leadership, and other indicators of potential for success in a rigorous program of study and in a business career.

Bound by a common body of knowledge and philosophy, each program is designed to meet the diverse needs of men and women at different levels of career development and responsibility. For further information on the curriculum, format, prerequisites, and admission requirements for each program, contact the specific program of interest.

M.B.A. Program, Indianapolis Campus

Candidates for the M.B.A. degree in the evening program in Indianapolis come from diverse academic backgrounds and represent many businesses and industries. The program incorporates a wide range of business issues and integrates business disciplines to provide a strong program experience. Study teams and networking play an integral part in the evening program. Skill building in the areas of leadership,

collaborative decision making, teamwork, and communications are integral aspects of the total program experience.

Modules of study generally span one semester with class meetings two nights a week. A streamlined 32-month, 51 credit hour program allows for maximum planning and integration with career and personal commitments.

Qualified men and women from all academic backgrounds, representing any business or industry, who are motivated to study in a challenging graduate business program are encouraged to apply for admission to graduate programs in the Kelley School of Business at Indiana University in Indianapolis. Application materials are due in the M.B.A. office by May 1 for August entry and November 1 for January entry.

For information, contact the M.B.A. Office:

M.B.A. Program
Kelley School of Business
IUPUI
Business/SPEA 3024
801 W. Michigan Street
Indianapolis, IN 46202-5151
Phone: (317) 274-4895
Fax: (317) 274-2483
Web site: kelley.iupui.edu
E-mail: mbaindy@iupui.edu

M.B.A. Program, Bloomington Campus

Bloomington's program is a full-time, two-year residential program taught during the day for men and women who plan to take a leave from their careers while they pursue graduate education.

Director of Admissions and Financial Aid,
Graduate Programs
Kelley School of Business
Indiana University
1309 E. Tenth Street
Bloomington, IN 47405-1701
Phone: (812) 855-8006

Master of Professional Accountancy

The M.P.A. Program is devoted to teaching the skills required of today's accountant. The plan of study insures that students are not only well versed in the technical aspects of their chosen specialty but also the non-technical skills that are required for them to become true leaders in industry and government.

M.P.A. Program, Indianapolis Campus

Students may apply to the M.P.A. Program with or without a bachelor's degree in business or accounting. Those entering the program with a bachelor's degree in business normally must complete a minimum of 30 credit hours of course work. Those with backgrounds in other fields may be required to do additional work to develop expertise in the core areas of business.

Students may apply to the program after completing a bachelor's degree. Admission selection is based on

evaluation of factors including results from the Graduate Management Admissions Test (GMAT), undergraduate performance, recommendations, and work experience.

For further information on the curriculum format, prerequisites, and admission requirements, contact:

M.P.A. Program
Kelley School of Business
IUPUI
Business/SPEA 4000
801 W. Michigan Street
Indianapolis, IN 46202-5151
Phone: (317) 278-3885
Web site: kelley.iupui.edu
E-mail: mpabus@iupui.edu

Doctoral Programs, Bloomington Campus

Indiana University offers two doctoral programs in business: the Doctor of Philosophy (Ph.D.) and the Doctor of Business Administration (D.B.A.). The former degree is awarded through the University Graduate School, while the latter is awarded through the Kelley School of Business. The D.B.A. has been offered since February 1954; the Ph.D. in business, since October 1, 1982.

The Office of Doctoral Programs in the Kelley School of Business administers both programs. Students may select either degree designation at the time of application. It is possible to change from one degree to the other provided all the requirements of the new degree are met. While the objectives and requirements for both degrees are quite similar, there are some differences. Applicants should decide which degree best fits their career and intellectual objectives.

Chairperson, Doctoral Programs
Kelley School of Business
Indiana University
1309 E. Tenth Street
Bloomington, IN 47405-1701
Phone: (812) 855-3476

Student Services and Campus Resources

See also "Useful Phone Numbers" at the beginning of this bulletin.

Advising and Counseling

Our professional advising staff members are devoted to assisting students in making informed program and career choices. All undergraduates in the Kelley School of Business choose an area of concentration, such as accounting or finance. (See "Departments and Concentrations" in this bulletin.) Faculty members in each area of concentration, as well as the professional advisors, are available to help students understand and plan for meeting concentration requirements. Academic advisors for the Kelley School of Business are available in

Business/SPEA Building 3024, 801 W. Michigan Street. Please call (317) 274-2147 to schedule an appointment with an advisor. Students also may obtain counseling from the Office of Career and Employment Services, the Office of International Affairs, or from University College (UC).

International Affairs

International students may continue to seek general or personal support services through the Office of International Affairs even after admission to the Kelley School of Business.

Undergraduates in the Kelley School of Business are eligible to participate in foreign study programs established by Indiana University. These programs offer undergraduates the opportunity to do part of their academic work abroad. Students can participate in summer programs in the Netherlands, Germany, or Finland; semester programs in the Netherlands, France, Chile, and Singapore; and regular academic year programs, as well as programs offered through the Center on Southeast Asia.

Students also may apply for overseas internships. Advanced standing, high scholarship, and strong language skills are required. In addition, IUPUI administers a number of short-term programs of interest to business students.

International students for whom English is a second language and who seek information about language tests or about academic assistance should contact the Coordinator of English as a Second Language, Cavanaugh Hall 243, 425 University Blvd.; (317) 274-2188.

On-campus housing is available for international students. (See the "Housing" section of the bulletin.)

For more information, contact the Office of International Affairs, Union Building 207; phone (317) 274-7000.

Internships

The Professional Practice Program is an internship program for the Kelley School of Business. The program places students who are in advanced stages of their degree programs in paid positions for one-semester placements. (See also the section entitled "Internships" under "Special Opportunities" in this bulletin.)

Writing Center

The University Writing Center provides tutoring for all kinds of writing needs as well as a hotline service for telephone inquiries. Faculty and trained writing fellows serve as tutors. Business school students are encouraged to use the center's services. The writing center is located in Cavanaugh Hall 427, 425 University Blvd.; phone (317) 274-2049. The hotline number is (317) 274-3000.

University College

University College (UC) is the academic home for most IUPUI undergraduate students with fewer than 56 credit hours. Among the UC students are students who plan a business major but have not yet been admitted into the Kelley School of Business. To

request a UC student manual, please contact University College, IUPUI, 815 W. Michigan Street, Indianapolis, IN 46202-5164; phone (317) 274-4856.

International students who plan to apply to the business school are served academically and administratively by the Office of International Affairs rather than the UC. (See the "International Affairs" section of this bulletin.)

Some students with a bachelor's degree may want information about taking additional undergraduate courses; for example, a student who holds a B.A. degree may wish to take accounting courses to prepare to sit for the C.P.A. exam. Such students should contact the Graduate Nondegree Office, Union Building 518, 620 Union Drive; or phone (317) 274-1577. (See also the section "Second Bachelor's Degree" in the "Special Opportunities" section of this bulletin.)

Undergraduate Program

The Undergraduate Program of the Kelley School of Business provides opportunities for breadth of education as well as for a reasonable amount of specialization. As a member of the Association to Advance Collegiate Schools of Business (AACSB), the school subscribes to the principle that a significant portion of a student's academic program should be in general-education subjects, complemented by study in the basic areas of business administration. This assures the planning of balanced study programs while enabling a student with an interest in one or more professional areas of business to specialize in those fields.

All undergraduate study programs also include courses that ensure the development of a basic understanding of the principles and practices involved in the management of business firms in the dynamic economic, social, and political environment of the world today. At IUPUI, three interrelated, rigorous junior-level courses in the management of finance, marketing, and operations, known collectively as the integrative core, are required of all business majors. Integrative core studies emphasize the trends likely to shape the pattern of the world in the years ahead. Beyond these basic requirements, students are given an opportunity to pursue studies from a wide variety of subject areas.

Honors courses are available to students with eligible records. A number of internship programs, industry studies, and overseas study programs are also available to students with specialized professional interests.

To develop leadership skills and a sense of social responsibility, students are strongly encouraged to participate in one or more of the student organizations at IUPUI. Special emphasis is placed on volunteerism and the personal benefits derived from participating in community service. The Kelley School of Business Learning Community course, X103,

involves freshmen in a service project in the local community school system. This course is an entrance requirement for admission into the school. The business course X401 Community Service Learning offers students an opportunity to earn course credit for participation in a specific volunteer project.

Upon attaining senior standing, students enjoy a broader range of elective courses and special opportunities for discussion and counseling with senior members of the faculty. Courses at the senior level assure widespread participation by students in the solution of case studies, projects, and special problems drawn from the contemporary business scene. Also, seniors typically hold offices in professional student organizations, which gives them exceptional extracurricular experience. The business course X420 Business Career Planning and Placement prepares students for the transition to the world of business. This course also helps them locate and select employment opportunities that hold the greatest promise for them.

Program Objectives

Graduates of the Undergraduate Program of the Indiana University Kelley School of Business should:

1. have a general knowledge and appreciation of human accomplishments in the physical sciences, arts, humanities, and social sciences;
2. possess a broad-based knowledge of business and the business firm and the role business plays in our society;
3. understand the national, international, political, social, and economic environment that affects a firm's operations;
4. be able to articulate their thoughts orally and in writing and be computer literate;
5. have a sensitivity to and appreciation of ethical issues;
6. possess an appreciation of the opportunities and problems of managing complex organizations;
7. have the skills and ability to work effectively with others in the completion of joint tasks;
8. possess the ability to find and formulate problems, think analytically, and recommend solutions to problems.

The curriculum of the undergraduate program is designed to provide students with the above attributes. Graduates should have acquired an education that will serve them throughout their careers in business, not just prepare them for an entry-level position.

Honor Code

To foster an academic environment that holds personal integrity and honesty in the highest regard, the undergraduate students at the Kelley School of Business have established an honor code to which students are willing to hold not only themselves but also their peers. This code endorses shared values that incorporate honesty, responsibility, and ethical behavior.

This student-written code describes violations, reporting requirements, and procedures for addressing academic misconduct. It encompasses all courses taught within Indiana University's Kelley

School of Business and includes all students enrolled in them. Students who have been admitted to the Kelley School of Business are expected to continue their commitment to ethical behavior in all of their endeavors, including course work outside of the Kelley School of Business, internships, co-op programs, and overseas study.

Admission

Admission Requirements

Admission to IU's Kelley School of Business at Indianapolis is possible at several different points in a student's academic career. Procedures and requirements for each option are described below. For a key to the codes used in referring to different courses, see the beginning of this bulletin.

Please note that *all applications for admission to the university* are submitted through the IUPUI Office of Undergraduate Admissions, Cavanaugh Hall 129, 425 University Boulevard, Indianapolis, IN 46202-5140; telephone: (317) 274-4591. Beginning students normally enter University College (UC) where they are advised on enrolling in required general-education and pre-business courses.

Dual Admission

Upon recommendation of the Office of Admissions, high school students who have been admitted to IUPUI may be considered for admission into the Kelley School of Business as freshmen if they rank in the top 25 percent of their high school graduating class and have re-centered SAT I scores over 1010 (ACT composite scores of 22 or above). If these students are admitted to the Kelley School of Business, they are dually admitted to both the School of Business and University College. Students will retain early admission status as long as they are making satisfactory progress in their academic program, including business prerequisite courses. This option offers students special access to Kelley School of Business advisors and opportunities for early involvement in Kelley School of Business organizations and activities.

Option I Admission Criteria

To be considered for admission under the Option I admission standards, students must meet the following requirements:

1. Complete between 26 to 56 credit hours of college course work that count toward graduation with an overall cumulative GPA of 2.5 or better. This course work may be taken at Indiana University or at another accredited institution offering a comparable program. (Students with more than 26 credit hours who apply for admission to the Kelley School of Business for the first time may do so using the Option I admission standards. This also applies to transfer students.)

2. Complete ENG W131 (or equivalent), X100, and X103 with a grade of C or higher.

3. Successfully complete two or more of the following courses with an average GPA of 2.5 or better:

BUS K201 The Computer in Business
MATH M118 Finite Mathematics
MATH M119 Brief Survey of Calculus

For admission purposes, the two highest grades achieved in the courses listed above will be used to compute the applicant's admission grade point average. (If only two of the three courses are taken, the admission decision will be based upon the grades achieved in both courses.) A minimum grade of C in BUS K201, and a C- in M118 and M119 is required.

4. Submit an application by the required deadline. Application periods for admission are January 15-March 1 for fall admission and August 15-October 1 for spring admission. Applications are available at the Kelley School of Business, Business/SPEA Building 3024, and online through the School of Business Web site at kelley.iupui.edu.

Admission to the school is competitive, and each applicant is considered individually. Applications will initially be reviewed on the basis of grades. Additional factors include extracurricular and community service activities, work experience, rigor of course work taken, grade trends, high school class rank, and factors beyond the student's control that may have temporarily impaired academic performance. Students may apply only one time under Option I criteria. **NOTE:** All students admitted under Option I must still complete all Option II requirements before taking Integrative Core (I-Core).

Option II Admission Criteria

Students who have been denied admission based upon Option I admission standards or have more than 56 credit hours are eligible to apply according to the following criteria:

1. Complete 56 credit hours of college course work that counts toward graduation with an overall cumulative GPA of 2.0 or better. This course work may be taken at Indiana University or at another accredited institution offering a comparable program.

2. Successfully complete the following nine prerequisite courses with a minimum grade of D in each course and an average GPA of 2.0 or better:

BUS A100 Business Accounting Skills
BUS A201 Introduction to Financial Accounting
BUS A202 Introduction to Managerial Accounting
BUS L203 Commercial Law I
ECON E201 Introduction to Microeconomics
ECON E202 Introduction to Macroeconomics
ECON E270 Introduction to Statistical Theory in Economics and Business
MATH M118 Finite Mathematics
MATH M119 Brief Survey of Calculus I

3. Complete the following courses with a grade of C or above in each course:

ENG W131 Elementary Composition I or equivalent
BUS K201 The Computer in Business
BUS X100 Business Administration: Introduction
BUS X103 Business Learning Community
BUS X204 Business Communications
COMM R110 Fundamentals of Speech Communication

4. File an application by the appropriate deadline for fall or spring admission. See details under "Option I Admission Criteria" in this section.

Although other factors may be taken into consideration in the admission decision, applicants applying under the Option II admission standards will

be reviewed primarily upon the grade point average achieved in the nine prerequisite courses listed above.

For additional information about admission to the Kelley School of Business, contact the undergraduate office at Business/SPEA Building 3024, 801 W. Michigan Street, Indianapolis, IN, 46202-5151; phone: (317) 274-2147.

Policies Governing the Undergraduate Program

Academic Regulations and Scholastic Standards

Under the General Scholarship Rule, any student who does not possess the necessary preliminary training or who lacks other qualifications may be required by the Committee on Admissions and Probation to enroll in such courses as the committee may designate or to take such other corrective action as is necessary or desirable. The committee may review a student's record at any time and may take whatever action seems necessary for the student's best interest or for the best interest of the school.

Upon the recommendation of the appropriate school committee and with the approval of the dean of the Kelley School of Business, any student whose work is unsatisfactory or whose conduct is unethical may be dismissed from the Kelley School of Business.

Academic Misconduct Indiana University and the Kelley School of Business expect that students will follow the fundamental principles of academic integrity in the pursuit of learning. Academic integrity requires that students take credit only for their own work and ideas. Violation of these principles is considered an act of academic misconduct.

The Kelley School of Business strictly follows the guidelines listed in the *Code of Student Rights, Responsibilities, and Conduct* and the Kelley School of Business Honor Code. In addition, the school's policy regarding the appropriate penalty for any degree of academic misconduct permits the removal of the student from the course involved, with a grade of F.

Academic Standing Those students who consistently maintain a minimum grade point average of 2.0 (C) or above, in both their cumulative and semester records are considered to be in good standing.

Auditing Courses Students are not permitted to audit undergraduate business courses or M.B.A. courses. See the Master of Professional Accountancy program chair for the current policy regarding audit of M.P.A. classes.

Columbus Students Transferring to IUPUI

Students who matriculate to Indiana University-Purdue University Columbus (IUPUC) and who wish to earn a Kelley School of Business degree must meet senior residency requirements and complete the last 30 credit hours on the IUPUI campus. Students cannot take any of the final course work in Columbus to receive the Kelley School of Business degree. The eight-year statute of limitations (see "Graduation

Requirements") mandates that students complete their degree requirements within eight years in order to earn a Kelley degree. This policy does not apply to students who matriculated prior to the fall of 2001.

IUPUC students who wish to earn a Kelley degree must apply for admission to the Kelley School of Business in Indianapolis by the stated deadlines and meet all Indianapolis program requirements. Course work may be taken at either campus for students who matriculated to IUPUC prior to fall 2001. Students must also apply to graduate from the Kelley School of Business in Indianapolis.

Integrative Core Prerequisites The prerequisites for the Integrative Core are: a total of 56 credit hours or more; overall cumulative GPA of 2.0 or better; BUS K201, BUS X100, BUS X103, BUS X204, COMM R110, and ENG W131 (with a grade of C or better); BUS A100, BUS A201, BUS A202, BUS L203, ECON E201, ECON E202, ECON E270, MATH M118, and MATH M119 (with a grade of D or better and a grade point average of 2.0 or better). Option 1 admission to the Kelley School of Business in Indianapolis does not guarantee admission into the Integrative Core.

Maximum Semester Credit-Hour Load A typical academic load for full-time students is 12 to 15 credit hours. A student expecting to carry more than 18 credit hours during a regular semester or 8 credit hours in a summer session should have a minimum cumulative grade point average of 3.0 (B) or have earned a 3.0 (B) grade point average in the previous full semester.

Military-Related Credit Both Army and Air Force ROTC programs are available at Indianapolis. Completion of either program leads to a commission as a second lieutenant. Programs are available to both men and women. Courses are pursued in conjunction with an academic curriculum and receive academic credit as electives.

Placement credit is available to veterans and students with high school ROTC backgrounds. Veterans of military service are also eligible for academic credit as a result of their military training and experience. The Kelley School of Business follows the provisions of the "Guide to the Evaluation of Education Experiences in the Armed Services" issued by the American Council on Education (ACE) in granting credit. Credit in business subjects is evaluated as "undistributed" and is subject to oral or written examination for specific equivalency.

Physical Education Courses Students may elect a maximum of 4 credits of elective physical education courses (HPER courses with the prefix "E"). Physical education courses carry regular credit, count toward minimum degree requirements, and are included in the cumulative grade point average.

Probation, Dismissal, and Readmission

Students are sent a warning following any regular semester or summer session in which they fail to attain a semester grade point average of 2.0 (C). They are placed on critical probation whenever their cumulative grade point average is below a 2.0 (C). At the discretion of the Committee on Admissions and Probation, a student whose cumulative grade point

average falls significantly below a 2.0 (C) or whose grade point average continues to decline may be dismissed from the school.

The Committee on Admissions and Probation considers readmission petitions from students who have been dismissed. In such cases, petitions must be submitted at least *30 days prior* to the semester or summer session in which the student wishes to be readmitted.

Upper-Level Business Courses Kelley School of Business students must have senior standing and have completed Integrative Core to enroll in 400-level business courses. Enrollment in business courses numbered 301-499 is limited to the following:

1. Kelley School of Business students.
2. Non-business students who are registered for the minor in business.
3. Non-business students who are registered for degree programs requiring specific business courses. Such programs include engineering, health administration, journalism, and telecommunications. (Enrollment will be permitted only in the *required* business courses using this priority category.)
4. Other students with specific permission of the department offering the course. Departments may choose to declare certain courses "open enrollment" courses.
 - Graduate Continuing Nondegree students may take upper-level business courses with permission.

Unless students are registered in an official program, as identified in items (2) and (3) above, a maximum of 12 credit hours of upper-level business courses may be taken. In addition, for students enrolled in these specific programs, upper-level business courses may comprise no more than 25 percent of their programs.

To enroll in an upper-level business course (301 or higher), a non-business student must meet course prerequisites and have a minimum cumulative grade point average of 2.5 (on a 4.0 scale).

Credit Earned Externally or Transferred to IU

CLEP and DANTES Credit Kelley School of Business does not accept CLEP or DANTES credit for business courses; however, the school will accept CLEP or DANTES credit awarded by other IUPUI academic units for non-business courses.

Credit for Independent Study by

Correspondence The Kelley School of Business accepts a maximum of two courses (6 credit hours) taken by correspondence as counting toward the degree requirements. However, because of their basic importance in the degree program, the following courses or their equivalents may not be taken by correspondence to satisfy admission or degree requirements:

- Business or economics courses
- Prerequisites (for both business and non-business courses)
- Courses required for a concentration (for both business and non-business courses).

Any exceptions to the above policy must have the written approval of the Executive Director of Academic Programs, Indianapolis. **Note:** All correspondence courses taken in the final semester to fulfill Bachelor of Science degree requirements must be completed three weeks prior to the end of a regular semester.

Credit for Self-Acquired Competency The Kelley School of Business does not award credit on the basis of self-acquired competency (for example, work experience). However, the school will give credit examinations for specific courses when the chair of the department offering the course feels a student's experience gives that student a reasonable chance of passing the examination. To be eligible to take a credit examination, the student must be regularly registered at IUPUI.

The school will not accept the transfer of credit from other institutions for business courses if the credit was awarded on the basis of self-acquired competency.

For non-business courses, the school will accept course-specific credit awarded on the basis of self-acquired competency by other baccalaureate-granting divisions/schools of Indiana University and by other institutions accredited by the North Central Association of Colleges or comparable regional associations.

The school will not accept general (non-course-specific) self-acquired competency credit awarded by other divisions or schools of Indiana University or by other institutions.

Transfer of Credit

1. Transfer of Credit from Other Colleges and Universities

Acceptance of credit from other institutions, including Purdue University, will be determined by the IUPUI Office of Admissions. The applicability of credit toward degree requirements in the Kelley School of Business will be determined by the school. Credits in business courses at the lower-division level (100- and 200-level courses) that are accepted for transfer are usually accepted for specific course equivalency.

Courses in upper-division business subjects (300- and 400-level courses) may be accepted for specific equivalency if the course work is taken in the junior or senior year at a four-year institution that is accredited by the Association to Advance Collegiate Schools of Business (AACSB). If the institution is not so accredited, credit in upper-division courses accepted for transfer will be accepted as "undistributed" credit subject to oral or written examination for equivalency.

Upper-division business courses taken in the freshman or sophomore year at four-year institutions may be accepted as "undistributed" credit subject to oral or written examinations for specific equivalency.

Upper-division business courses taken at two-year institutions may be accepted as "undistributed" credit that will count only as business electives.

No more than 94 credit hours may be accepted for transfer from a four-year institution. Course grades from other institutions are not transferred; only credit hours earned in a course are recorded. Evaluation of credit is completed after a student is admitted to the university.

2. **Transfer of Credit from Junior and Community Colleges**

No more than 60 credit hours earned at junior or community colleges may be applied to an Indiana University Kelley School of Business degree.

3. **Transfer of Credit from Other Indiana University Campuses**

Four-year degree programs in certain concentration areas may be completed at Indiana University East, Indiana University-Purdue University Fort Wayne, Indiana University Kokomo, Indiana University Northwest, Indiana University South Bend, Indiana University Southeast, and Indiana University-Purdue University Columbus, as well as at the Bloomington and Indianapolis campuses. Admission and degree requirements will vary among campuses.

Students wishing to transfer to the Kelley School of Business in Indianapolis are required to meet the same admission requirements to the school as do all other students, both internal and external, at the Indianapolis campus. Students who expect to graduate from IU's Kelley School of Business in Indianapolis must complete the last 30 credit hours of the degree program and one-half of their concentration requirements at the Indianapolis campus and complete an application to the school.

Ordinarily, such students must complete the Integrative Core (BUS F301, BUS M301, and BUS P301) on the Bloomington or Indianapolis campus. Transfer students who have completed all three courses of the Integrative Core before starting classes on the Indianapolis campus are required to enroll in BUS X390 The Integrative Experience (1 cr.) during their first semester of admission to the Kelley School of Business. A minimum grade of C- is required in the course. This course requirement applies to all students transferring credit for BUS F301, M301, or P301 from other institutions or another Indiana University campus. Students who are unclear about this requirement should see an academic advisor in the Kelley School of Business.

Grading System

Incomplete Courses A temporary grade of Incomplete (I) on the transcript indicates that the work completed is satisfactory but that the entire course has not been completed. A grade of I may be assigned only if the student is not in attendance during the last 25 percent of a semester or summer session and the instructor has reason to believe that the absence was beyond the student's control. Otherwise, the instructor shall assign a grade of F.

It is the instructor's responsibility to specify the work to be done to remove the Incomplete and the period

of time allowed for completion. However, it is the student's responsibility to contact the instructor to verify that all requirements have been completed. If the Incomplete is not removed within one calendar year of the date of the recording of the Incomplete grade, the registrar will automatically change the I to an F grade. The instructor may, however, require the Incomplete to be removed after a period that is less than one year. Upon satisfactory completion of the work within the time allowed, the Incomplete will be removed and the earned grade recorded. In special circumstances, the dean may authorize that a grade of I be changed to a grade of W (Withdrawn).

Students may not re-enroll in a course in which they have a grade of I.

Pass/Fail Option Business students may elect to take 3 credit hours each semester with a grade of P (Pass) or F (Fail), with a maximum of 6 credit hours each school year, including summer sessions. The election of this option must be exercised by the student within the first three weeks of the semester or equivalent time period in a summer session. Limitations on use of the Pass/Fail option are as follows: Kelley School of Business students may not take any business course Pass/Fail. Also, the Pass/Fail option cannot be used for courses that satisfy the general-education requirement or any course that would fulfill a concentration requirement. In short, the option can be used only for courses that are pure electives taken outside the Kelley School of Business. A grade of P is not counted in the cumulative grade point average, but a grade of F is included. A grade of P cannot be changed subsequently to a grade of A, B, C, or D.

Withdrawals A grade of W (Withdrawn) is given automatically on the date of withdrawal to the student who withdraws during the first seven weeks of a regular semester or during the first three weeks of a summer session.

After the automatic withdrawal deadline, instructors have the option of assigning a grade of W (if the student is passing on the date of withdrawal) or F (if the student is failing on the date of withdrawal).

Any student who wishes to withdraw from a business course in the final quarter of the semester (after the final drop date published in the *Schedule of Classes*) will be required to submit a petition describing the reason for the request. If the instructor of the course supports the student's request, he or she must sign this petition and a drop/add slip. The Appeals Committee will review these petitions. Approval for a student to withdraw with a grade of W will be granted only in cases of illness or emergency.

Effective spring 2000, students admitted to Kelley School of Business are permitted to withdraw from a maximum of five 300- and 400-level business courses. If students withdraw from more than five upper-division courses, they are not allowed to enroll in upper-division business courses during the subsequent fall or spring semester. Students will be placed on academic contract during the semester in which they are eligible to re-enroll in upper-division business courses. Following successful completion of the contract semester (no withdrawals from upper-division courses), students will be released from

academic contract unless they withdraw from another upper-division course.

In addition, effective fall 2001, students may withdraw from a maximum of 20 courses and cannot withdraw from a single course more than 3 times.

Graduation Requirements

Though the school makes every attempt to provide students with ample advising and counseling help, *students in the Kelley School of Business are responsible for planning their own programs and for meeting degree requirements.* It is their responsibility to fully understand and comply with all the provisions of this bulletin. Requests for deviation from department, program, or school requirements may be granted only by written approval from the respective chair, director, or dean, or their respective administrative representatives.

Credit Deadline All course work except work from the current semester must be completed and recorded on the degree candidate's Indiana University transcript at least one month prior to the date of graduation.

Credit Hours and GPA Requirements For students admitted or readmitted fall 2002 a minimum of 124 credit hours must be successfully completed in courses meeting the various requirements stated in this bulletin to earn the Bachelor of Science in Business degree. Of this number, at least 48 credit hours must be in business and economics courses and at least 62 credit hours must be in courses other than business and economics. A minimum cumulative GPA of 2.0 (C) is required for graduation. In addition, students must achieve a minimum 2.0 (C) grade point average in business courses, and a minimum 2.0 (C) grade point average in their concentration requirements to graduate from the Kelley School of Business. Students with outstanding cumulative GPAs may graduate with honors. (See "Academic Distinction" in the "Special Opportunities" section.)

Senior Residence Requirement Students who expect to receive the B.S. in Business degree from the Indiana University Kelley School of Business, Indianapolis, must complete the last 30 credit hours of work toward the degree program and one-half of their concentration requirements on the Indianapolis campus.

Permission to take up to 6 credit hours during the senior year at another institution or by correspondence may be requested by petitioning the Chairperson of Undergraduate Programs, Business/SPEA 3024, 801 W. Michigan Street, Indianapolis, IN 46202-5151; phone (317) 274-2147.

Degree Applications Candidates for the B.S. in Business degree must file a degree application with the Recorder's Office, Kelley School of Business, Business/SPEA Building 3024. Application deadlines are September 1 for December graduation and December 1 for May, June, or August graduation. Kelley School of Business transcripts may reflect from one to three concentrations or majors and zero to two minors.

Statute of Limitations Candidates for the B.S. in Business degree have the right to complete the degree requirements specified by the bulletin in effect at the time they entered Indiana University, as long as the required courses are available and no more than eight calendar years have elapsed since the date of entry. In the event that the required courses are not available or more than eight years have elapsed, students are required to meet the degree requirements currently in effect. Students who are unclear about this requirement should see a Kelley School of Business advisor.

Special Opportunities

Awards, Recognition, and Scholarships

Scholarships available through the Kelley School of Business are based on academic achievement and/or financial need. Eligible candidates must be certified as students in the Kelley School of Business. Ordinarily, a student transferring from another institution must complete at least one semester of study at IUPUI in order to be considered for a scholarship.

The following awards are made to IUPUI students in the Kelley School of Business: Ginny Marzke Memorial Scholarship; John W. Berry Memorial Scholarship; Chancellor's Scholar Award; Delta Sigma Pi Award; Financial Executives Institute Outstanding Finance and Accounting Awards; Irwin Katz Accounting Excellence Award; George S. Olive Scholarship; J. Dwight Peterson Key Award; Arthur W. Tuttle Scholarship; Outstanding Upperclass Scholarship Awards; Nelson/Modern Vending Scholarship; Hazel P. Chattaway Scholarship; Roger Jerman Scholarship; American United Life Scholarship; Bank One Outstanding Finance Student Scholarship; United Parcel Service Scholarship; Ralph L. Swingley Scholarship; Klapper Scholarship; and Transportation Awards. In addition, scholarships and awards are generally given to outstanding students in each concentration.

Academic Distinction Academic distinction for excellence in scholarship is awarded at Commencement to a limited number of students graduating with the Bachelor of Science in Business degree. The number so honored will not exceed 10 percent of the graduating class in the school for that year. Students whose grade point averages are in the highest 1 percent (approximately 3.9 GPA or higher) and who complete at least 60 credit hours at Indiana University graduate with "highest distinction"; those whose grade point averages are in the next highest 4 percent (approximately 3.75 to 3.89 GPA) and who complete at least 60 credit hours at Indiana University graduate "with high distinction"; and the remaining 5 percent (approximately 3.55 to 3.74 GPA) who complete at least 60 credit hours at Indiana University graduate "with distinction." The grade point averages cited are approximate and may vary slightly depending on class statistics. Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear cream and crimson fourragères at Commencement.

Dean's Honor List All undergraduate students in the Kelley School of Business who are taking at least 6 credit hours during a fall or spring semester and who have a semester grade point average of 3.5 or higher are placed on the Dean's Honor List. These honor students receive letters from the dean recognizing their meritorious efforts.

Business Foundations Certificate Program

This program is designed for students who want to become more generally educated about business, improve the conduct of their personal business affairs, and have a business foundation to aid them in their careers.

General requirements for the certificate program include: (1) admission to IUPUI; (2) completion of a minimum of 30 credit hours of college-level or university-level course work; (3) completion of approximately half of the required credit hours at IUPUI; (4) a minimum cumulative grade point average of 2.0 (C); (5) a minimum number of credit hours of business course work taken at Indiana University.

To obtain specific course requirements, see an advisor in the Kelley School of Business Undergraduate Office, 801 W. Michigan Street, Business/SPEA 3024, Indianapolis, IN 46202-5151; phone (317) 274-2147.

Honors Program

Timothy D. Bennett, *Director of Honors Program and Placement Operations*

The Kelley School of Business's highly distinctive Honors Program is designed to enrich the academic experience of selected students.

The program enables the Kelley School of Business to offer the superior student a means to obtain skills and insights not available in the general business program. In this way, its educational offerings can reflect differences in individual student capabilities and motivation. It also enables the school to encourage students who display the promise of high achievement in the field of business to return something to society once they have met their goals. Contact the honors director for information: (317) 274-5693, tbennet@iupui.edu.

Internships

Russell C. Vertner, *Director of Assessment and Student Professional Experiences*

Students are encouraged to gain work experience to enhance the academic knowledge acquired in the business degree program.

International Internships For information about overseas internships, contact the Office of International Affairs, Union Building 207; phone (317) 274-7000.

Professional Practice Program The Professional Practice Program, which administers the internship program of the Kelley School of Business, offers supervised work experience. The program places undergraduates who are in advanced stages of their degree programs in paid internships for one semester.

The following policies govern the "for credit" option in the Professional Practice Program's operations in the Kelley School of Business:

1. A student may receive a maximum of 6 credit hours, 3 credits per internship, in the Kelley School of Business for participation in Professional Practice Program internships.
2. Internships may be part-time or full-time employment assignments.
3. The student must have completed the Integrative Core.
4. Each internship position must be approved by the department of the Kelley School of Business offering the internship, and this approval must be established prior to the time applications from students are solicited. Individual departments may have specific course and GPA requirements.
5. At the conclusion of an internship, the student intern is required to submit a substantial written report to the department in the Kelley School of Business from which internship credit is to be received. The written report is to describe the nature of the problems, objectives, organizational structure, and operations of the functional area in the organization in which the internship was taken. A grade of S or F will be assigned by faculty for internships in all program areas except in the Department of Accounting, where the internship will be graded using the full range of grades.

For additional information and applications, contact the director at (317) 274-3492, vertner@iupui.edu.

Minor in Business

A minor in business has been established with a number of departments in the Schools of Engineering and Technology, Liberal Arts, Science, Journalism, and Health, Physical Education, and Recreation. Students are required to meet course prerequisites and entrance requirements with a GPA of 2.0 or better. These include completion of the following eight courses or equivalents with a sufficient grade point average to ensure admission into the business Integrative Core (described below), which are taken as a unit:

BUS A200 Foundations of Accounting
BUS L203 Commercial Law I
BUS K201 The Computer in Business
ECON E201 Introduction to Microeconomics
ECON E202 Introduction to Macroeconomics
ECON E270 Introduction to Statistical Theory in Economics
MATH M118 Finite Mathematics
MATH M119 Brief Survey of Calculus I

BUS K201 The Computer in Business, or its equivalent, must be completed with a minimum grade of C prior to starting the Integrative Core. Business minors are required to take the Integrative Core, which is 9 credit hours taken together as a single educational unit (BUS F301 Financial Management, M301 Introduction to Marketing Management, P301 Operations Management). Note that to take these three core classes, business minors must apply for a place in them. Application deadlines are March 1 for the summer and fall semesters, and October 1 for the spring semester. Applications are available in the undergraduate office, Business/SPEA Building 3024; call (317) 274-2147 if you have questions.

In addition to the 11 required courses listed above, BUS X204 Business Communications (3 cr.) and BUS Z302 Managing and Behavior in Organizations (3 cr.) are recommended. For all courses listed above, the Kelley School of Business will impose essentially the same standards on students minoring in business as on business majors.

The above minor requires 15 credit hours outside of business and 18 credit hours of business courses, one-half of which must be taken on the IUPUI campus, to comprise the 33 credit hours required for the minor. Students may consult with Kelley School of Business advisors, but are urged to seek academic advising from their major department to ensure that program planning is accurate.

Outside Minors for Business Students

Business students may complete the requirements for a minor through the other schools and departments that offer approved minors, which currently include the Schools of Liberal Arts, Science, and Journalism. The department offering the minor will define the requirements for completing the minor. Students will be required to follow the departmental rules regarding grades, IUPUI credit hours, and course requirements. The minor will appear on the student's official transcript. No more than two minors may appear on the transcript.

Information concerning approved minors is available in the undergraduate office, Business/SPEA Building 3024. Students must consult with an advisor in the department offering the minor.

Overseas Study Programs

The Kelley School of Business offers students the opportunity to study overseas for one semester so that they may gain exposure to other cultures and to international business and economic institutions. A study tour is incorporated into the program, enabling students to visit government and political institutions. Multinational firms are visited throughout the semester.

Qualified students may participate in programs in France, the Netherlands, Finland, Singapore, Chile, Germany, Japan, and Australia, among others. Additional information is available in the undergraduate office, Business/SPEA Building 3024.

The overseas study program will fulfill the international dimension requirement. (See the "Undergraduate Curriculum" section of this bulletin.)

Second Bachelor's Degree

Normally, the holder of a bachelor's degree who wishes to pursue further education is encouraged to seek admission to a graduate program. For example, students interested in taking the additional courses necessary to sit for the C.P.A. exam are encouraged to apply to the Masters of Professional Accountancy Program. In certain cases, however, the undergraduate program of the Kelley School of Business may admit students who have already earned a bachelor's degree in an area *other than business*. In such cases, candidates must earn at least 30 additional credit hours in residence and meet the requirements of the Kelley School of Business and of their selected concentrations. The requirements are similar to those for the bachelor's degree in business (see following pages). The candidate will, of course,

be exempt from any requirements already fulfilled in acquiring the first bachelor's degree.

Students who have already earned a bachelor's degree in business **are not eligible** to earn a second bachelor's degree in business.

Student Organizations

The faculty of the Kelley School of Business recognizes that student organizations contribute greatly to the programs of the school. Some of these are honorary organizations facilitating recognition of outstanding performance. Others enable students to develop their interests in various fields through extracurricular programs. More information about the organizations and names of individuals to contact is available in the undergraduate office, Business/SPEA Building 3024; phone (317) 274-2147.

Accounting Club The Accounting Club maintains a close relationship with IUPUI accounting students, alumni, accounting faculty, and practicing accountants. Members provide numerous services to the community and university, including free help with income tax issues, tutoring in accounting subjects, auditing of student organizations, and arranging scholarships for accounting students. Members meet for discussions and panel presentations and to hear speakers from prominent businesses and accounting firms. Membership is open to all students.

Beta Gamma Sigma Undergraduate membership in this national scholastic honorary business fraternity is restricted to no more than the upper 10 percent of the senior class and the upper 5 percent of the junior class. Graduate students pursuing the M.B.A. degree also may be invited to participate. All successful doctoral degree candidates are eligible for membership if not previously admitted.

Delta Sigma Pi This national professional fraternity for students enrolled in schools of business fosters the study of business in universities, encourages scholarship, promotes closer affiliation between the business world and business students, and furthers the development of high standards of business ethics. Public outreach via guest speakers, corporate tours, and volunteer community service is an important part of Delta Sigma Pi's activities.

Finance Club The Finance Club is an organization of undergraduate students interested in careers in finance. The program includes meetings with prominent people in banking, brokerage, investments, and other phases of finance, as well as trips to financial institutions in the larger cities.

Honors Business Association The Honors Business Association's purpose is to promote and aid honors students.

International Business Organization (IBO) Open to all students, the organization is designed to address the international aspects of business enterprise. The IBO sponsors company visits, serves as a liaison with other international groups, and distributes information on international opportunities. Representatives from multinational firms are frequent guests.

Marketing Club All students concentrating in the field of marketing are eligible to join this organization, which is affiliated with the American Marketing Association. Its objectives are to further the individual

welfare of its members; to acquaint them with practical situations in the marketing field; to foster marketing research in the fields of advertising, retailing, and sales; and to promote fellowship among the marketing students and the faculty. Outside speakers frequently address the club.

Multicultural Students in Business Membership is open to all IUPUI students. The purpose of the organization is to provide a support structure for business students with common concerns and objectives. Professionals from the corporate sector are frequent guest speakers.

National Association of Black Accountants (NABA) Membership is open to all IUPUI students but has the primary purpose of developing, encouraging, and serving as a resource for greater participation of African Americans and other minority groups in the accounting profession. The goals of the association include: (1) promoting and developing the professional skills of members; (2) encouraging and assisting minority students in entering the accounting profession; (3) providing opportunities for members to fulfill their civic responsibilities; (4) ensuring long-term financial stability for and providing adequate resources to implement chapter, regional, and national programs; and (5) representing the interests of current and prospective minority accounting professionals.

Women in Business Membership is open to all women at IUPUI, both undergraduate and graduate, who have an interest in exploring business career possibilities and preparing for entry into the business world.

Undergraduate Curriculum

Degree Requirements

To be awarded the Bachelor of Science in Business degree, students must meet the following requirements. (Also see "Undergraduate Program" in this section.)

1. Complete a minimum of 124 credit hours. Of this number, at least 48 credit hours must be in business and economics courses; a minimum of 62 credit hours must be in courses other than business and economics. A maximum of 9 credit hours of economics will be counted as general education credits in meeting this requirement.
2. Complete the specific degree requirements of the Kelley School of Business as listed below.
3. Complete the last 30 credit hours of the degree program at IUPUI.
4. Complete a minimum of 50 percent of the concentration requirements on the IUPUI campus. This requirement applies to all courses listed for each curricular concentration.

Students in the Kelley School of Business are responsible for understanding and for meeting the degree requirements. Approval for any exceptions or modifications in the degree requirements must be *in writing* and may be granted only by the dean of the Kelley School of Business, the undergraduate program chairperson, the chairperson of the student's concentration, or the chairperson's administrative representative.

Students who would like assistance in planning an academic program or clarification of degree requirements may consult an academic advisor in the Kelley School of Business. See "Useful Phone Numbers" at the beginning of this section.

The undergraduate curriculum in the Kelley School of Business consists essentially of three parts:

(1) general-education courses, (2) basic business and economics courses, and (3) business concentrations. (A key to relevant course codes may be found at the beginning of this bulletin.)

General-Education Requirements (Minimum of 62 cr.)

I. Foundation Courses (12 cr.)¹

ENG W131 Elementary Composition I (3 cr.)²

COMM R110 Fundamentals of Speech Communication (3 cr.)²

MATH M118 Finite Mathematics (3 cr.)

MATH M119 Brief Survey of Calculus (3 cr.)

II. Humanities (12 cr.)

HIST H105 American History I (3 cr.)

or

HIST H106 American History II (3 cr.)

or

Any history course with an "A" prefix except A361 and A363.

The remaining 9 credit hours may be completed by taking courses as specified below:

Art—Courses with an "H" prefix (art history) that are at the 200 level or above

Classical Studies—(except C209)

Communications—T130, T337, T338

Comparative literature—Courses with a "C" prefix that are at the 200 level or above

English—Courses with an "L" prefix (English literature) that are at the 200 level or above

History

Philosophy

Religious Studies

III. Social Sciences (6 cr.)

The social science requirement may be satisfied by selecting 6 credit hours from any of the following departments:

Anthropology

Geography

Political Science

Psychology (except practica)

Sociology

IV. Science (5-6 cr.)

One or more courses selected from the following departments:

Astronomy

Biology

Chemistry

Geology

Physics

¹ Equivalent or approved substitute courses may be used to fulfill these course requirements. Courses may be repeated only once. (See "Admission Requirements.")

² Must be completed with a minimum grade of C prior to admission to the Integrative Core (BUS F301, M301, and P301).

V. General-Education Electives

General-education courses are chosen from throughout the university, excluding Kelley School of Business courses and Department of Economics courses. The number of credit hours required in this category depends upon the manner in which the above requirements are met. At least 62 credit hours in general-education courses are required.

Note: The following courses do not count for any credit toward any degree program in the Kelley School of Business: ENG W001 Fundamentals of English, MATH M010 Pre-Algebra, MATH 001 Introduction to Algebra, MATH 110 Fundamentals of Algebra, and MATH 111 Algebra. As a general rule, remedial courses do not count for any credit toward any degree program in the Kelley School of Business. Consult an advisor for specific information.

VI. International Dimension Requirements

The international dimension can be fulfilled in any one of the following four ways.

- A. Language: A minimum of 6 credit hours in courses at the 200 level or above in a language other than English.
- B. International business and economics: Two courses selected from the following list: BUS D301 The International Business Environment; BUS D302 International Business: Operation of International Enterprises; BUS F494 International Financial Management; BUS L411 International Law; BUS M401 International Marketing; ECON E303 International Economics; ECON E325 Comparative Economic Systems; ECON E430 Introduction to International Economics; ECON E495 Economic Development.
- C. Participation in approved overseas study programs: earning at least 6 credit hours through participation in any approved overseas program of Indiana University will fulfill this requirement. Participation in non-IU programs may be possible, but the student must have prior approval of a Kelley School of Business advisor.
- D. International focus: selection of two courses from a list of international courses offered in various IUPUI departments, such as history, political science, and geography. See a Kelley School of Business undergraduate program advisor for a current list of approved international courses.

Kelley School of Business students from other countries will generally be considered to have fulfilled this requirement. To apply for this waiver, contact the Undergraduate Program Office, Business/SPEA Building 3024.

Basic Business and Economics Requirements

Freshman and Sophomore Years¹

BUS X100 Business Administration: Introduction (3 cr.)²

BUS X103 Business Learning Community (1 cr.)²

BUS A100 Basic Accounting Skills (1 cr.)

BUS A201 Introduction to Financial Accounting (3 cr.)

BUS A202 Introduction to Managerial Accounting (3 cr.)

BUS K201 The Computer in Business (3 cr.)²

BUS X204 Business Communications (3 cr.)²

BUS L203 Commercial Law I (3 cr.)

ECON E201 Introduction to Microeconomics (3 cr.)

ECON E202 Introduction to Macroeconomics (3 cr.)

ECON E270 Introduction to Statistical Theory in Economics (3 cr.)

Junior Year

BUS F301 Financial Management (3 cr.)³

BUS M301 Introduction to Marketing Management (3 cr.)³

BUS P301 Operations Management (3 cr.)³

BUS Z302 Managing and Behavior in Organizations (3 cr.)

BUS X420 Business Career Planning and Placement (2 cr.)

Senior Year

BUS J401 Administrative Policy (3 cr.)

For information about Kelley School of Business departments and areas of study, see "Departments and Concentrations" and "Course Descriptions."

¹ Equivalent or approved substitute courses may be used to fulfill these course requirements. Courses may be repeated only once. (See "Admission Requirements.")

² Must be completed with a minimum grade of C prior to admission to the Integrative Core (BUS F301, M301, P301).

³ F301, M301, and P301 must be taken together as the Integrative Core. BUS X390 Integrative Experience (1 cr.) is required of transfer students who have completed two or more courses of the Integrative Core. All prerequisites must be completed prior to a student registering for core. See an advisor if you have any questions.

Typical Program for Full-Time Students

A typical Kelley School of Business program for a full-time Indianapolis student (minimum total of 124 credit hours)² would be as follows:

SEMESTER I	First Year	Second Year	Third Year	Fourth Year
	BUS X100 (3 cr.) ¹	BUS A201 (3 cr.)	BUS F301 ³ (3 cr.)	International dimension ²
	BUS X103 (1 cr.) ¹	BUS K201 (3 cr.) ¹	BUS M301 ³ (3 cr.)	(3 cr.)
	ENG W131 (3 cr.) ¹	BUS L203 (3 cr.)	BUS P301 ³ (3 cr.)	Concentration
	MATH M118 (3 cr.)	ECON E201 (3 cr.)	Humanities ² (3 cr.)	requirements
	American history (3 cr.)	Humanities ² (3 cr.)	Electives ^{2,4} (3 cr.)	or electives ² (14 cr.)
	Social science ² (3 cr.)	Electives ^{2,4} or Science (1-3 cr.)		
SEMESTER II				
	BUS A100 (1 cr.)	BUS A202 (3 cr.)	BUS X420 (2 cr.)	BUS J401 (3 cr.)
	BUS X204 (3 cr.) ¹	ECON E202 (3 cr.)	BUS Z302 (3 cr.)	Concentration
	COMM R110 (3 cr.)	ECON E270 (3 cr.)	International dimension ¹	requirements
	MATH M119 (3 cr.)	Humanities ² (3 cr.)	(3 cr.)	or electives ² (12 cr.)
	Science (3-5 cr.)	Electives ² (3-5 cr.)	Concentration	
	Social science ² (3 cr.)		requirements or	
			electives ² (7 cr.)	
Total Credits	32-34 credits	31-35 credits	30 credits	32 credits

¹ Must be completed with a minimum grade of C prior to admission to the Integrative Core (BUS F301, M301, P301).

² See "General-Education Requirements," "Basic Business and Economics Courses," and "Departments and Concentrations."

³ The Integrative Core courses must be taken together. All prerequisites must be completed prior to registering for core.

⁴ Electives should be chosen to complete the science requirement if the first course selected in semester II was worth fewer than 5 credit hours.

IUPU Columbus

Columbus Students Transferring to IUPUI

Students who matriculate to Indiana University-Purdue University Columbus (IUPUC) and who wish to earn a Kelley School of Business degree must meet senior residency requirements and complete the last 30 credit hours on the IUPUI campus. Students cannot take any of the final course work in Columbus to receive the Kelley School of Business degree. The eight-year statute of limitations (see "Graduation Requirements") mandates that students complete their degree requirements within eight years in order to earn a Kelley degree. This policy does not apply to students who matriculated prior to the fall of 2001.

IUPUC students who wish to earn a Kelley degree must apply for admission to the Kelley School of Business in Indianapolis by the stated deadlines and meet all Indianapolis program requirements. Course work may be taken at either campus for students who matriculated to IUPUC prior to the fall of 2001. Students also must apply to graduate from the Kelley School of Business in Indianapolis.

Students currently admitted to degree programs at Indiana University campuses other than IUPUI, but who plan to attend IUPU Columbus on a permanent basis, must request that a permanent Inter-campus Transfer be sent to IUPU Columbus from their current campus.

Students who plan to attend IUPU Columbus for specific courses and return to a campus other than IUPUI to complete their program should request that a temporary Inter-campus Transfer be sent to IUPU Columbus. This transfer should specify the length of

time to be spent at IUPU Columbus or list the course(s) that the student is authorized to complete.

Calendar and Schedule of Classes Final schedules and calendars pertaining to IUPU Columbus are available at IUPU Columbus. Registration dates at IUPU Columbus generally do not correspond with those at IUPUI.

For further information on business study at IUPU Columbus, contact:

IUPU Columbus
4601 Central Avenue
Columbus, IN 47203-1769
Phone: (812) 372-8266

Departments and Concentrations

In addition to the general-education and general business curricula discussed previously, students majoring in business also must select an area of concentration within the business program. The areas of concentration, along with the curriculum for working toward that concentration, are presented by department in this section and are summarized below.

Accounting
Computer Information Systems
Finance
Human Resource Management
International Studies¹

¹ May be selected as a second concentration only.

Management
Management of Nonprofit Organizations
Marketing
Marketing-Distribution Management

Students with special interests, such as an interest in a specific industry, may seek permission from their faculty advisors to plan programs that vary somewhat from those outlined in this section.

Concentration requirements are subject to change during the two years covered by this bulletin. Students are expected to stay informed of concentration changes by seeing a business academic advisor on a regular basis.

Department of Accounting and Information Systems

Accounting Concentration

The accounting curriculum prepares students for careers in auditing, corporate accounting and management consulting, governmental and nonprofit organizations, and taxation. In addition, it equips the prospective business executive with tools for intelligent analysis, planning, control, and decision making. The accounting curriculum also provides excellent background for the student who wants to pursue graduate work in business, public administration, or law.

Accounting graduates who meet requirements of the State Board of Public Accountancy of Indiana are eligible to sit for the Uniform C.P.A. Examination in

Indiana. Most accounting graduates will need to engage in further study to be eligible to sit for the exam. Those who wish to engage in public accounting practice in Indiana as certified public accountants should familiarize themselves with the rules and regulations issued by the Indiana State Board of Accountancy, Indiana Professional Licensing Agency, 302 W. Washington Street, Rm. E034, Indianapolis, IN 46204-2724; phone (317) 232-2980. Students planning practice outside Indiana should consult the C.P.A. board in their state of residence. Call 1-800-CPA-EXAM for additional information.

Internships in business or government are available on a selective basis during the fall, spring, or summer. Fall is the ideal time to apply for an accounting internship, since the majority of public accounting internships are spring semester positions. For further information about internships, contact Career and Employment Services, Business/SPEA Building 2010; phone (317) 274-2554.

Concentration Requirements

Freshman Year: BUS A100

Sophomore Year: BUS A201, A202

Junior and Senior Years:

- BUS A311, A312, A325, A328, A424, S302, and X302
- Two accounting electives from the following: A335, A337, A339, A380, A422, A437, A439, A490 or other approved accounting or systems course.
- Nonaccounting concentration (9 cr.): Students must use these hours to build a three-course sequence, a concentration that creates an expertise normally in some nonaccounting business area (e.g., computer information systems or finance). However, a concentration that includes non-business courses (e.g., courses from Computer Technology) may be acceptable. This concentration might be obtained in a number of ways. For example, students might construct a three-course sequence in a particular area such as finance, computer information systems, or something similar. Information about *preapproved* concentrations may be obtained from the Kelley School of Business advisors. Students may construct their own concentration, but all proposed concentrations must have approval from an accounting or systems faculty member. Students also are encouraged to use this flexibility to double major.

NOTE: Most states (including Indiana) require that those accounting professionals who wish to be licensed as certified public accountants must have completed 150 credit hours of education with an accounting concentration. Students must choose among three alternatives. Students who plan to forego C.P.A. licensure may begin their careers after four years with a bachelor's degree. Students interested in licensure may either continue for a fifth year to earn a master's degree (fulfilling the 150-hour requirement) or enter the workforce after four years (with the bachelor's degree) and continue to work toward the master's as part-time or returning students.

The Department of Accounting has created a Master of Professional Accountancy Program for students wishing to pursue licensure.

Computer Information Systems Concentration

Information has joined land, labor, capital, and materials as a central resource for all business managers. Thus, although management specialists with an in-depth education in information systems are needed, every manager is called on to utilize information for business advantage.

Information systems include computers, a wide variety of programming languages, telecommunications, mathematical modeling and computer software for data analysis, factory and office automation, robotics, and expert systems. Managers need to know how and when to apply these technologies, how organizations can acquire and manage information systems that use these technologies, and how businesses should organize themselves to take advantage of opportunities through these technologies.

Students from all areas of business can benefit from understanding information systems. For example, since accounting systems are usually computerized, cost accountants, auditors, and corporate finance managers must be able to use and analyze information systems. General managers need to understand information systems as organizational innovations that must be adopted and implemented simultaneously with changes in organizational designs, strategies, and behaviors. Market researchers must be able to extract data from large databases and analyze them using sophisticated decision and business modeling techniques. Manufacturing and engineering managers must understand the linkages between technical and business computing applications. The undergraduate curriculum offers three different tracks in this concentration.

Concentration Requirements

Junior and Senior Years: All Options
BUS S302, S305, S307, and S310

CSCI N-series Option Only

1. CSCI N305 and N331
2. Choose two from the following list:
 - BUS S490
 - CSCI N241, N311, N335, N341, N345, N355

CSCI Programming Language Option Only

1. CSCI 230, 265, and 452
2. Choose one from the following list:
 - BUS S490
 - CSCI N241, N311, N331, N335, N341, N345, N355

Database Option Only

CSCI 230, 265, 340, 362, and 443

Note: This is a rigid concentration track due to programming prerequisites. There are no concentration electives.

Department of Business Law

The business law department's course offerings acquaint students with what is probably the most important external factor affecting business operations: the law. The courses provide students with an understanding of the nature, functions, and practical operations of the legal system. They also provide considerable information about the most important legal rules restricting—and facilitating—business operations. Finally, they help develop both critical reasoning skills and an appreciation of the social, ethical, and economic forces that help make the law what it is.

Although a concentration in business law is not currently available on the Indianapolis campus, courses in this department may be elected to enhance most other business concentrations.

Department of Finance

The finance undergraduate curriculum provides for a high degree of flexibility while offering the basic preparation needed to deal with the complexities of the modern financial environment.

All students in the concentration must take a common core of three courses: BUS A311, F305, and F420. These three courses provide a basic grounding in financial accounting systems, the capital and money markets, and corporate financial decision making. An understanding of these areas is necessary for someone who is planning a career in finance.

Finance Concentration

The undergraduate curriculum in this concentration is designed to provide familiarity with the instruments and institutions of finance and with a financial approach for structuring and analyzing management decisions.

Course offerings are designed to integrate various aspects of the environment, such as the state of the economy, taxes, and legal considerations, into the decision-making process.

Study in finance, along with appropriate electives, provides academic preparation for careers in corporate financial management; commercial banking, savings and credit institutions; investment analysis; and the selling of financial instruments and services.

Candidates are encouraged to select electives in accordance with career objectives.

Concentration Requirements

Junior and Senior Years:

- A. Finance core requirements: BUS A311, F305, F420
- B. Select two of the following:
 - BUS F402, F446, F494
- C. Select three of the following:
 - BUS A312, BUS A325, BUS A328, ECON E305, ECON E470, BUS R305, BUS R440, BUS R443

Note: Double majors in finance and accounting may take any accounting course other than A100, A201, and A202 as a Section C elective.

Department of Management

The Department of Management encompasses the areas of management, human resource management, organizational behavior, business policy, management of nonprofit organizations, entrepreneurship, and international business. The curriculum is designed to offer students either a broad-based background preparing them for entrance into managerial positions or specialized training in an area of concentration.

At the undergraduate level, the department offers a major concentration in management, nonprofit management, or human resource management, as well as the option to pursue a second concentration in international studies.

Management Concentration

Society recognizes the importance of understanding both management itself and the complex nature of the organizations—in business, government, hospitals, and universities—in which managers operate. The faculty is concerned with improving this understanding through the study of individual and group behavior, organizational theory, and human resource development.

The undergraduate courses offered in this concentration are concerned not only with the broad aspects of management and organization, but also with developing skills for dealing with problems of motivation, organization design, and the increasingly complex problems of human resource allocations in our interdependent society.

This concentration provides the flexibility to accommodate students whose interests include preparation for corporate management training positions, application of behavioral science to management, personnel function in both line and staff capacities, and managing the small business.

Concentration Requirements

Junior and Senior Years:

1. BUS W430 and Z440
2. Four of the following (a minimum of two must be business courses):
 - BUS D301, D302, J404, W311, W406, W408, W494, Z404, Z441, Z444;
 - ECON E304;
 - OLS 378;
 - POLS Y302;
 - PSY B370, B374, B424;
 - SOC R317, R478;
 - SPEA V432;
 - Any 400-level Kelley School of Business course approved by a business advisor.

Entrepreneurship Emphasis

Within the management concentration there is a special emphasis in entrepreneurship and small business.

The image of business in the United States is often one of mammoth national and multinational corporations. Too often the role of the entrepreneur and the importance of small businesses in the economy are overlooked. A vital cornerstone in

sustaining the free enterprise system is the continual birth of new enterprises and the identification, encouragement, and nurturing of entrepreneurial aspirations.

The Indiana University Kelley School of Business, recognizing the contributions of entrepreneurs and the interest shown by students in creating and entering small businesses, has developed an entrepreneurship and small business emphasis within the management concentration. This emphasis focuses the requirements of an individual concentrating in management toward small business.

Students interested in the entrepreneurship emphasis may satisfy the requirements by taking BUS W311, BUS W406, and an approved elective from the list of management concentration electives. (Note: BUS W490 requires the consent of the instructor and the department chairperson.)

Management of Nonprofit Organizations Concentration

For students interested in either the public or private sector, this concentration responds to the need for individuals with broad backgrounds in business to fill managerial positions in nonprofit institutions. These nonprofits include such diverse institutions as social service agencies, museums, hospitals, churches, educational bodies, and arts and cultural agencies. As government funding has tightened, many of these nonprofits have begun commercial activities in order to diversify their revenue bases. Students in this area will receive instruction in fundraising, appreciation of the arts, volunteer programs, and general philanthropic studies. Students who meet these requirements and apply to the Kelley School of Business and the School of Public and Environmental Affairs will earn **both** a B.S. degree in Business and a Certificate in Non-Profit Management.

Concentration Requirements

Junior and Senior Years:

1. BUS A335, W430, J404, Z440, W480
2. SPEA V221, V362
3. One of the following
 - SPEA E162, H316, H320
 - POLS Y326
 - PSY B310
 - SOC R335

Human Resource Management Concentration

This program is designed for students whose career objectives lie in the field of personnel management. From its early beginnings as a staff function involving the maintenance of records and the administration of benefit programs, personnel administration has grown and expanded to encompass the total development and deployment of human resources in organizations. While company titles may vary from vice president of industrial relations to vice president for organization planning and development, there are few firms of any size or consequence today that do not have a human resource management specialist reporting directly to the company's highest level. This practice reflects the awareness that the people who work in an organization are its greatest asset.

For this reason, the curriculum in human resource management is designed to acquaint the student with modern personnel management in its broadest sense.

Included are both the traditional areas of personnel administration and labor relations (such as employment, management development, wage and salary administration, organizational planning, and contract negotiation) and developments in the behavioral sciences with implications for a complete human resource management program.

The objectives at the undergraduate level are to provide students with the broad spectrum of knowledge they need for a career in organizational leadership; to prepare them for a career in human resource management; and to encourage and develop interest in further study and research in this area.

Concentration Requirements

Junior and Senior Years:

1. BUS Z440, Z441, Z443, and Z445
2. Two of the following:
 - BUS S302, W430, Z404, Z444, Z480
 - OLS 331

International Studies Concentration

In response to new and dynamic patterns of international business, American business firms have progressed far beyond the comparatively simple stage of import-export operations. Many companies are becoming multinational, with production units in numerous foreign countries. Private enterprise in the United States has become more intimately concerned with the economic, political, and social trends of foreign nations. The Kelley School of Business has recognized these developments in its global business programs.

All students may elect two courses dealing with the general problems involved in international business: BUS D301 and D302. They also may participate in overseas programs, which offer students an opportunity to see firsthand the problems treated in the course of study, as well as to enhance their language facility.

Students who wish to continue studies in the international area may choose, as a second concentration, the international studies concentration (ISC).

1. The ISC is an option available only to students admitted to the Kelley School of Business.
2. The ISC is a second concentration available to Kelley School of Business students. It may not be listed as a first concentration.
3. The ISC consists of 9 credit hours of course work taken in addition to the international dimension requirement. These 9 credits cannot be selected from the same option used for the international dimension requirement. (See the "General-Education Requirements" section of this bulletin.)

See a business advisor to discuss the possible combinations for fulfilling this concentration's requirements.

Department of Marketing

Marketing Concentration

The study of marketing concerns all activities related to the marketing and distribution of goods and

services from producers to consumers. Areas of study include customer behavior, the development of product offerings to meet consumer needs, pricing policies, institutions and channels of distribution (including retailers and wholesalers), advertising, selling, sales promotion, research, and the management of marketing to provide for profitable and expanding businesses.

The marketing curriculum endeavors to provide the business community with broadly trained men and women who can approach problems with a clear understanding both of marketing and of the interrelationships between marketing and other functions of the firm. Students planning careers in marketing management, advertising, sales, sales management, retailing, wholesaling, marketing research, or distribution normally major in marketing and then may pursue within the curriculum a modest degree of specialization in the area of their vocational interest.

Concentration Requirements

Junior Year: BUS M303

Junior and Senior Years:

Select at least one course from each of the following areas:

1. Buyer behavior: BUS M405 or M407
2. Channel management: BUS M402 or M419
3. Promotion management: BUS M415 or M426
4. Logistics management: BUS M411 or M412

Senior Year: BUS M450

Marketing-Distribution Management Concentration

The undergraduate program in distribution management prepares students for careers in physical distribution management and transportation. The curriculum emphasizes the role of distribution and transportation in making goods available in the world marketplace and to the nation in a timely and economical fashion. A student completing the distribution management program is qualified for work in corporate distribution management; private carrier management; warehousing; and transportation carrier management in the railroad, motor carrier, airline, or related fields. The courses combine theory, principles, concepts, and practice involving marketing, distribution channels, rate negotiations and rate making, transportation regulation, transportation economics and public policy, customer service standards, and related subjects.

Concentration requirements

Junior Year: BUS M303

Junior and Senior Years:

1. BUS M411 and M412
2. Two of the following: BUS M402, M407, M426, M450

Undergraduate Courses

The courses listed in this bulletin represent the complete undergraduate offerings of departments and programs of the Kelley School of Business on the Indianapolis campus.

The number of credit hours given to a course is indicated in parentheses following the course title.

The abbreviation "P" refers to course prerequisites; the abbreviation "C" refers to course corequisites.

Accounting and Information Systems

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

A100 Basic Accounting Skills (1 cr.) The course covers the process of recording economic events that underlie financial statements. The basics of generally accepted accounting principles are introduced as they affect financial statements. The fundamental aspects of managerial accounting are related to planning, controlling, and decision making in business organizations. Different cost definitions are developed and cost-volume-profit analysis is introduced as an important financial planning and control skill.

A200 Foundations of Accounting (Nonmajors) (3 cr.) P: sophomore standing. The course addresses the role of accounting in society and business, with a special emphasis on fundamental concepts and the basic design of accounting systems. This course is intended for non-business majors who are interested in learning about how accounting affects their lives and businesses. Credit not given for both A200 and either A201 or A202.

A201 Introduction to Financial Accounting (3 cr.) P: A100; sophomore standing. Provides balanced coverage of the mechanics, measurement theory, and economic context of financial accounting. Strikes a balance between a preparer's and a user's orientation, emphasizing that students must understand both how transactions lead to financial statements (preparer's orientation) as well as how one can infer transactions given a set of financial statements (user's orientation). Relies on current real-world examples taken from the popular business press. The first part of the course introduces students to the financial accounting environment, financial statements, the accounting cycle, and the theoretical framework of accounting measurement. The second part of the course covers the elements of financial statements, emphasizing mechanics, measurement theory, and the economic environment. Students cannot receive credit for both A201 and A200.

A202 Introduction to Managerial Accounting (3 cr.) P: A100; sophomore standing. The course covers the concepts and issues associated with the accounting and the management of business. Particular emphasis is given to understanding the role of accounting in product costing, costing for quality,

cost-justifying investment decisions, and performance evaluation and control of human behavior. Credit not given for both A202 and A200.

A311 Intermediate Accounting I (3 cr.) P: A201, A202. Provides students with a thorough understanding of the theoretical foundations underlying financial reporting, revenue recognition, and the matching of expenses; financial statement presentation; and accounting for assets. The course's primary objective is to give students the tools necessary to understand and execute appropriate accounting procedures. Another goal is to help students understand the process through which accounting standards are determined and to evaluate the outcomes of that process from the perspectives of managers, shareholders, auditors, and others. Students will learn to assess competing accounting theories and methods from multiple perspectives.

A312 Intermediate Accounting II (3 cr.) P: A311. Provides students with a thorough understanding of accounting for long-term liabilities and debt investment, stockholders' equity, and preparation of cash flow statements. The course's first objective is to give students the tools necessary to understand and execute appropriate accounting procedures. The course's second objective is to help students understand the process through which accounting standards are determined and to evaluate the outcomes of that process from the perspectives of managers, shareholders, auditors, and others. Students will learn to assess competing accounting theories and methods from multiple perspectives.

A325 Cost Accounting (3 cr.) P: A201, A202. Conceptual and procedural aspects of management and cost accounting. Product costing, cost control over projects and products, decision making, profit planning, quantitative modeling, activity-based management, and computer applications.

A328 Introduction to Taxation (3 cr.) P: A201, A202. C: X302. This course examines the fundamentals of federal income taxation. Primary emphasis is on a basic understanding and awareness of the tax law as it applies to individuals but includes an overview of the taxation of corporations, partnerships, and estates and trusts. The course introduces students to tax research and the various sources of tax law, including the Internal Revenue Code, regulations, administrative pronouncements, and case law.

A335 Fund Accounting (3 cr.) P: A201, A202. Financial management and accounting for non-profit-seeking entities such as municipal and federal governments, schools, and hospitals.

A337 Computer-Based Accounting Systems (3 cr.) P: A311, S302. Impact of modern computer systems on analysis and design of accounting information systems. Discussion of tools of systems analysis, computer-based systems, and internal controls and applications. Focus on microcomputer use.

A339 Advanced Income Tax (3 cr.) P: A328.

Advanced aspects of the income taxation of corporations, partnerships, and S-corporations.

A380 Professional Practice in Accounting

(1-3 cr.) P: F301, M301, P301; junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Students receive work experience in cooperating firm or agencies. Comprehensive written report required.

A422 Advanced Financial Accounting (3 cr.)

P: A312. Generally accepted accounting principles as applied to partnerships, business combinations, branches, foreign operations, and nonprofits. Particular emphasis on consolidated financial statements.

A424 Auditing (3 cr.) P: A312. Objectives of this course are to provide students with an understanding of (1) the auditing environment and professional ethics, (2) audit reports and the conditions under which alternatives are used, (3) basic auditing concepts, (4) audit evidence and documentation, (5) analytical reviews, (6) the audit risk model, (7) review and documentation of internal controls, (8) audits of cycles, (9) statistical sampling, and (10) audit objectives and audit procedures for mechanized systems. Emphasis is on the conceptual development of the subject matter, the nature of professional practice, and the technology of auditing.

A437 Advanced Managerial Accounting (3 cr.)

P: A325, and consent of the instructor. Objective of course is to provide students with advanced managerial accounting knowledge and skills. Emphasis is on strategic decision making and management control systems. Students will provide case analyses and presentations.

A439 Advanced Auditing (3 cr.) P: A424.

Coverage of ethics for the accounting profession. Issue of legal liability. Audit program planning. Statistical sampling applications. Use of EDP auditing.

A490 Independent Study in Accounting

(1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

Computer Information Systems

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

S302 Management Information Systems (3 cr.)

P: K201. Overview of management information systems (MIS) within a business context with emphasis on end-user computing. Covers MIS theory and practice as they relate to management and organization theories; current trends in MIS;

managerial usage of information systems; computer hardware, software, and telecommunications; information systems for marketing, finance, accounting, and other business areas; systems development process; and the role of microcomputers. Provides experiential learning by exposure to various decision-support tools for microcomputers.

S305 Business Telecommunications (3 cr.)

P: S302. Introduces students to a wide range of telecommunications technologies, including local area networks, wide area networks, and the Internet, as well as to the uses of these technologies in the organization.

S307 Data Management (3 cr.) P: K201. Improves

students' understanding of, and develops their skills in, the design and implementation of business databases using modern database management systems. Covers data structures and the conceptual, logical, and physical design of databases, as well as database implementation and general issues in business data management.

S310 Systems Analysis and Design (3 cr.)

P: F301, M301, P301; S307 or concurrent. Analysis of an organization and the subsequent design of computer systems to meet business requirements are at the heart of the computer information systems (CIS) field. This is the first in a two-course sequence with S410 that addresses the multiphased process for developing information systems. Courses follow the system's development life cycle, although alternative methodologies are also covered. This first course covers the phases from information systems planning through the specification of structured system requirements in functional form (i.e., logical system design) and concentrates on methods, techniques, and tools used to determine information requirements and to document these requirements in a thorough and unambiguous form. Also introduces computer-aided software engineering (CASE) technology. Students learn the discipline of systems analysis and logical design through a hypothetical case situation.

S410 Systems Implementation (3 cr.) P: S310.

Effective development of an information system depends on proper utilization of a broad range of information technology, including database management systems, operating systems, computer systems, and telecommunications networks. The second course in a two-course sequence with S310 that addresses the multiphased process for developing information systems, this course covers the phases from physical system design through the installation of working information systems. Concentrates on using the results of systems analysis and design, typically documented in CASE technology, and either building or generating systems to meet these specifications. A semester-long field project and various hands-on exercises provide practical experience in building, testing, and installing a system.

S435 Advanced Topics in Computer

Information Systems (3 cr.) P: S302 and consent of the department chairperson. Variable topics course; topics offered will depend on student interest and faculty interest and expertise. Possible topics include telecommunications and networking, advanced systems development methods, data administration, and management of the information systems function.

S490 Independent Study in Computer

Information Systems (1-3 cr.) P: S305, S307, S310; consent of department chairperson and instructor. Supervised individual study and research in student's special field of interest. Student will propose the investigation to be completed. Comprehensive written report required.

Business Law

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

L100 Personal Law (3 cr.) Effects of law on everyday lives. May include such topics as family law; criminal offenses and traffic violations; personal injury and property damage claims; employee rights; landlord-tenant law; consumer rights; debt collection; selected real and personal property issues; wills and estates; selected contract law issues; and forms of business organization (partnership, proprietorship, and corporation).

L201 Legal Environment of Business (3 cr.) P: sophomore standing. Emphasis on understanding the nature of law through examining a few areas of general interest such as the duty to avoid harming others (torts), the duty to keep promises (contracts), and government regulation of business. Credit not given for both L201 and L203. Not offered on Indianapolis campus.

L203 Commercial Law I (3 cr.) P: sophomore standing. Includes the nature of law, torts, contracts, the sale of goods, and the legal regulation of business competition. For accounting majors and others intending also to take L303 in order to attain a broad yet fairly detailed knowledge of commercial law. Credit not given for both L203 and L201.

L303 Commercial Law II (3 cr.) P: L201 or L203. Focuses on the law of ownership, forms of business organization, commercial paper, and secured transactions. For accounting majors and others desiring a broad yet fairly detailed knowledge of commercial law.

L490 Independent Study in Business Law

(1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

Finance

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

F260 Personal Finance (3 cr.) Financial problems encountered in managing individual affairs; family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit for Kelley School of Business students when taken concurrently with or after the integrative core.

F301 Financial Management (3 cr.) P: BUS A100, A201, A202, K201, L203, X100, X103, X204, COMM R110, ECON E201, E202, E270, ENG W131, MATH M118, M119. Part of the integrative core, along with P301 and M301. Broad survey of finance for all business students. Provides a conceptual framework of a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

F305 Intermediate Corporate Finance (3 cr.) P: F301. Part of the finance core. Provides a rigorous treatment of the fundamental concepts of corporate finance for finance majors. Covers capital budgeting, the valuation of firms, and capital structure and payout policies. Serves as a foundation for all 400-level finance electives.

F402 Corporate Financial Strategy and Governance (3 cr.) P: F305, A311. Advanced treatment of corporate financial management. Covers all major areas of corporate financial decisions: capital budgeting, dividends, capital structure, cash-flow projections, mergers, and acquisitions. Makes extensive use of spreadsheet modeling.

F420 Equity and Fixed Income Investments (3 cr.) P or C: F305, A311. Rigorous treatment of fundamental concepts of finance for all students with a concentration in finance. In particular, enables students to develop the skills for portfolio optimization, pricing of equity, examining derivatives and fixed income, analyzing market efficiency, and understanding the basis of corporate financial policy. Serves as a foundation for all 400-level finance electives.

F446 Bank and Financial Intermediation (3 cr.) P: F305, A311. The main topics are (1) the economic role of financial intermediaries, with an emphasis on commercial banks; (2) the evolution of markets in which banks and other financial intermediaries operate; and (3) the regulation of commercial banks and other financial institutions.

F480 Professional Practice in Finance (3-6 cr.) P: junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Work experience in cooperating firm or agencies. Comprehensive written report required. Grade of S or F assigned by faculty.

F490 Independent Study in Finance (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

F494 International Finance (3 cr.) P: F301. A study of the international financial markets in which firms operate and of financial management in an international environment. Topics include exchange rates, international arbitrage, exchange rate risk management, international financing and diversification, and multinational capital budgeting.

Real Estate

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

R305 Introduction to Real Estate Analysis (3 cr.) P: F301. For students who may take additional real estate courses. Topics include real estate law, brokerage, property management, appraising, mortgage finance, and investment analysis. Emphasis on the analytical techniques applicable to real estate.

R440 Real Estate Appraisals (3 cr.) P: F305 or consent of instructor. Methods of appraising real property, with emphasis on income property; covers relevant concepts and analytical techniques. Course content is similar to that which a professional appraiser must learn.

R443 Real Estate Finance and Investment Analysis (3 cr.) P: F305 or consent of instructor. Application of financial concepts and techniques to the analysis of real estate financing and investment alternatives. Computer analysis and case studies are used.

R490 Independent Study in Real Estate and Land Economics (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, will develop the scope of work to be completed. Comprehensive written report required.

Management

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

J401 Administrative Policy (3 cr.) P: F301, M301, P301, Z302, X420, and senior standing. Administration of business organizations: policy formulation, organization, methods, and executive control.

J404 Business and Society (3 cr.) Examines major ethical theories as a basis for analyzing ethical behavior in the business environment. Investigates such issues as economic competition, discriminatory

practices, manipulation of power, environmental conservation, and organizational cultures.

J490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

W311 New Venture Creation (3 cr.) P: F301, M301, P301. Primarily for those interested in creating a new business venture or acquiring an existing business. Covers such areas as choice of a legal form, problems of the closely held firm, sources of funds, preparation of a business plan, and negotiating.

W430 Organizations and Organizational Change (3 cr.) P: Z302. Analysis and development of organizational theories with emphasis on environmental dependencies, sociotechnical systems, structural design, and control of the performance of complex systems. Issues in organizational change, such as appropriateness of intervention strategies and techniques, barriers to change, organizational analysis, and evaluation of formal change programs.

W480 Professional Practice in Management (3-6 cr.) P: junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Provides work experience in cooperating firm or agency. Comprehensive written report required. Grade of S or F assigned by faculty.

W490 Independent Study in Business Administration (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

W494 Herman B Wells Seminar in Leadership (3 cr.) P: senior standing and consent of instructor. Open to Kelley School of Business seniors and selected seniors from other schools with high scholastic ability and promise of developing leadership qualities exemplified by Herman B Wells.

Z302 Managing and Behavior in Organizations (3 cr.) P: junior standing. Integration of behavior and organizational theories. Application of concepts and theories toward improving individual, group, and organizational performance. Builds from a behavioral foundation toward an understanding of managerial processes.

Z404 Effective Negotiations (3 cr.) P: Z440. Exposure to the concepts of negotiations in both the national and international environments, including

negotiation strategies and tactics, influence, third-party intervention, audience effects, nonverbal communication, and ethical and cultural aspects. Case studies, simulations, and guest speakers will be used throughout the course.

Z440 Personnel-Human Resource Management (3 cr.) P: Z302. Nature of human resource development and utilization in American society and organizations, government programs and policies, labor force statistics, organizational personnel departments, personnel planning, forecasting, selection, training, and development. Integration of government and organizational human resource programs.

Z441 Wage and Salary Administration (3 cr.) P: Z440. Survey of problems faced by modern managers of compensation systems. In-depth look at the role of company, government, union, and employee in the design and administration of total compensation systems. Describes current wage and salary systems and their advantages and disadvantages. Integrates theory and practice through case analysis.

Z443 Developing Employee Skills (3 cr.) P: Z440. Focuses on skills that relate to the acquisition and/or identification of knowledge, skills, and abilities among job applicants or current employees. Students will learn how to identify individuals who currently possess the knowledge, skills, and abilities (KSAs) required to be effective members of contemporary organizations and how to identify specific training needs and formulate and implement programs designed to address observed KSA deficiencies.

Z444 Personnel Research and Measurement (3 cr.) P: Z440. Review and evaluation of studies in personnel research in appropriate journals. In-depth study of selected personnel topics. Includes development of personnel measures and human resource audits.

Z445 Human Resource Selection (3 cr.) P: Z440. The ability to evaluate applicants and predict their future performance is a critical function in any organization that wishes to have a competitive edge over other firms. This course will provide students with an understanding of the technical components of selection, including how to determine which applicant characteristics should be examined, what procedures should be used to gather information, and how that information should be combined to identify qualified job applicants.

Z480 Professional Practice in Human Resource Management (3-6 cr.) P: junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Provides work experience in cooperating firm or agency. Comprehensive written report required. Grade of S or F assigned by faculty.

Z490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.) P: consent of undergraduate program

chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

International Business

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

D301 The International Business Environment (3 cr.) P: ECON E201-E202 or equivalent, minimum of junior standing, or consent of instructor. Economic environment for overseas operations. Governmental policies and programs that affect international business. Economic and political philosophies around the world; patterns of government-business relationships. Economic development and business activities in differing political and cultural environments.

D302 International Business: Operation of International Enterprises (3 cr.) P: ECON E201-E202 or equivalent, minimum of junior standing, or consent of instructor; D301 recommended. International dimensions of marketing, finance, accounting, taxation, and personnel with an emphasis on management decisions and implementation. Analytical framework for decision making in a multinational context.

D490 Independent Study in International Business (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

D496 Foreign Study in Business (2-6 cr.) P: senior standing and consent of instructor. Work in, or visits to, business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of project required. For every three weeks of foreign residence, students earn 2 credit hours.

Marketing

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

M300 Introduction to Marketing P: A200, ECON E201-E202. Examination of the market economy and marketing institutions in the United States. Decision making and planning from the manager's point of view; impact of marketing actions from the consumer's point of view. No credit toward a degree in business.

M301 Introduction to Marketing Management (3 cr.) P: BUS A100, A201, A202, K201, L203, X100, X103, X204, COMM R110, ECON E201, E202, E270,

ENG W131, MATH M118, M119. Part of the integrative core, along with F301 and P301. Marketing planning and decision making examined from firm's and consumer's points of view; marketing concept and its companywide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy and implementation.

M303 Marketing Research (3 cr.) P: M301. Focuses on the role of research in marketing decision making. Defining research objectives, syndicated and secondary data sources of marketing information, exploratory research methods, survey research design, experimental design, and data analysis.

M401 International Marketing (3 cr.) P: M303, or concurrent, or consent of the instructor. Covers world markets, their respective consumers, and their political/economic marketing environments. Examines the marketing issues required to meet the product, promotion, price, and distribution demands of a world market. Although the course has a global orientation, issues specific to exporting are discussed.

M402 Marketing Channels (3 cr.) P or C: M303 or consent of instructor. Marketing channels analyzed as organized behavior systems. Focuses on the institutional structure, relationships, and functions of channels of distribution. Franchising, vertical integration, and vertical channel agreements also are emphasized.

M405 Buyer Behavior (3 cr.) P or C: M303 or consent of instructor. Description and explanation of consumer behavior. Demographic, socioeconomic, psycho-graphic, attitudinal, and group influences on consumer decision making. Applications to promotion, product design, distribution, pricing, and segmentation strategies.

M407 Business-to-Business Marketing (3 cr.) P or C: M303 or consent of instructor. Problems, activities, and decision methods involved in the marketing of goods and services by business to business. Demand estimation, pricing, promotion distribution systems, and role of nonconsumer buyers.

M411 Transportation Carrier Management (3 cr.) P or C: M303 or consent of instructor. Study of the carrier-shipper marketing interface with concentration on the variables of rates, service, and government regulations. Modal coverage from an integrated marketing viewpoint. An advanced course that exposes students to market-rate considerations, carrier financial problems, operational factors, and marketing opportunities. Functional analysis of all major transportation modes. Identification of major issues, analysis of alternatives, and discussion of probable future outcomes.

M412 Physical Distribution Management (3 cr.) P or C: M303 or consent of instructor. Management of product distribution systems within an organization. Traffic, inventory control, warehousing,

and other activity centers are analyzed for improvement and related to overall systems performance. Order entry and the customer service variables of order-cycle time and reliability are examined in relation to the sales function. Includes analysis of the impact of physical distribution decisions on other functional areas.

M415 Advertising and Promotion Management (3 cr.) P or C: M303 or consent of instructor. Basic advertising and sales-promotion concepts. The design, management, and integration of a firm's promotional strategy. Public policy aspects and the role of advertising in marketing communications in different cultures.

M419 Retail Management (3 cr.) P or C: M303 or consent of instructor. Major management problems in retail institutions. Treatment of retail/marketing strategy design and problems related to financial requirements, buying, inventory, pricing, promotion, merchandising, physical facilities, location, and personnel.

M426 Sales Management (3 cr.) P or C: M303 or consent of instructor. Emphasizes the activities and problems of field sales management. Includes organizing the sales force, recruiting, training, compensation, motivation, sales techniques, forecasting, territory design, evaluation, and control. Lectures and case studies.

M450 Marketing Strategy (3 cr.) P: M303, one advanced marketing course, and senior standing; restricted to students in the marketing concentration. Ideally taken in the student's last semester. Capstone course for marketing majors. Draws on and integrates materials previously taken. Focuses on decision problems in marketing strategy and policy design, and application of analytical tools for marketing and decision making.

M480 Professional Practice in Marketing (3-6 cr.) P: M301, junior or senior standing in major area, and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Work experience in cooperating firm or agency. Comprehensive written report required. Grade of S or F assigned by faculty.

M490 Independent Study in Marketing (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

Operations and Decision Technologies

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

K201 The Computer in Business (3 cr.) Introduction to the role of computers and other information technologies in business (with emphasis on microcomputer applications). Provides instruction

in both functional and conceptual computer literacy. Experimental exercises include learning a Windows-based spreadsheet (Excel), a relational database (Access), electronic mail, and Internet navigation tools. These hands-on labs emphasize application of these learned skills to solve a variety of business problems. The lectures focus on the use and application of technology (hardware, software, storage/multimedia, Internet history, Internet in business, database management systems, and security/privacy of data in this information age).

K480 Professional Practice in Decision Sciences (3-6 cr.) P: junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the Professional Practice Program office. Work experience in cooperating firm or agencies. Comprehensive written report required. Grade of S or F assigned by faculty.

K490 Independent Study in Decision Sciences (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

P301 Operations Management (3 cr.) P: BUS A100, A201, A202, K201, L203, X100, X103, X204, COMM R110, ECON E201, E202, E270, ENG W131, MATH M118, M119. A survey course concerned with the production and distribution of goods and services. Part of the integrative core, along with F301 and M301. Examines how a firm produces and delivers its goods and services, with consistent and acceptable levels of quality, in a cost-effective manner. The discussion covers a wide range of interrelated issues including quality and process improvement, forecasting, planning, resource management, customer service, scheduling, and layout and process design. A semester-long, team project is the primary activity used to integrate the three core courses.

P480 Professional Practice in Operations Management (3-6 cr.) P: junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Work experience in cooperating firm or agency. Comprehensive written report required. Grade of S or F assigned by faculty.

P490 Independent Study in Operations Management (1-3 cr.) P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

General and Honors Courses

Note: Senior standing and Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

X100 Business Administration: Introduction (3 cr.) Business administration from the standpoint of the manager of a business firm operating in the contemporary economic, political, and social environment. No credit for Kelley School of Business students when taken concurrently with or after the integrative core.

X103 Business Learning Community (1 cr.) Authorization required. This course is designed to assist students to be successful at the university and to develop skills and competencies that will enable a student to perform well in courses offered by the Kelley School of Business. Each Learning Community has an instructional team that is led by a faculty member and includes a student mentor, an academic advisor, and a librarian. The instructional team structures the learning environment to provide participants with as much academic support as possible.

X203 Independent Study in Community Service Learning (1-3 cr.) P: sophomore standing. Authorization required. Independent study course for students intending to apply to the Kelley School of Business and who have 26-56 credit hours. Students will participate in an online library research program, survey and analyze written works on business ethics and societal responsibility, and participate in a group social learning project that involves multiple visits to elementary schools. Credit not given for both X103 and X203.

X204 Business Communications (3 cr.) P: ENG W131 or equivalent with grade of C or better. Theory and practice of written communication in business; use of correct, forceful English in preparation of letters, memoranda, and reports.

X220 Career Perspectives (2 cr.) P: sophomore standing. Assists students in constructing their academic programs and postcollege plans. Students are involved in group interaction with managers, senior executives, faculty, junior or senior student mentors, alumni, and community leaders. Students use data from tests and exercises to consider career options as they relate to such topics as globalization, total quality management, workforce diversity, leadership theory, and volunteerism.

X302 Communication Core II (1 cr.) C: A328. Emphasizes development of communication skills through writing exercises related to tax research. In addition, covers how to access the primary and secondary sources of tax law, including the Internal Revenue Code, regulations and other administrative pronouncements, and judicial decisions. Explains the research process and the use of research tools to locate sources of tax law. Utilizes both paper products and electronic (Internet) resources. Emphasizes how to read and interpret source materials. Tax research assignments stress writing skills and the need for effective communication of research findings.

X390 Integrative Experience (1 cr.) Integrative case exercise involving the finance, marketing, and operations functions; required of students who did not complete the integrative core course work (F301,

M301, P301) on the Bloomington or Indianapolis campuses.

X400 Integration of International Business Study (1 cr.) P: admission to a Kelley School of Business overseas study program. Seminar integrates curriculum in business overseas study program with domestic business practice and philosophy and the Kelley School of Business curriculum.

X401 Community Service Learning: Focus on Children (1 cr.) P: authorization. Provides training, orientation, and reflection for student volunteers who are assigned to elementary school children during the enrolled semester. The course will briefly cover child development and issues related to at-risk children and the agencies that serve them. A minimum of two hours per week community service through a Kelley School of Business-approved program is required. The course is graded S/F.

X405 Topical Explorations in Business (1-3 cr.) Specific topic to be announced as the course is offered.

X420 Business Career Planning and Placement (2 cr.) P: junior standing. Assists students in obtaining positions consistent with career goals. Covers career planning, self-assessment, career options, organized employment campaigns, interviewing techniques, employment communications, alternate job search strategies, and career management. Involves in-depth work with resume software, electronic mail, and other communication tools. Session with corporate managers describing work issues and training programs. Also open to seniors in schools other than business.

X485 Overseas Study I (3 cr.) P: enrollment in a Kelley School of Business overseas study program. Lectures and discussion on aspects of the current international business environment.

X486 Overseas Study II (3 cr.) P: enrollment in a Kelley School of Business overseas study program. Lectures and discussion on aspects of the current international business environment.

X487 Seminar in Business Administration (1-3 cr.) Instruction of an interdisciplinary nature for student groups involved in university-related nonprofit ventures. Interested groups must be sponsored by a Kelley School of Business faculty member and must obtain approval for the seminar from the Undergraduate Policy Committee. May be repeated up to a maximum of 6 credits.

X488 Current International Topics (1-6 cr.) P: enrollment in a Kelley School of Business overseas study program. Lectures and discussion on aspects of the current international business environment, as well as the cultural aspects of the area in which an overseas study program is located.

X496 Supervised Independent Honors Research in Business (1-5 cr.) P: senior standing. For students in Kelley School of Business Honors Program.

Kelley School of Business Administrators and Faculty, Bloomington and Indianapolis

The faculty of the Indiana University Kelley School of Business at Bloomington and Indianapolis are identified below. In addition to these full-time faculty, a dedicated group of individuals who work elsewhere full-time also teach classes for the school. Although some of these people are new each semester, many have made long-term commitments to the Kelley School of Business. We gratefully acknowledge their contributions to the strength of the faculty and the school.

Administrative Officers

DAN DALTON, Ph.D., *Dean*

BRUCE JAFFEE, Ph.D., *Associate Dean for Academics*

JEFF GREEN, Ph.D., *Associate Dean for Research and Operations*

ROGER SCHMENNER, Ph.D., *Associate Dean for Indianapolis Programs*

JANE LAMBERT, M.S.B.A., *Executive Director of Academic Programs*

GLEN LARSEN, Ph.D., *Chairman of Undergraduate Program*

Faculty Emeriti

Belth, Joseph M., Ph.D. (*University of Pennsylvania, 1961*), C.L.U., C.P.C.U., *Professor Emeritus of Insurance*

Biagioni, Louis F., Ph.D. (*University of Missouri, 1964*), *Professor Emeritus of Accounting and Information Systems*

Bonser, Charles E., D.B.A. (*Indiana University, 1965*), *Professor Emeritus of Public and Environmental Affairs (School of Public and Environmental Affairs), Dean Emeritus of Public and Environmental Affairs, and Professor Emeritus of Business Administration (Kelley School of Business)*

Bunke, Harvey C., Ph.D. (*University of Illinois, 1951*), *Professor Emeritus of Business Administration and Professor Emeritus of Business Economics and Public Policy*

Childers, Victor E., D.B.A. (*Indiana University, 1967*), *Associate Professor Emeritus of International Business*

Dalrymple, Douglas J., D.B.A. (*Michigan State University, 1964*), *Professor Emeritus of Marketing*

David, H. Donald, D.B.A. (*Indiana University, 1959*), *Associate Professor Emeritus of Business Education*

Donnell, John D., D.B.A. (*Harvard University, 1966*), *Professor Emeritus of Business Administration*

Dvorak, Earl A., Ed.D. (*Indiana University, 1951*), *Associate Professor Emeritus of Business Education (School of Business) and Associate Professor Emeritus of Education (School of Education)*

Frumer, Samuel, D.B.A. (*Indiana University, 1960*), C.P.A., *Professor Emeritus of Accounting*

Gordon, Paul J., Ph.D. (*Syracuse University, 1958*), *Professor Emeritus of Management*

Granbois, Donald H., D.B.A. (*Indiana University, 1963*), *Professor Emeritus of Marketing*

Greenleaf, Robert W., D.B.A. (*Indiana University, 1961*), *Professor Emeritus of Finance*

Grossack, Irvin M., Ph.D. (*Columbia University, 1962*), *Professor Emeritus of Business Economics and Public Policy*

Haeberle, William L., D.B.A. (*Indiana University, 1952*), *Professor Emeritus of Management*

Hall, Robert W., D.B.A. (*Indiana University, 1972*), *Professor Emeritus of Operations Management*

Hartley, Joseph R., D.B.A. (*Indiana University, 1957*), *Professor Emeritus of Business Administration*

Leibman, Jordan H., J.D. (*Indiana University, 1979*), *Professor Emeritus of Business Law*

Long, John D., D.B.A. (*Indiana University, 1954*), C.L.U., C.P.C.U., *Arthur M. Weimer Professor Emeritus of Business Administration*

Marer, Paul, Ph.D. (*University of Pennsylvania, 1968*), *Professor Emeritus of International Business (Kelley School of Business) and Professor of Central Eurasian Studies (College of Arts and Sciences)*

Martin, David D., Ph.D. (*University of California, Los Angeles, 1955*), *Professor Emeritus of Business Economics and Public Policy*

Martin, E. Wainright, Jr., Ph.D. (*Ohio State University, 1952*), *Professor Emeritus of Business Administration*

Muth, John F., Ph.D. (*Carnegie Mellon University, 1962*), *Professor Emeritus of Operations Management*

Novit, Mitchell S., Ph.D. (*University of Michigan, 1966*), *Associate Professor Emeritus of Personnel and Organizational Behavior*

Ogan, Pekin, Ph.D. (*University of North Carolina, 1974*), *Professor Emeritus of Accounting and Information Systems*

Patterson, James M., Ph.D. (*Cornell University, 1961*), *Professor Emeritus of Marketing*

Pfister, Richard L., Ph.D. (*Massachusetts Institute of Technology, 1959*), *Professor Emeritus of Business Economics and Public Policy*

Phillips, Michael J., S.J.D. (*George Washington University, 1981*), *Professor Emeritus of Business Law*

Raber, Nevin W., M.A.L.S. (*Indiana University, 1952*), *Assistant Professor Emeritus of Business Administration*

Ryan, William G., M.B.A. (*Harvard University, 1956*), *Assistant Professor Emeritus of Business Administration*

Schaller, Howard G., Ph.D. (*Duke University, 1953*), *Professor Emeritus of Business Economics and Public Policy*

Scott, William E., Jr., Ph.D. (*Purdue University, 1963*), *Professor Emeritus of Personnel and Organizational Behavior*

Seawell, Lloyd Vann, D.B.A. (*Indiana University, 1958*), C.P.A., *Professor Emeritus of Accounting*

Shaffer, Robert H., LL.D. (*Indiana University, 1985*), *Professor Emeritus of Business Administration (School of Business) and Professor Emeritus of Education (School of Education)*

Stockton, R. Stansbury, Ph.D. (*Ohio State University, 1956*), *Professor Emeritus of Business Administration*

Suelflow, James E., Ph.D. (*University of Wisconsin, 1965*), *Professor Emeritus of Business Economics and Public Policy*

Thorelli, Hans B., Ph.D. (*University of Stockholm, Sweden, 1954*), E. W. Kelley Professor Emeritus of *Business Administration*

Waldman, Joseph M., D.B.A. (*Indiana University, 1966*), *Professor Emeritus of Business Administration*

Waters, L. Leslie, Ph.D. (*Indiana University, 1987*), *University Professor Emeritus of Transportation and Business History*

Wentworth, Jack R., D.B.A. (*Indiana University, 1959*), Arthur M. Weimer Professor Emeritus of *Business Administration*

Williams, Edgar G., D.B.A. (*Indiana University, 1952*), Vice President Emeritus of *Indiana University and Professor Emeritus of Business Administration*

Wilson, George W., Ph.D. (*Cornell University, 1955*), *Distinguished Professor Emeritus of Business Economics and Public Policy (School of Business) and Professor Emeritus of Economics (College of Arts and Sciences)*

Faculty

Acito, Franklin, Ph.D. (*State University of New York at Buffalo, 1976*), *Chairperson and Professor of Marketing*

Akaiwa, Frank, M.B.A. (*Indiana University, 1994*), *Lecturer in Operations and Decision Technologies (part-time)*

Albright, S. Christian, Ph.D. (*Stanford University, 1972*), *Professor of Decision and Information Systems*

Alvey, Kelly, M.S. (*Indiana University, 1996*), *Visiting Lecturer in Operations and Decision Technologies*

Anderson, Ronald Dean, Ed.D. (*Indiana University, 1973*), *Professor of Marketing and American United Life Professor of Business Administration*

Andrews, Patricia H., Ph.D. (*Indiana University, 1974*), *Adjunct Professor of Business Administration*

Arthaud-Day, Brian, B.A. (*Wake Forest University, 1990*), *Visiting Lecturer in Accounting and Information Systems*

Astill, Andrea, B.A. (*University of Utah, 1998*), *Visiting Lecturer in Accounting and Information Systems*

Aydogan, Neslihan, Ph.D. (*University of Illinois, 1986*), *Professor of Accounting and Information Systems*

Baginski, Stephen P., Ph.D. (*University of Illinois, 1986*), *Professor of Accounting*

Baldwin, Timothy T., Ph.D. (*Michigan State University, 1987*), *Associate Professor of Business Administration*

Banks, Karen, M.S. (*Indiana University, 1995*), *Lecturer in Operations and Decision Technologies (part-time)*

Battle, Thomas E., Ph.D. (*Indiana University, 1985*), *Lecturer in Real Estate and Finance (part-time)*

Baye, Michael R., Ph.D. (*Purdue University, 1983*), *Bert Elwert Professorship in Business*

Beggs, Jerri M., M.B.A. (*Southern Illinois University, 1993*), *Visiting Lecturer in Marketing*

Beneish, Messod Daniel, Ph.D. (*University of Chicago, 1987*), *Associate Professor of Accounting and Information Systems*

Bettencourt, Lance A., Ph.D. (*Arizona State University, 1998*), *Assistant Professor of Marketing*

Bhattacharya, Utpal, Ph.D. (*Columbia University, 1990*), *Associate Professor of Finance*

Birr, Martin J., M.B.A. (*Indiana University, 1987*), *Lecturer in Accounting*

Blacconiere, Walter G., Ph.D. (*University of Washington, 1988*), *Assistant Professor of Accounting*

Blocher, James D., Ph.D. (*Purdue University, 1991*), *Assistant Professor of Operations Management*

Bond, Clay, M., M.A. (*Indiana University, 1987*), *Lecturer in Operations and Decision Technologies*

Bonser-Neal, Catherine, Ph.D. (*University of Chicago, 1988*), *Associate Professor of Finance (part-time)*

Boquist, John A., Ph.D. (*Purdue University, 1973*), *Edward E. Edwards Professor of Finance*

Bordoloi, Bijoy, Ph.D. (*Indiana University, 1988*), *Visiting Associate Professor of Accounting and Information Systems*

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- Dollinger, Marc J., Ph.D. (*Lehigh University, 1983*), Associate Professor of Business Administration
- Donahue, Kimberly A., M.B.A. (*Wright State University, 1988*), Lecturer in Marketing
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- Dull, Richard B., Ph.D. (*Virginia Polytechnic Institute and State University, 1997*), Assistant Professor of Accounting
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- Fisher, Jeffrey D., Ph.D. (*Ohio State University, 1980*), Director, Center for Real Estate Studies and Professor of Finance and Real Estate
- Fisher, Joseph G., Ph.D. (*Ohio State University, 1987*), Associate Professor of Accounting
- Fletcher, Kathy J., Ph.D. (*Indiana University, 1986*), Visiting Lecturer in Communications and Instructional Skills
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- Galpern, Anthony H., B.A. (*University of California, Los Angeles, 1955*), Lecturer in Marketing (part-time)
- Galvin, John E., Ph.D. (*Florida State University, 2000*), Assistant Professor in Information Systems
- Garcia, P. Roberto, Ph.D. (*University of Michigan, 1996*), Visiting Assistant Professor of International Business
- Gardner, Tania, Lecturer in Accounting and Information Systems (part-time)
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- Ginger, Laura A., J.D. (*University of Chicago, 1979*), Associate Professor of Business Law
- Glass, Kathrine, M.B.A. (*Indiana University, 1984*), Lecturer in Accounting and Information Systems
- Goddin, Jeffrey K., M.A. (*Indiana University, 1974*), Lecturer in Business Communications
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- Greene, David E., J.D. (*Indiana University, 1974*), Clinical Associate Professor of Accounting and Information Systems
- Greiner, Daniel, M.S. (*Virginia Polytechnic Institute and State University, 1986*), Clinical Assistant Professor of Finance
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- Harnett, Donald L., Ph.D. (*Cornell University, 1964*), Professor of Decision Sciences
- Hassell, Barbara L., Ph.D. (*Florida State University, 1990*), Clinical Associate Professor of Management
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- Hauswald, Robert, Ph.D. (*Stanford University, 1995*), Assistant Professor of Finance
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- Haywood, Rod G., J.D. (*Saint Thomas University, 1996*), Visiting Lecturer in Communications and Instructional Skills
- Head, Julie S., B.S. (*Indiana University, 1982*), Lecturer in Accounting
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- Hill, John W., Ph.D. (*University of Iowa, 1986*), Chairperson of Systems and Accounting Graduate Program and Professor of Accounting
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