

IU Kelley School of Business

Welcome to the Kelley School of Business!

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 1920's, when a select group of students and faculty had the foresight to undertake a program of study that has become known throughout the world as one of the finest of its kind. From both the Indianapolis and Bloomington campuses, the Kelley School of Business conducts operations across the globe.

The joint resources of Indiana University-Purdue University Indianapolis (IUPUI) and IU Bloomington allow 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 city blocks of the Kelley School 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 unique and dynamic environment for learning, conducting research, teaching, and collaborating with businesses. It is difficult to imagine a richer context in which students of all ages can enhance their knowledge and leadership skills while maximizing their personal development.

The curriculum of the undergraduate program is based on a solid foundation of study in the liberal arts and sciences that develops strong 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 supply chain management. But, in today's global environment, training in business functions alone is insufficient. For this reason, students broaden their programs of study with learning relevant to international business affairs. This requirement may be fulfilled in any 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 organizations, and alumni activities make the Kelley School of Business an exciting place to be. Participation in the undergraduate program involves more than merely taking courses. We offer a comprehensive educational experience that prepares you to join the growing number of IU graduates

providing leadership in business organizations around the world.

Philip L. Cochran
Associate Dean for Indianapolis Programs

Contact Information

[Kelley School of Business](#)

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Academic Advising-Business

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Admissions

IUPUI Undergraduate: (317) 274-4591
Bachelor Degree: (317) 274-2147
Master of Science in Accounting: (317) 278-3885
Kelley Evening M.B.A.: (317) 274-4895

Student Services-Business

(317) 274-2147

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Kelley's History

Today, the IU Kelley School of Business operates as one school on two campuses, Bloomington and Indianapolis. Business education at Indiana University began in Bloomington more than a century ago. The first Indiana University catalog (1830-31) included a course on political economy in the curriculum. From this first course developed a Department of Political Economy, which was later renamed the Department of Economics and Social Science. Early courses in these areas grew into 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. A two-year "commercial course," which required two years of precommerce work in liberal arts, was established. In 1904, the first business catalog, referred to by 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 precommerce 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 U.S. business professionals. 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, was renamed the School of Business Administration and placed under the direct control of its own faculty. In 1938, the name of the school was shortened to the School of Business.

The Junior Division (now the University College) of the university was established in 1942 for all first-year

students. 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 Master of Business Administration and Doctor of Business Administration degrees 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 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.

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Overview

Mission

The Indiana University Kelley School of Business fosters learning about the creation, management, and continuing adaptation of organizations and enterprises in an ever-changing environment. This basic purpose requires that the school engage in:

- 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, which have 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 of change 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, and heterogeneity is nurtured. The school recognizes the need to provide students and faculty with a rich, balanced context for the study of business as well as 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 adaptiveness; 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.

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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 recommend 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 academic programs on the Bloomington campus, the associate dean for Indianapolis operations, the associate dean of faculty and research in Bloomington, the associate dean of information technology in Bloomington, and the associate dean for Indianapolis research and programs.

It is assisted by various chairs and directors. Administrative support for instructional programs is provided by five organizational units: the Kelley School of Business Academic Programs Office in Indianapolis (Undergraduate, Evening M.B.A. Program, M.S.A. and M.S.T. Programs), the Kelley School of Business Undergraduate Program Office (Bloomington), the M.B.A. Office (Bloomington), 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 "Graduate Programs" in this bulletin.)

Departmental and Curricular Structure The faculty of the Kelley School of Business is organized into nine 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 seven research centers, each with a specific mission and a natural constituency in the business world:

- Indiana Business Research Center (IBRC)
- Center for Education and Research in Retailing
- Center for Real Estate Studies
- Johnson Center for Entrepreneurship and Innovation
- Indiana Center for Econometric Model Research
- Center for International Business Education and Research (CIBER)
- Randall L. Tobias Center for Leadership Excellence

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 non-degree educational programs, notable custom-designed programs

for client companies, and special programs for company consortia.

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Student Services and Campus Resources

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 a major, such as accounting or finance. (See Departments and Majors in this bulletin.) Academic advisors who hold master's degrees are available to help students understand and plan for meeting major requirements.

Academic advisors for the Kelley School of Business are available in the Business/SPEA Building Rm. 3024, 801 W. Michigan Street. Please call (317) 274-2147 to schedule an appointment with an advisor. Students may also take advantage of our limited walk-in hours or our online advising. Students may also obtain counseling from the Kelley Career Placement Office, the Office of International Affairs, or the University College (UC).

International Affairs

International students may continue to seek general or personal support services through the Office of International Affairs 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 Finland, Germany, or the Netherlands; semester programs in Chile, France, the Netherlands, 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, 425 University Boulevard, (317)274-2188.

On-campus housing is available for international students. (See Housing in this bulletin.)

For more information, contact the Office of International Affairs, ES 2126; phone (317) 274-7000.

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Admission

Requirements

Admission to the Kelley School of Business is competitive and based on a combination of factors. The primary factor is academic performance or GPA. Students are eligible to apply for admission provided they meet the minimum requirements. The minimum requirements do not guarantee admission.

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.

Please note that all applications for admission to the university are submitted through the IUPUI Office of Undergraduate Admissions, Campus Center Rm. 255, 420 University Boulevard, Indianapolis, IN 46202-5140; phone: (317) 274-4591. Beginning students normally enter the University College (UC), where they are advised on enrolling in required general-education and prebusiness courses.

Dual Admission

Upon recommendation of the Office of Admissions, high school students who have been admitted to IUPUI for summer 2011 and after may be considered for admission into the Kelley School of Business as freshmen if they have meet the following criteria:

1. SAT (critical reading and math) score 1100 or higher (ACT composite score of 24 or higher)
2. SAT (math) score of 500 or higher (ACT math score of 21 or higher)
3. High School GPA of 3.2 or higher

If these students are admitted to the Kelley School of Business, they are dually admitted to both the School of Business and the 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.

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Option I Admission Criteria

The minimum requirements to be eligible to apply for admission under Option I admission standards are:

1. Complete at least 26 credit hours of college-level course work that count toward graduation. 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. Successfully complete the following courses with an average GPA of 2.7 or higher and a minimum grade of "C" or higher in each course. Must also have cumulative IU GPA of 2.7 or higher:
 - BUS-A 100 Business Accounting Skills
 - BUS-K 201 The Computer in Business

Note: BUS K201 or any equivalent course, is only good for five years before a student is admitted to Kelley

- BUS-X 100 Business Administration: Introduction
- BUS-X 103 Business Learning Community or BUS-X 203 Independent Study in Service Learning
- ENG-W 131 Elementary Composition I or equivalent
- MATH-M 118 Finite Mathematics
- MATH-M 119 Brief Survey of Calculus

3. Submit an application by the required deadline.

Fall Admission: January 15 through March 1

Spring Admission: August 15 through October 1

Applications are available online through the Kelley School of Business Web site at kelley.iupui.edu.

4. Students may apply only one time under Option I criteria.

Note: All students admitted under Option I must complete all Option II requirements before taking the Integrative Core (I-Core).

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Option II Admission Criteria

Students who have been denied admission based upon Option I admission standards or have 56 or more credit hours may apply for Option II admission. Students are eligible to apply for admission provided they meet the minimum requirements. The minimum requirements do not guarantee admission. The minimum requirements to be eligible to apply for admission under Option II admission standards are:

1. Complete 56 credit hours of college-level course work that count toward graduation, with an overall cumulative GPA of 2.0 or higher. 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 an average GPA of 2.0 or higher:

- BUS-A 100 Business Accounting Skills
- BUS-A 201 Introduction to Financial Accounting
- BUS-A 202 Introduction to Managerial Accounting
- BUS-L 203 Commercial Law I
- ECON-E 201 Introduction to Microeconomics
- ECON-E 202 Introduction to Macroeconomics
- ECON-E 270 Introduction to Statistical Theory in Economics and Business
- MATH-M 118 Finite Mathematics
- MATH-M 119 Brief Survey of Calculus I

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

- ENG-W 131 Elementary Composition I or equivalent
- BUS-K 201 The Computer in Business

Note: BUS K201 or any equivalent course, is only good for five years before a student is admitted to Kelley.

- BUS-X 100 Business Administration: Introduction
- BUS-X 103 Business Learning Community or BUS-X 203 Independent Study in Service Learning
- BUS-X 204 Business Communications
- COMM-R 110 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.

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

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Courses

In addition to the general-education and general business curricula discussed previously, students pursuing the B.S. in Business degree must select a major within the business program. The major, along with the curriculum for working toward that major, are presented by department in this section and are summarized below.

- Accounting
- Computer Information Systems
- Finance
- Human Resource Management
- International Studies (May be selected as a second major only)
- Management
- Marketing
- Supply Chain Management

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

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 co-requisites.

Accounting and Information Systems Graduate

BUPA-A 508 Accounting for Non-Profit Organizations (3 cr.) Accounting concepts and methods peculiar to governmental units, universities, hospitals, and other nonprofit organizations.

BUS-A 510 Financial Accounting Theory and Practice I (3 cr.) An intermediate financial accounting course emphasizing financial statement preparation and analysis. Includes intermediate theory and problems, asset valuation, and income measurement, preparation and analysis of financial statements. This course does not count toward the MSA degree as it is the graduate version of A311 Intermediate Accounting.

BUPA-A 511 Financial Accounting Theory and Practice II (3 cr.) P: A510 or equivalent. Application of intermediate accounting theory to problems involving long-term liabilities, corporations, earnings per share, tax allocation, pensions, leases, and cash flows.

BUPA-A 512 Financial Accounting Theory and Practice (1-4 cr.) Accelerated coverage of Financial Accounting Theory and Practice I and II. Examines a

broad range of intermediate accounting topics, including issues related to income measurement and revenue recognition, accounting for current and non-current assets, liabilities, leases, pensions, income taxes, stockholders' equity, accounting changes, earnings per share and cash flows.

BUPA-A 514 Auditing Theory and Practice (3 cr.)

P: A511 and A523. This course addresses the concepts and procedures related to the implementation of the external and internal audits for business organizations. Coverage includes issuance of the audit report, reviews of internal control, statistical sampling, EDP systems and the company's business cycles. Additional topics include forensic accounting, auditing for fraud and other assurance services. Many topics covered are included on the uniform CPA examination given twice yearly by the AICPA.

BUPA-A 515 Federal Income Taxes (3 cr.) C: A551 Tax

Research: Introduction to federal income taxation. Focus is on the income taxation of individuals and tax planning for individuals. The goal of this course is to introduce students to the federal income tax law of the U.S. The course provides an overview of the following elements of the tax computation: gross income, deductions, credits, property transactions, alternative minimum tax, employment taxes, and an overview of the estate and gift tax. While the course primarily focuses on the income taxation of individuals, the basic treatment of other entities is considered, including the taxation of corporations, partnerships, limited liability companies, trusts and estates. Moreover, it should be emphasized that many of the basic tax rules examined apply to all entities. In addition, a portion of the course is devoted to tax research, enabling students to appreciate the sources of tax law such as the Internal Revenue Code, Regulations, administrative pronouncements and case law.

BUPA-A 516 Federal Estate and Gift Taxation (3 cr.)

P: A515 or equivalent. Tax treatment of wealth transfers at death (the estate tax) and during lifetime (the gift tax), with emphasis on estate planning. Also includes an examination of the income taxation of estates and trusts.

BUPA-A 517 Financial Statement Analysis (3 cr.)

P: A510 or equivalent. Financial statement analysis is a problem solving, case course designed to teach and understand the techniques used to evaluate the financial dynamics of businesses. Topics covered are directly related to the accounting financial statements, including strategic analysis, ratio analysis, asset and liability analysis, and revenue and expense analysis. Also covered will be forecasting, financial distress models, asset valuation modeling, discount models and abnormal return models. Students will use the Compustat database to generate company and industry data to perform longitudinal studies and publicly traded securities.

BUPA-A 520 Corporate Financial Reporting (3 cr.)

P: A511 and A514. C: A562 recommended. This course will cover the theory and practice of corporate financial reporting. You will be responsible for conducting applied accounting research on a variety of corporate reporting issues that are designed not only to expand your knowledge of Generally Accepted Accounting Principles covered in undergraduate accounting courses but also to improve your analytical abilities and reasoning

process. The research will involve cases based on actual financial statements and events involving real companies. Corporate financial reporting issues will also be covered through financial statement analysis as well as an introduction to special reporting issues. Another critical part of the course will be evaluating current developments in financial reporting, e.g., FASB's proposals and exposure drafts.

BUPA-A 522 Federal Taxation of Partnerships and LCC (3 cr.) P: A515 or equivalent. Tax aspects of the

definition, formation, operation, liquidation, and termination of partnerships and limited liability companies.

BUPA-A 523 Business Information Systems (3 cr.)

An overview of accounting systems and their existence within businesses. The course includes discussions of system controls, transaction processing, business cycles and issues related to development and installation of automated accounting systems.

BUS-A 524 Managing Accounting Information for Decision Making (3 cr.) P: BUS-A 201 Provides a user-

oriented understanding of how accounting information should be managed to ensure its availability on a timely and relevant basis for decision making. Focus is on cost-benefit analysis for evaluating potential value-added results from planning, organizing, and controlling a firm's accounting information. Group participation and computer support is used extensively. For MBA students enrolled in Module II.

BUPA-A 528 State and Local Taxation (3 cr.) P: A515

or equivalent. Examines the basic principles of state and local taxation. Taxes studied are income taxes, sales taxes, use taxes, inheritance taxes, estate taxes, personal property taxes, real property taxes, and excise taxes.

BUPA-A 529 Internship in Accounting (3 cr.) Learning

in a professional environment. Internship with intensive seminars relating to business (e.g., leadership, team building, supervisory skills, time-management, oral communications, negotiating).

BUPA-A 538 Corporate Taxation II (1.5 cr.) This course

develops in-depth corporate tax knowledge and gives studies experience preparing assignments similar to those prepared by tax practitioners. Topics include corporate liquidations, penalty taxes, corporate reorganizations, and consolidated tax returns.

BUPA-A 539 Advanced Taxation I: Entity Issues

(3 cr.) P: A515 or equivalent. Introduction to the taxation of regular corporations, partnerships, limited liability companies, and S corporations.

BUPA-A 544 Federal Taxation of Corporations Filing Consolidated Returns (1.5-3 cr.) P: A515 or equivalent.

The principal focus of this course is on the consolidation return regulations, including concepts and history; eligibility to file; computation of consolidated and separate taxable income; intercompany transactions; SRLY rules; consolidated basis adjustments, loss disallowance rules and procedures. Other tax issues raised by affiliated corporations include the multiple corporation limitations of Section 1561.

BUPA-A 551 Tax Research (1.5 cr.) P: A515 or

concurrent. 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.

BUPA-A 552 Federal Taxation of Corporations and Stockholders (3 cr.) P: A515 or equivalent.

Federal tax aspects of various corporate transactions including corporate formations, operations, distributions, redemptions, liquidations, mergers, acquisitions and divisions and the impact of these transactions on corporate shareholders.

BUPA-A 554 Income Taxation of Trusts and Estates (1.5 cr.) P: A515 or equivalent.

Analyzes the income taxation of trusts and estates and their creators, beneficiaries and fiduciaries, including computation of fiduciary accounting income, distributable net income and taxable income, taxation of simple and complex trusts, computation of income in respect of a decedent, preparation of the decedent's final income tax return and the returns of trusts and estates from inception through termination.

BUPA-A 555 Taxation of S Corporations (3 cr.) P: A515

or equivalent. Examines tax treatment, tax problems and tax planning techniques involving S corporations; eligibility rules; election, revocation, termination; treatment of income, deductions and credits; determining the shareholder's taxable income; pass-through of corporate net operating loss; distributions of previously taxed income; special taxes applicable to S corporations.

BUPA-A 556 Timing Issues in Taxation: Accounting Periods and Methods (1.5-3 cr.) P: A515 or equivalent.

Examines timing issues related to the Federal income tax including adoption of and changes in accounting periods, cash and accrual methods of accounting, tax consequences of changing from one method of accounting to another, installment methods of accounting; time value of money issues (original issue discount); inventory accounting (LIFO), the Uniform Capitalization Rules, and accounting for long-term contracts.

BUPA-A 557 International Taxation (1.5-3 cr.) P: A515

or equivalent. Examines federal tax issues related to foreign transactions, including issues affecting U.S. citizens and residents working, investing in or doing business overseas, and foreigners working, investing in or doing business in the U.S.

BUPA-A 558 Taxation of Tax Exempt Organizations (1.5 cr.) P: A515 or equivalent.

Examines the tax treatment of public and private charities exempt under I.R.C. Sec. 501(c)(3), as well as business leagues, social clubs, and other types of tax-exempt organizations. Includes discussion of the requirements for exemption from federal income tax and the tax treatment of the unrelated business income tax and private foundation status and its repercussions.

BUPA-A 559 Federal Taxation of Current and Deferred Compensation (1.5-3 cr.) P: A515 or

equivalent. Introduces the taxation of current and deferred compensation. Current compensation coverage includes

receipt of property, stock options, golden parachutes, etc. Deferred compensation topics addressed are qualified and nonqualified retirement plans including pension and profit-sharing plans, stock bonus plans, self-employed retirement plans and individual retirement; examines basic concepts of plans and trust, participation and vesting requirements, hours of service and break-in service rules, discrimination in benefits or contributions, deduction for employer contributions, limitations on benefits and contributions, taxability of distributions, fiduciary responsibility and reporting and disclosure requirements.

BUPA-A 560 Information Technology Auditing (3 cr.)

This course examines the security and control of information systems (IS) from the perspective of management, including the IS assurance process. The emphasis is on technical, professional, and regulatory best practices in information systems security and assurance. The course is designed to meet the IS security information needs of both managers and IS security assurance professionals. As such, the course is structured to cover most topics in the common body of knowledge (CBK) for professional examinations with an information security component, including the CPA, CISA (Certified Information Systems Auditor) and CIA (Certified Internal Auditor) exams.

BUPA-A 562 Advanced Financial Accounting (3 cr.)

P: A511 or equivalent. Consideration of advanced financial accounting problems, including those related to consolidated financial statements, business combinations (mergers and acquisitions), branches, foreign operations and nonprofit organizations.

BUPA-A 566 Advanced Auditing (3 cr.) P: A514 or

equivalent. Examines advance issues in auditing including in depth review of the following: forensic accounting and fraud examination; litigation support and expert witness services; the use of statistical sampling in auditing; internal auditing; assurance services and extending the attestation function. The course makes use of cases, articles and current pronouncements in the field.

BUPA-A 575 Auditing and Corporate Governance (3 cr.)

This course introduces basic concepts of internal auditing, emphasizing business process controls as well as entity-level controls. The course is taught from a corporate governance perspective, which stresses the role played by internal audit in assisting management and the board in evaluating and improving the effectiveness of risk management, internal controls, and the governance process. The course also includes an introduction to audit software.

BUPA-A 590 Independent Study in Accounting (Arr. cr.)

For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUS-A 590 Independent Study in Accounting (Arr. cr.)

For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

BUPA-D 590 Independent Study in International Business (Arr. cr.)

For advanced MBA or MSA students

engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUPA-F 560 Current Topics in Finance (1.5 cr.)

BUPA-F 590 Independent Study in Finance (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUPA-G 590 Independent Study in Business Economics and Public Policy (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUPA-L 503 Advanced Business Law (3 cr.) P: L203 or equivalent. Examines concepts of law as applied to the accounting profession, including contracts, agency, forms of organization, property, wills and trusts, securities regulation, consumer protection, and antitrust, secured transactions, negotiable instruments, commercial paper, payment systems, bankruptcy, and related subject areas.

BUPA-M 590 Independent Study in Marketing (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUPA-P 590 Independent Study in Operations Management (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUPA-S 590 Independent Study in Management Information Systems (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUS-S 590 Independent Study in Management Information Systems (Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

BUPA-W 590 Independent Study in Management and Administration (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

BUPA-Z 590 Independent Study in Personnel and Organizational Behavior (Arr. cr.) For advanced MBA or MSA students engaged in special study projects. Course admission and project supervision is arranged through the MBA/MSA office and the faculty's advisor.

Undergraduate

BUS-A 100 Basic Accounting Skills (1 cr.) This 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.

BUS-A 186 Accounting and the Business Environment (3 cr.) non-majors This course is designed from the user's perspective to help students understand the basics of financial and managerial accounting and how accounting is useful to external and internal decision makers.

BUS-A 200 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.

BUS-A 201 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.

BUS-A 202 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.

BUS-A 204 Introduction to Financial Accounting: Honors (3 cr.) P: A100; sophomore standing. The course covers the concepts and issues associated with corporate financial reporting. Particular emphasis is placed on understanding the role of financial accounting in the economy and how different accounting methods affect the financial statement.

BUS-A 302 Accounting Research (1 cr.) P: Kelley admit. 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.

BUS-A 310 Management Decisions and Financial Reporting (3 cr.) P: A201 and A202. Junior or senior standing. A310 is a one-semester course intended primarily for finance majors that covers all the traditional intermediate accounting topics. The course provides students with a thorough understanding of the theoretical foundations underlying financial reporting, the rules used by accountants to measure the effects of business decisions and to report the effects to external parties, the use of judgment in financial reporting, and the transformation of cash-flow decisions into accrual-based and cash-based financial statements. Students are expected to develop technical, analytical, and interpretive skills related to economic transactions and accrual-based financial statements. Accounting students should take A311 and A312 to satisfy accounting major requirements. Credit not given for both A310 and A311 or A312.

BUS-A 311 Intermediate Accounting I (3 cr.) P: A201 and A202. Junior or senior standing. 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.

BUS-A 312 Intermediate Accounting II (3 cr.) P: A311. Kelley admit of junior or senior standing. 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.

BUS-A 325 Cost Accounting (3 cr.) P: A201 and A202. Junior or senior standing. 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.

BUS-A 328 Introduction to Taxation (3 cr.) P: A201 and A202. C: A302. Kelley admit of junior or senior standing. 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. 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.

BUS-A 335 Fund Accounting (3 cr.) P: A201 and A202. Kelley admit of junior or senior standing. Financial management and accounting for nonprofit-seeking entities such as municipal and federal governments, schools, and hospitals.

BUS-A 337 Computer-Based Accounting Systems (3 cr.) P: A201, A202, and K201. Kelley admit of junior or senior standing. 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.

BUS-A 339 Advanced Income Tax (3 cr.) P: A328. Kelley admit of junior or senior standing. Advanced aspects of the income taxation of corporations, partnerships, and S-corporations.

BUS-A 375 Internal Auditing Process Controls (3 cr.) P: BUS K201, BUS A201, and BUS A202 R: Kelley admit of junior or senior standing. This course introduces basic concepts of internal auditing, emphasizes business process controls, covers basic internal controls and how they relate to common business processes, covers how information technology relates to audit procedures and reports, covers the internal auditor's role in monitoring corporate controls, and involves hands-on experience with audit software.

BUS-A 380 Professional Practice in Accounting (1-3 cr.) P: F301, M301, and P301. Kelley admit of 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 firms or agencies. Comprehensive written report required.

BUS-A 422 Advanced Financial Accounting (3 cr.) P: A312; I-Core. Kelley admit of senior standing. Generally accepted accounting principles as applied to partnerships, business combinations, branches, foreign operations, and nonprofits. Particular emphasis on consolidated financial statements.

BUS-A 424 Auditing (3 cr.) P: A337, A312, and I-Core. Kelley admit of senior standing. This course provides 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.

BUS-A 437 Advanced Managerial Accounting (3 cr.) P: A325; I-Core. Kelley admit of senior standing and consent of 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.

BUS-A 439 Advanced Auditing (3 cr.) P: A424; I-Core. Kelley admit of senior standing. Coverage of ethics for

the accounting profession. Issues of legal liability. Audit program planning. Statistical sampling applications. Use of Electronic Data Processing (EDP) auditing.

BUS-A 460 Information Systems Security Assurance

(3 cr.) P: I-Core. Kelley admit of senior standing. This course covers the management and control security of an entity's information technology infrastructure and processes. Specific topics include information security risk identification and management; telecommunications; applications; operational security, physical security, and business continuity; and disaster recovery planning.

BUS-A 490 Independent Study in Accounting (1-3 cr.)

P: ICORE, consent of undergraduate program chairperson and instructor. Kelley admit of junior or senior standing. 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.

**Business Law
Graduate**

BUS-L 512 Law and Ethics in Business (3 cr.) The objective is to provide the student of management with that knowledge of the American legal system--its processes and the substantive law itself--which is necessary to the making of informed and effective business decisions. Because the law develops and evolves in response to changing social, economic, political, and technological forces, and because business decisions often carry long-lasting as well as delayed effects, this course will emphasize the study of legal change. It is hoped that consideration of past legal developments will give prospective managers sufficient insight into the dynamics of this process to enable them to predict as soundly as possible the future legal environment in which their present decisions will bear fruit. For MBA students enrolled in Summer Module IS.

BUS-L 590 Independent Study in Business Law

(Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

Undergraduate

BUS-L 100 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).

BUS-L 201 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.

BUS-L 203 Commercial Law I (3 cr.) P: Sophomore standing. The purpose of this course is to examine the legal framework for business activity and to explore how to manage that framework in a rapidly changing

legal environment. The areas of the law studied include contracts, torts, employment law, intellectual property, forms of business enterprises, and the legal regulation of business competition. Credit is not given for both L201 and L203.

BUS-L 204 Commercial Law I: Honors (3 cr.)

P: Sophomore standing. Includes the nature of law, torts, contracts, the sale of goods, and the legal regulations of business competition. Credit not given for both L 203 (or L201) and L204.

BUS-L 303 Commercial Law II (3 cr.)

P: L201 or L203 or L204. Kelley Admit of Junior or Senior standing. Focuses on the law of ownership, forms of business organization, commercial paper, and secured transactions. For accounting majors and others desiring a broad yet detailed knowledge of commercial law.

BUS-L 490 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.

Computer Information Systems

BUS-S 302 Management Information Systems

(3 cr.) P: K201. Junior or senior standing. 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.

BUS-S 305 Business Telecommunications

(3 cr.) P: S302. Kelley admit of junior or senior standing. Introduces students to a wide range of telecommunications technologies, including local area networks, wide area networks, and the Internet, as well as uses of these technologies in the organization.

BUS-S 307 Data Management (3 cr.)

P: K201. Kelley admit of junior or senior standing. 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.

BUS-S 310 Systems Analysis and Design (3 cr.)

P: ICORE. Kelley admit. C: or P: S307. 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.

BUS-S 410 Systems Implementation (3 cr.) P: S310. Kelley admit. 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.

BUS-S 430 Electronic Commerce Strategic Analysis (3 cr.) P: ICORE. Kelley admit of senior standing. This course will investigate how a variety of organizations (private, public, and nonprofit) use electronic commerce applications to reach their organizational goals. These applications will illustrate consumer-to-business, business-to-business, and intraorganizational electronic commerce in physical as well as digital products and services. The course will highlight the different business models underlying these electronic commerce applications and will discuss them from both an operational and strategic perspective.

BUS-S 435 Advanced Topics in Computer Information Systems (3 cr.) P: BUS-S 302, I-Core, and permission of undergraduate chairperson. Kelley admit of senior standing. 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.

BUS-S 480 Professional Practice in Computer Information Systems (3-6 cr.) P: I-Core and permission of undergraduate chairperson. Kelley admit of senior standing. Work experience in cooperating firm or agencies. Comprehensive written report required. Grade of S or F assigned by faculty.

BUS-S 490 Independent Study in Computer Information Systems (1-3 cr.) P: S305, S307, and S310; consent of department chairperson and instructor. Kelley admit. Supervised individual study and research in student's special field of interest. Student will propose the investigation to be completed. Comprehensive written report required.

Economics

BUS-G 511 Microeconomics for Managers (1.5 cr.) P: G502 Managerial Economics. This course develops basic skills in analysis of industry and market structure,

employment of game theory in the construction of competitive strategy, and determination of optimal prices for the sale of goods and services. Specific topics include oligopoly, antitrust regulation, price discrimination, product bundling, and predatory pricing. Students will gain advanced knowledge of how to use prices and market position to maintain an advantage over competitors that maximizes profits.

BUS-G 512 Macroeconomics for Managers (1.5 cr.) An integrated curriculum that teaches students how to take inventory of the nation's economic position, understand the impact of government actors, and forecast political and economic variables important to the firm. Specific topics covered include national income accounting, determination of GDP and inflation, measurement of unemployment, impacts of fiscal and monetary policies, movement and term structure of interest rates, consequences of government debt, and exchange rates and their linkage to the balance of payments. Students leave the course with a fundamental understanding of the national assets that expand production capacity and national liabilities that stunt opportunity for economic growth.

BUS-G 590 Independent Study in Business Economics and Public Policy (Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

Finance Graduate

BUS-F 509 Financial Analysis for Corporate Decisions (1.5 cr.) P: F523 Financial Management. This course develops a working knowledge of capital budgeting. The beginning of the course focuses on the application of traditional capital budgeting criteria, the determination of cash flows for capital budgeting purposes, and the determination of the appropriate cost of capital. Next, alternative methodologies/concepts such as Adjusted Present Value (APV), Economic Value Added (EVA), and valuing investment opportunities as Real Options are examined. Case studies are utilized to emphasize how these techniques can be applied to improve the capital allocation process.

BUS-F 517 Venture Capital and Entrepreneurial Finance (1.5 cr.) P: F523 Financial Management. This course will examine venture capital in financing entrepreneurial growth companies, how venture capital is raised, invested, and then harvested for reinvestment; how professional venture capitalists analyze and structure potential investments; how and when portfolio companies should execute an exit.

BUS-F 520 Asset Valuation and Strategy (1.5 cr.) P: F523 Financial Management. The course begins with an introduction to the primary and secondary markets with an emphasis on the equity markets. Basic theories for valuing equity and derivative securities are presented. Covered in the equity arena are the Capital Asset Pricing Model, Arbitrage Pricing Theory, and empirical tests of these models. Basic options, forwards, and futures are applied as risk management techniques in the equity and currency markets. Required course for finance majors.

BUS-F 523 Financial Management (3 cr.) Provides a working knowledge of the tools and analytical conventions used in the practice of corporate finance; establishes an understanding of the basic elements of financial theory to be used in application of analytical reasoning to business problems; and explores the interrelationship among corporate policies and decisions. Course work will include problem sets, study group preparation of executive summary memos and critiques, and use of PC spreadsheets to develop a planning model for a case focusing on funds requirement. For MBA students enrolled in Module 1B.

BUS-F 525 Corporate Financial Risk Management (1.5 cr.) P: F520 or concurrent, F526 recommended
This course provides an introduction to risk management strategies. We will focus on two key questions: First, why is risk management important? Second, how can risk management strategies be implemented? The course will make extensive use of derivatives as risk management tools, but no technical knowledge of derivatives is required. Students will be introduced to commercial software such as JP Morgan's Riskmetrics and Creditmetrics. Bus F 526 is recommended, but not required.

BUS-F 526 Derivative Securities (1.5 cr.) P: F520 or concurrent
This course provides an introduction to derivative securities. We will focus on understanding the basic types of derivatives such as futures contracts, swaps, and options. We will make extensive use of the Binomial and Black-Scholes models for pricing options. No prior knowledge of derivatives is required and we will keep the mathematics to the essentials.

BUS-F 528 Fixed Income Investments (1.5 cr.) P: F520
Explores the broad class of fixed income securities, the determinants of risk and pricing, theories of the term structure, and the management of portfolios of fixed income securities. Theoretical material is developed in the context of the market for treasury securities. The later part of the course is on institutional foundations of corporate bond, municipal bond, and mortgage-backed securities markets, as well as how the concepts are adapted to the valuation and management of these more complex securities.

BUS-F 529 Equity Markets (1.5 cr.) P: F520
The conceptual and analytical framework for investing in equity securities are presented in this course. Coverage includes an overview of the security markets, equity valuation, investment strategies, and portfolio management for individuals and institutions. International equity investing is discussed in global portfolio context. Numerous examples are used to illustrate the practical application of valuation models and strategies.

BUS-F 540 The Firm in the Capital Market (1.5 cr.)
P: F523
Financial Management. An introduction to the fixed income markets and the derivative securities used to hedge interest rate risk is presented. The price/yield relationship, term structure of interest rates, and interest rate risk measurement are emphasized. Forwards, futures, options and swaps are presented as risk management tools. Required course for finance majors.

BUS-F 548 Corporate Governance and Restructuring (1.5 cr.) P: F523
Financial Management. This course is designed to promote greater understanding of

mergers and acquisitions, restructurings, and corporate governance activities. This includes exploring the theory and evidence regarding the motives for M&A/restructuring transactions, the sources of value-added, and managerial incentives to engage in or resist these activities. Participants will learn how to apply discounted cash flow techniques for valuation purposes. Case studies are utilized to incorporate financial theory and valuation techniques in real-world situations.

BUS-F 570 International Financial Markets (1.5 cr.)
P: F523
Financial Management. This course examines the international financial markets in which firms and investors operate and discusses how to assess the opportunities and risks of those markets. Topics to be discussed include balance of payments, international arbitrage relationships, exchange rate determination, currency crises, and international asset diversification.

BUS-F 571 International Corporate Finance (1.5 cr.)
P: F523, F570
This course examines how firms and investors manage their operations or investments in an international environment. Topics to be discussed include foreign exchange risk management, financing the global firm, foreign investment decisions, and multinational capital budgeting.

BUS-F 590 Independent Study in Finance (Arr. cr.)
For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

Undergraduate

BUS-F 200 Foundations of Financial Management (Non-majors) (3 cr.) P: sophomore standing.
This course is designed to introduce the student to the basic decision models of financial management and to prepare the student to take an active role in financial decision making in the workplace.

BUS-F 260 Personal Finance (3 cr.) P: Sophomore standing.
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.

BUS-F 300 Introduction to Financial Management (3 cr.) P: BUS A200, MATH 110 or higher-level math course.
Junior or senior standing. Offered to students for a minor in business. An extensive course dealing with a wide range of topics: the determinants of interest rates and the time value of money; the sources and uses of financial information; the structure, role, and regulation of the financial markets; monetary policy; the pricing of risk in the financial markets; the goals of investors; and how firms manage their financial affairs, including planning, budgeting, and decision making. The treatment of these topics will be both descriptive and analytical; there is a large vocabulary to be learned and a number of concepts and problems to be mastered. In addition, we will put this body of knowledge in the context of the current business and financial environment, both domestic and international.

BUS-F 301 Financial Management (3 cr.) Kelley admit of junior or senior standing. Students must meet the Option II admission criteria to take the Integrative Core

courses including course, GPA, and grade requirements. Part of the Integrative Core, along with M301 and P301. 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. Requires authorization.

BUS-F 303 Intermediate Investments (3 cr.) P: ICORE. C: or P: F305 and A310. Kelley admit of junior or senior standing. Students majoring in Accounting and Finance should take A311 instead of A310. Part of the finance core. Provides a rigorous treatment of the core concepts of investments for finance majors. Covers equity securities, fixed income securities, derivative securities, and international investments. Makes extensive use of spreadsheet modeling to implement financial models. Serves as a foundation for all 400-level finance electives.

BUS-F 304 Honors Financial Management (3 cr.) P: Students must meet the Option II admission criteria to take the Integrative Core courses, including course, GPA, and grade requirements. Kelley admit of junior or senior standing. Section authorization is required. The course provides a conceptual framework of a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

BUS-F 305 Intermediate Corporate Finance (3 cr.) P: F301. Kelley admit of junior or senior standing. 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.

BUS-F 365 Personal Financial Planning (3 cr.) P: F301. R: Kelley admit of junior or senior standing. General course oriented toward theory and application of personal financial planning topics, with focus on the process of accumulating and protecting wealth, with the goal of obtaining financial independence. Time value of money exercises and money management tools are utilized. Other topics examined include personal insurance issues, investments in private and public securities, retirement planning, and estate planning.

BUS-F 402 Corporate Financial Strategy and Governance (3 cr.) P: A310 (or A311) and F305; I-Core. Kelley admit of senior standing. 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.

BUS-F 420 Equity and Fixed Income Investments (3 cr.) P: A310, F305, F303; I-Core. Kelley admit of senior standing. A detailed examination of the management of equity and fixed income investments. The analysis of individual securities, the formation of these securities into portfolios, and the use of derivative securities to modify the return/risk profiles of more traditional stock and bond portfolios will be discussed.

BUS-F 446 Bank and Financial Intermediation (3 cr.) P: F305 and A310; I-Core. Kelley admit of senior standing. 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.

BUS-F 490 Independent Study in Finance (1-3 cr.)

P: I-CORE and consent of undergraduate program chairperson and instructor. Kelley admit. 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.

BUS-F 494 International Finance (3 cr.) P: I-CORE. Kelley admit of senior standing. 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.

General and Honors Courses

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

Graduate

BUS-X 511 Weekend Seminar in Management Issues (1.5 cr.)

The MBA Weekend Experience has students serve as the top management of a MNC. The experience helps them to focus on strategic processes such as how strategic decisions get made, how issues get raised, and where strategy meets human behavior. The experience also highlights the importance of leadership, vision, communication, and listening skills. It serves as an opportunity for the students to assess how effective they are in these skills areas. Required for students in MBA Module 1A.

BUS-X 518 Business of Life Sciences I (1.5 cr.)

This course introduces students to all the parts of the industry including the players and their challenges in basic science, medical devices, pharmaceuticals, generics, biotech, distributors, health care providers, insurers, venture capitalists, etc. The business of life sciences is made more successful when those involved in the industry recognize and understand value added at each stage. The value chain begins with the sciences and ends with a health solution for a patient. In between are many stages involving several business sectors engaged in manufacturing and services. A Kelley student interested in a life science career will benefit from a deeper understanding of how the whole value chain works. Includes guest speakers who are specialists in various aspects of this diverse set of industry sectors, who know from experience the relationships and challenges. While this course looks at the big picture, a course project will give each student a chance to focus on at least one part of the value chain. The course grade will be based on attendance, class participation, and a business project.

BUS-X 519 Business of Life Sciences II (1.5 cr.)

This course introduces students to all the parts of the industry including the players and their challenges in basic science, medical devices, pharmaceuticals, generics, biotech, distributors, health care providers, insurers, venture capitalists, etc. The business of life sciences is made more successful when those involved in the

industry recognize and understand value added at each stage. The value chain begins with the sciences and ends with a health solution for a patient. In between are many stages involving several business sectors engaged in manufacturing and services. A Kelley student interested in a life science career will benefit from a deeper understanding of how the whole value chain works. Includes guest speakers who are specialists in various aspects of this diverse set of industry sectors, who know from experience the relationships and challenges. While this course looks at the big picture, a course project will give each student a chance to focus on at least one part of the value chain. The course grade will be based on attendance, class participation, and a business project.

BUS-X 522 Enterprise Lecture Series (1.5 cr.) Required lecture series and case competition for Evening MBA students to support Enterprise Experience. For MBA students enrolled in Module 1B or 2A.

BUS-X 523 Enterprise Experience I (1.5 cr.) First of a two-part series for Evening MBA students involving a consulting project with a local company or business. Students will work in groups of 3 or 4 under close supervision on enterprise director. For MBA students enrolled in Module 2A or 2B.

BUS-X 524 Enterprise Experience II (1.5 cr.) Second of a two-part series of Evening MBA students involving a consulting project with a local company or business. Students will work in small groups under close supervision of Enterprise Director.

BUS-X 551 Career Management (1.5 cr.) This course is designed to provide MBAs with the skills necessary to successfully manage internal and external career transitions. Students improve their ability to package their know-how and work experience by developing a professional portfolio of resume formats, professional summaries, references and multiple work samples. Presentation skills are enhanced through behavioral interview skill practices and mock interviews. Additional topics covered include: career & job search strategy, networking, negotiations, internal development, on/off campus interviewing and market updates. Typically offered during the Summer semester only. This course is required for students to participate in GCS services in Bloomington.

BUS-X 572 Entrepreneurship and Management Topics in Healthcare (1.5 cr.) P: F523, G512 Healthcare spending represents a staggering 17% of the US GDP, and is expected to continue growing. It also represents a complex industry, driven by innovation and entrepreneurship. This course addresses some of those complexities, with a focus on pharmaceuticals, biotechnology and medical devices.

Undergraduate

BUS-X 100 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.

BUS-X 103 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 them 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.

BUS-X 105 Business Administration Introduction: Honors (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.

BUS-X 203 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 or more 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.

BUS-X 204 Business Communications (3 cr.) P: ENG W131 or equivalent with grade of C or higher. Theory and practice of written communication in business; use of correct, forceful English in the preparation of letters, memoranda, and reports.

BUS-X 220 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. Not offered in Indianapolis.

BUS-X 293 Honors Seminar in Business (1-3 cr.) For students in Business Honors Program.

BUS-X 300 Career Planing for Non-Business Majors (2 cr.) This course will provide non-business majors (preferably juniors and seniors) with the strategies and tools necessary to explore careers, prepare for the job or internship search, and/or to identify graduate school options. Topics include, but will not be limited to resume and job search document preparation, job search strategies, and assistance identifying career options.

BUS 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.

BUS-X 320 Business Career Planning and Placement (2 cr.) P: Kelley admit of 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 outside Kelley.

BUS-X 380 Professional Practice (1-3 cr.) P: I-CORE. Kelley admit of junior or senior standing and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Students receive work experience in cooperating firms or agencies. Comprehensive written report required.

BUS-X 390 Integrative Experience (1 cr.) P: All option two admission requirements. Kelley admit. Integrative case exercise involving the finance, marketing, and operations functions; required of students who did not complete the Integrative Core course work (F301, M301, and P301) on the Bloomington or Indianapolis campuses.

BUS-X 393 Honors Writing Experience (1-3 cr.) For students in the Business Honors Program.

BUS-X 400 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.

BUS-X 401 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 of community service through a Kelley School of Business-approved program is required. The course is graded S/F.

BUS-X 405 Topical Explorations in Business (1-3 cr.) Specific topic to be announced as the course is offered.

BUS-X 480 Professional Practice (1-3 cr.) P: I-CORE. 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 firms or agencies. Comprehensive written report required.

BUS-X 485 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.

BUS-X 486 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.

BUS-X 487 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.

BUS-X 488 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.

BUS-X 490 Independent Study in Business (3 cr.) P: Permission of chairperson for undergraduate program

BUS-X 493 Honors Seminar in Business (1-3 cr.)

BUS-X 496 Supervised Independent Honors Research in Business (1-5 cr.) P: Senior standing. For students in Kelley School of Business Honors Program.

International Business

Graduate

BUS-D 590 Independent Study in International Business (Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

Undergraduate

BUS-D 301 The International Business Environment (3 cr.) P: ECON E201 and E202 Junior standing 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.

BUS-D 302 International Business: Operation of International Enterprises (3 cr.) P: BUS D301 and Kelley admit. Junior standing 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.

BUS-D 490 Independent Study in International Business (1-3 cr.) P: I-CORE. 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.

BUS-D 496 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.

Kelley Direct

BUS-I 510 Strategic Management and Business Planning (3 cr.) This course introduces students to strategic management and planning. In the course, you are asked to develop and execute a business strategy in a business simulation. In the Kelley Direct Online MBA

Program, you are asked to develop a wide variety of skills and competencies in management. Developing and executing a business plan is only one of these skills. In addition, many of the skills and competencies addressed in this course will receive progressively greater refining in subsequent courses. As a result, this course should be viewed as an introduction to many issues that you will address again from different perspectives throughout the remainder of the MBA program. For Kelley Direct C560.

BUS-I 511 Law and Ethics in Business (3 cr.) The objective is to provide the student of management with a basic knowledge of the American legal system, the legal process and relevant substantive law which is necessary to making informed and effective business decisions. The law develops and evolves in response to changing social, economic, political, and technological forces, and business decisions often carry long-lasting as well as delayed effects. This course emphasizes the study of the law of torts, contracts, and product liability. It is hoped that consideration of a study of these legal principles will give prospective managers insight into the dynamics of the legal process to enable them to predict as soundly as possible the future legal environment in which their present decisions will bear fruit. For Kelley Direct C550.

BUS-I 523 Supply Chain Management - Sourcing (3 cr.) This course concentrates on the important functions of working and managing the vendor base that supports the supply base. Students will learn about the design of cooperative arrangements between trading partners, as well as the new technologies like internet reverse auctions and e-hubs that are being employed for e-procurement. For Kelley Direct E731.

BUS-I 526 Asset Pricing and Security Valuation (3 cr.) A key focus of managers in public corporations is the creation of enterprise value and the way that value is shared between various suppliers of capital. This course provides an understanding of how financial markets function and how investors value financial securities. This knowledge will assist the manager to understand how various decisions may impact firm and shareholder value. Topics covered include the demand for and pricing of debt and equity securities, portfolio theory, and the pricing and expanding role of derivative securities. For Kelley Direct F741.

BUS-I 527 International Financial Management (3 cr.) This course provides an extension of the major finance topics a manager faces into a global setting. Investing across national boundaries presents unique opportunities and unique risks, thus domestic financial theory must be extended to incorporate these additional factors. Topics include measurement and management of exchange rate, international parity relationships, translation and transaction exposure, international investment diversification, international capital budgeting and multinational cash management. For Kelley Direct F742.

BUS-I 535 Strategic Management and Leadership (3 cr.) The primary focus of this course is the top-level executives who provide strategic leadership to business organizations. Students will learn about the roles, functions, and responsibilities of leadership, in order to learn the administrative requirements of leadership. In addition, students will be introduced to the analytical skills

and social and personal characteristics of highly effective leaders. Case studies, videotapes and other media will be used to explore these and related issues. For Kelley Direct U710.

BUS-I 541 Financial Management (3 cr.) Provides a working knowledge of the tools and analytical conventions used in the practice of corporate finance; establishes an understanding of the basic elements of financial theory to be used in application of analytical reasoning to business problems; and explores the interrelationship among corporate policies and decisions. Course work will include problem sets, study group preparation of executive summary memos and critiques, and use of PC spreadsheets to develop a planning model for a case focusing on funds requirement. For Kelley Direct C540.

BUS-I 545 Economics for Managers (3 cr.) Economic decision making in the business firm, the strategic interaction of business firms in industries, the purchasing and behavior of individual consumers and consumers as a group, and the influence of public policy on market outcomes. Development of a fluency with the language of economics and a strong 'economic intuition,' understanding of selected economics-based decision-making tools and the impact and interaction of the structure of an industry on competition, analysis of intra-industry rivalry, and improved understanding of public policy issues. Emphasis on the logical foundations of economic analysis and managerial decision making. Will promote understanding and application of various quantitative measures. For Kelley Direct C530.

BUS-I 547 Strategic Marketing Management (3 cr.) An introduction to the process of creating a market-driven organization. Specific topics include marketing strategy, market research and analysis, and the development of products and services, pricing, distribution and promotion. The course employs lecture, classroom discussion through threaded discussion forums, case analysis and field research projects. For Kelley Direct C570.

BUS-I 548 Operations Management (3 cr.) Surveys the management of operations in manufacturing and service firms. Diverse activities, such as determining the size and type of production process, purchasing the appropriate raw materials, planning and scheduling the flow of materials and the nature and content of inventories, assuring product quality, and deciding on the production hardware and how it gets used, comprise this function of the company. Managing operations well requires both strategic and tactical skills. The topics considered include process analysis, workforce issues, materials management, quality and productivity, technology, and strategic planning, together with relevant analytical techniques. The course makes considerable use of business cases. Most classes will be spent discussing the cases assigned. For each case, students will be asked to review actual company situations and apply technical and managerial skills to recommending courses of action. Most cases will be taken from manufacturing, but some will be service-oriented. Several of the cases will focus on international companies or issues. For Kelley Direct C580.

BUS-I 550 Organization Designs for Strategic Advantage (3 cr.) The purpose of this course is twofold. Initially, students will be introduced to the basic elements of organizational design, including but not limited to

organization structure, administrative processes and systems, size, and product-market complexity. Then they will learn how these other elements can be configured into a range of designs alternative suited for the demand of different strategic, environmental and technological conditions. These two areas of learning will prepare students for designing organizations that can adapt to the shifting competitive forces of virtually any organizational context. For Kelley Direct U702.

BUS-I 551 Global Enterprise Risk Management (3 cr.)

The purpose of this course is to prepare the student to understand enterprise risk management in a globalized world. From the perspective of a multinational enterprise we focus on foreign Investment Risk, Country Risk, Foreign Exchange Rate Risk and global Non-Market Risk. We will study different monetary arrangement in the past and present, analyze the very nature of the foreign exchange market, and try to understand the causes and consequences of international currency crises. We will analyze and measure different forms of foreign exchange related risk, and we will study strategies and instruments to manage these risks. We also study the emerging field of non-market risk management. As social and environmental concerns rise, and global communication costs shrink, businesses will increasingly find all their operations coming under increasing scrutiny, raising regulatory and social risk. We will examine the non-market business environment, defining the major players and the social and economic institutions in which they operate. We then explore the successful development of non-market risk reduction strategies. For Kelley Direct X520.

BUS-I 563 Integrative Team Oriented Project (3 cr.)

Students will work in project teams to compete in a business computer simulation that is designed to integrate the knowledge, skills, and abilities learned in the program. Readings and other course materials will be assigned by the faculty instructor.

BUS-I 564 Employment Law for HR Practices (1.5 cr.)

This course is designed to introduce and analyze human resources management utilizing an employment life cycle approach. Particular emphasis is placed on the legal environment inextricably intertwined with human resources management and the effect this relationship has on human resource practice. Human resources strategy and the function of human resources within the organization is also explored, focusing on employment law as a component in business strategy that should be utilized to solve issues both creatively and effectively.

**Management
Graduate**

BUS-J 501 Developing Strategic Capabilities (1.5 cr.)

This course offers an introduction to tools for strategic management. Because it comes at the beginning of the MBA Program, it provides an introductory view of the complexities involved in determining long-term strategies. Rather than assessing the firm's environment in terms of broadly defined opportunities and threats, we will examine the dynamics of the competitive environment, how both the pace and the direction of industry change are influenced by the resources, capabilities, and competitive interactions of rival firms. For MBA students enrolled in Module 1A.

BUS-J 506 Leadership and Ethics in the Business

Environment (3 cr.) P: J501. Modern businesses operate in an increasingly interdependent and dynamic environment. The modern, large firm is the major institution in most contemporary industrialized societies. Many actions of firms have major impacts on society as a whole, as well as on specific stakeholders. Corporate actions are increasingly subject to media, public and government scrutiny. The nature of the constantly changing relationship between business and its major constituencies is the focus of the course. The ethical, political, economic, social, and technological considerations of various managerial decisions are investigated. The role of ethical leadership and how it relates to corporate purpose and responsibility will be a major theme of this course. For MBA students enrolled in Module 2B.

BUS-J 522 Strategic Management of Technology and Innovation (3 cr.) P: J506.

Once upon a time, technology management was left to engineers and innovation was something that came out of the R&D labs. Today new technologies redefine industries and business practices daily, and nurturing innovation is the responsibility of all managers. Technology, innovation, and strategy have become intertwined as firms realize that distinctive organizational capabilities are the basis of competitive advantage. The importance of developing capabilities has, in turn, increased interest in a broader interpretation of innovation: organizational learning. This course examines the interrelationship of these concepts and explores how managers may use the development of technology to improve their firm's strategic position.

BUS-W 511 Venture Strategy (3 cr.) P: J501.

This course is designed for those individuals interested in creating a new business venture, acquiring an existing business, working in industries that serve the entrepreneur, or students wishing to familiarize themselves with concepts, issues, and techniques of new venture creation and entrepreneurship. There is also a strong focus on intrapreneurship, or innovation within a corporate environment. Because the sources of entrepreneurial and intrapreneurial motivation are often quite diverse, the learning goals and objectives of the students in this course are often similarly diverse. Therefore, the course is designed to offer a broad range of educational experiences, including case analyses, presenting and negotiating a financial deal, and creating a business plan or corporate change initiative.

BUS-W 519 Knowledge Management (3 cr.) It is

now widely accepted that a firm's knowledge and its capability to learn and to share knowledge are critical competitive advantages. This course will begin by defining organizational learning and then move toward helping the business professional to do a knowledge audit. Organizations expand their knowledge through their networks and external contacts and through alternate modes of disseminating their knowledge. So it is important for firms to assess their learning intent and goals for learning externally as well as sharing and using knowledge internally. Many organizations are looking at themselves as learning organizations and think of their capacity to learn as an important capability. Taught as a web-based course through Oncourse.

BUS-W 520 Turnaround Management (1.5 cr.) This course is designed to provide the student with a process that has been shown to be effective in turning around a seriously under-performing business. The viewpoint of the leader of the business is taken throughout the course. The course is divided into three segments: (1) demonstrating that it is typical for a business to deteriorate in performance over time and the overall process for correcting performance; (2) examining each step in the turnaround process, including early stage diagnosis, recovery actions, and wind-up activities; and (3) suggestions for the leader to avoid entering into a turnaround again. Cases, guest speakers (e.g., workout specialists from banks, turnaround consultants, and company leaders who have experienced turnarounds), and lectures on each step in the process are used in the course.

BUS-W 525 New Ventures and the Venture Community of Indianapolis (1.5 cr.) P: J501. This course is designed to support and encourage student participation in the Venture Club monthly lunch meetings. The Venture Club is a group of venture capitalists, entrepreneurs, bankers, consultants, and service providers (accountants, lawyers, etc.) who meet on a monthly basis in downtown Indianapolis. Meetings typically consist of a brief networking session, followed by two or three presentations by entrepreneurs seeking funding for business concepts, and a guest speaker. Sessions last a total of two hours, and have approximately 200 attendees. Following a brief meeting at the beginning of the semester, students would attend the monthly meetings of the Venture Club (September through April for 8 meetings, 16 hours) and participate in online chat sessions following the meeting. Each meeting would have an associated reading from Harvard Business Review, or a similar journal related to new venture development and financing. Note: this course is generally offered in an ADC or online format.

BUS-W 550 Management Consulting and Strategy (3 cr.) P: J501. This course focuses on what is required to become a successful management consultant with emphasis on corporate strategy. Students will have the opportunity to assume the role of a management consultant and to prepare and present a current corporate strategy product. Key activities will include proposal preparation, fact gathering, interviewing progress review, and final report preparation and presentation. Prospective students should have a solid understanding of the fundamentals of corporate strategy.

BUS-W 590 Independent Study in Management and Administration (Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

BUS-Z 590 Independent Study in Personnel and Organizational Behavior (Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

Undergraduate

BUS-J 401 Administrative Policy (3 cr.) P: I-CORE, Z302, X320 (or concurrent), 6 hours of major (or concurrent). Kelley admit of senior standing.

Administration of business organizations: policy formulation, organization, methods, and executive control.

BUS-J 402 Administrative Policy: Honors (3 cr.) P: I-CORE, Z304, X320 (or concurrent), 6 hours of major (or concurrent). Kelley and honors program admit or senior standing. Administration of business organizations: policy formulation, organizations, methods, and executive control.

BUS-J 404 Business and Society (3 cr.) P: I-CORE, senior standing. 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.

BUS-J 411 Analysis of Business Decisions (3 cr.) P: J401, Z311, Z312, X320, 6 hours of major. Kelley admit of senior standing. Strategy is about determining and implementing a course of action to accomplish objectives to effectively compete and create sustainable competitive advantages for the organization in the marketplace. In this course, students will make business decisions over multiple time periods and examine their impact on the organization's qualitative and quantitative performance. The course is composed of two essential elements: "knowing" and "doing." The "knowing" involves the strategic concepts, techniques, and models applicable to strategic and functional management to help students make intelligent choices among the options available to the organization and its competitors. The student will learn these through assigned readings and discussions. The "doing" involves active participation in a total enterprise strategic management simulation. A team will determine the organization's objectives and goals, evaluate business situations, make decisions for the various functional areas, and examine the outcomes from these decisions as the team competes with other firms in the industry.

BUS-J 490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.) P: I-CORE and consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special fields 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.

BUS-W 200 Introduction to Business Management (3 cr.) P: Sophomore standing. Business administration and management from the standpoint of a business firm operating in the contemporary economic, political, and social environment. This course will not be counted toward a business degree or minor.

BUS-W 212 Exploring Entrepreneurship (3 cr.) This course provides a survey of the basic concepts of starting a business. The course covers the personal origins for motivation for entrepreneurship and the skills, knowledge, and abilities of the entrepreneur. The course includes guests who have successfully started their own businesses and who speak with students about their experiences. The course concludes with students assessing their own potential and developing an idea for a new business.

BUS-W 311 New Venture Creation (3 cr.) P: I-CORE. Kelley admit of junior or senior standing. 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.

BUS-W 430 Organizations and Organizational Change (3 cr.) P: Z302, I-CORE. Kelley admit of senior standing. 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.

BUS-W 490 Independent Study in Business Administration (1-3 cr.) P: I-CORE and 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.

BUS-Z 200 Introduction to Human Resource Practices (Non-majors) (3 cr.) P: Sophomore standing. This course is designed to provide a basic overview of human resources practices and principles that all managers need to be aware of in today's business environment. Specifically, we will focus on employment laws and trends that affect firms of all sizes, as well as managerial practices that can positively impact an organization.

BUS-Z 302 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.

BUS-Z 304 Managing and Behavior in Organizations: Honors (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.

BUS-Z 311 Leadership and Ethics in the Business Environment (1.5 cr.) P: Junior standing. This course will explore the interrelated areas of business leadership and business ethics. We will examine examples of leadership and ethical crises, and investigate the ethical, political, economic, and social considerations of various leadership decisions.

BUS-Z 312 Human Resources and Negotiations (1.5 cr.) P: Junior standing. This course is designed to provide students with critical managerial tools, including general principles of human resources management and negotiation skills, which will improve their interpersonal skills and their knowledge of the current legal environment in which they must effectively operate.

BUS-Z 340 Introduction to Human Resources (3 cr.) P: Z312, Kelley admit, junior standing. Introductory overview of human resources management. Special emphasis will be given to legal issues, diversity in the work force, and contemporary practices.

BUS-Z 404 Effective Negotiations (3 cr.) P: Z312, I-CORE. Kelley admit of senior standing. 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.

BUS-Z 441 Wage and Salary Administration (3 cr.) P: Z302, Z340, I-CORE. Kelley admit of senior standing. Survey of problems faced by modern managers of compensation systems. In-depth look at the role of the 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.

BUS-Z 443 Developing Employee Skills (3 cr.) P: Z302, I-CORE. Kelley admit of senior standing. 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 (KSA) 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.

BUS-Z 445 Human Resources Selection (3 cr.) P: Z302, Z340, I-CORE. Kelley admit of senior standing. 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.

BUS-Z 490 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 fields 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.

BUS-W 494 Herman B Wells Seminar in Leadership (3 cr.) P: I-Core. Kelley admit of senior standing. Required for students in Kelley Honors Program. 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.

Marketing

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

Graduate

BUS-M 501 Strategic Marketing Management (3 cr.)

An introduction to the process of creating a market-driven organization. Specific topics include marketing strategy, market research and analysis, and the development of products and services, pricing, distribution and promotion. The course employs lecture, classroom discussion, case analyses, and field research projects. For MBA students enrolling in Module 2A.

BUS-M 503 Applied Marketing Research (3 cr.)

P: M501. The basic objective of this course is to develop the student's understanding of marketing research as it applies to marketing decision making. The course covers principles of qualitative, experimental and survey research designs, secondary and syndicated data sources, and questionnaire design. The major focus will be on the tools used to properly collect market research information. This course is usually taught Online (ADC course).

BUS-M 506 Marketing Engineering (1.5 cr.) P: M501.

This course deals with the concepts, methods, and applications for decision modeling to address marketing issues such as segmentation, positioning, forecasting, new product design and development, advertising, sales force and promotion planning, and pricing. This course will provide skills to translate conceptual understanding into specific operational plans.

BUS-M 511 Marketing Performance and Productivity

Analysis (1.5 cr.) P: M501. The focus of this course is on developing a comprehensive evaluation of the situation facing a product or product line. Emphasis is placed on assessing recent financial performance, identifying customer-based explanations for changes in performance, assessing the effects of marketing investments, and evaluating emerging customer needs and competitive threats.

BUS-M 513 Marketing Strategy Simulation (1.5 cr.)

P: M501. A simulation course that creates an evolving market, where future decisions must be made in the context of earlier ones. Results depend on competitors' actions as well as your own decisions. The simulation provides an opportunity to increase skills in matching products and market segments, driving productivity and striving for optimum investment of marketing funds.

BUS-M 550 Marketing of Medical Products (1.5 cr.)

P: M501. Companies increasingly recognize the importance of being customer driven and the role that customer satisfaction plays in maintaining competitive advantage in the marketplace. This course provides students with a rich understanding of how this understanding can help managers make better business decisions. The course covers business-to-business, as well as individual consumer behavior.

BUS-M 590 Independent Study in Marketing (Arr. cr.)

For advanced MBA students engaged in special study projects. Course admission and project supervision is arranged through the MBA Office and the student's faculty advisor.

BUS-M 594 Global Marketing Management (3 cr.)

Emphasizes principles and practices of marketing in the contemporary global environment. The material covers both U.S. and foreign company doing business in various countries around the world. Specifically, the objectives of the course are to provide students with some understanding of similarities and differences in the external marketing environment, different types of risks and challenges in doing business internationally and the implications of all these factors for developing marketing strategies.

Undergraduate

BUS-M 200 Marketing and Society: A Look at Roles and Responsibilities (3 cr.) P: Sophomore standing.

This course is offered for students pursuing a Business Foundations Certificate. The course will acquaint the student with basic marketing concepts, terminology, and applications. The use of marketing in a variety of industries will be explored. The course will also aid the student in becoming a more aware and intelligent consumer. Assignments and assessment will occur primarily through Oncourse, a Web-based educational support system. Lectures may be delivered via classroom, television, or the Web. This course will not count toward a business degree or minor.

BUS-M 226 Personal Selling Techniques (3 cr.)

P: Sophomore standing. This web-based course is designed in response to the developing need to have a sales related course designed for non-business majors. It is recognized that people in every profession have to communicate ideas, plans, proposals, etc. in a persuasive manner. Five basic areas will be covered in the course: (1) The selling process, (2) The investigative stage, (3) the demonstration of capability stage, (4) The commitment stage, and (5) The designing of sales models to improve performance results. Not intended for business majors.

BUS-M 300 Introduction to Marketing (3 cr.) P: A200,

K201. Junior standing. Offered to students for a minor in business. 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.

BUS-M 301 Introduction to Marketing Management (3 cr.) P: Students must meet the Option II admission criteria to take the Integrative Core courses including course, GPA, and grade requirements. Kelley admit of junior or senior standing. 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 company-wide implications and integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy and implementation.

BUS-M 303 Marketing Research (3 cr.) P: M301.

Kelley admit of junior standing. 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.

BUS-M 304 Honors Marketing Management (3 cr.)

P: Students must meet the Option II admission criteria to take the Integrative Core courses, including course, GPA, and grade requirements. Kelley Admit of Junior standing Section authorization required. Marketing planning and decision making examined from the firm's and the consumer's points of view; marketing concept and its company-wide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy and implementation.

BUS-M 401 International Marketing (3 cr.) P: I-CORE.

Kelley admit of senior standing. 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.

BUS-M 402 Marketing Channels (3 cr.) P: I-CORE.

Kelley admit of senior standing. 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.

BUS-M 405 Buyer Behavior (3 cr.) P: I-CORE.

Kelley admit of senior standing. Description and explanation of consumer behavior. Demographic, socioeconomic, psychographic, attitudinal, and group influences on consumer decision-making. Applications to promotion, product design, distribution, pricing, and segmentation strategies.

BUS-M 407 Business-to-Business Marketing (3 cr.)

P: I-CORE. Kelley admit of senior standing. 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 non-consumer buyers.

BUS-M 412 Physical Distribution Management (3 cr.)

P: I-CORE. Kelley admit of senior standing. 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.

BUS-M 415 Advertising and Promotion Management (3 cr.) P: I-CORE.

Kelley admit of senior standing. 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.

BUS-M 419 Retail Management (3 cr.) P: I-CORE.

Kelley admit of senior standing. 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.

BUS-M 426 Sales Management (3 cr.) P: I-CORE. Kelley admit of senior standing. 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.

BUS-M 430 Professional Selling (3 cr.) P: I-CORE.

Kelley admit of senior standing. Focuses on the tactical and strategic aspects of the professional selling process, with particular emphasis on managing the large, complex sale. Topics include account entry strategies, effective investigative techniques, objection prevention, the client decision process, negotiation skills, and account development strategies. Participant interaction, role plays, work groups, and case studies will be used as learning tools.

BUS-M 450 Marketing Strategy (3 cr.) P: I-CORE, M303,

one 400-level marketing course. Kelley admit of senior standing. Ideally taken in the student's last semester. Capstone course for marketing majors. Draws on and integrates courses previously taken. Focuses on decision problems in marketing strategy and policy design, as well as and application of analytical tools for marketing and decision making. Restricted to students in the marketing concentration.

BUS-M 490 Independent Study in Marketing (1-3 cr.)

P: I-CORE and 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 the Integrative Core are prerequisites for all 400-level Kelley School of Business courses.

Graduate

BUS-K 503 Statistical Analysis (1.5 cr.) This course aims to cover the fundamental quantitative skills that managers need to effectively manage data and make decisions. The course will focus on a number of topic areas, including the analysis and management of business data, using linear regression analysis to understand relationships among variables and for use in forecasting, and probability analysis and decisions trees. The goal is to establish a theoretical understanding of statistical decision making, as well as to develop practical skills in analyzing data using Microsoft Excel. Statistical Analysis emphasizes the application of quantitative methods through lecture, homework assignments, cases, and computer exercises.

BUS-K 510 Advanced Decision Models (1.5 cr.) P: MBA

Module 1A This course is concerned with optimization modeling. Topics covered are optimal product mix, project scheduling, aggregate planning, financial models, capital budgeting, optimal portfolio mix and multiple objectives optimization. This is an ADC course administered entirely through Oncourse, but it is not self-paced.

BUS-K 516 Quantitative Decision Models (1.5 cr.)

P: MBA Module 1A This course is concerned with probability and statistical modeling. Topics covered are the application of regression-based forecasting models, simulation models and probabilistic causal models. This is

an ADC course administered entirely through Oncourse, but it is not self-paced.

BUS-P 501 Operations Management (3 cr.) Surveys the management of operations in manufacturing and service firms. Diverse activities, such as determining the size and type of production process, purchasing the appropriate raw materials, planning and scheduling the flow of materials and the nature and content of inventories, assuring product quality, and deciding on the production hardware and how it gets used, comprise this function of the company. Managing operations well requires both strategic and tactical skills. The topics considered include process analysis, workforce issues, materials management, quality and productivity, technology, and strategic planning, together with relevant analytical techniques. The course makes considerable use of business cases. Most classes will be spent discussing the cases assigned. For each case, students will be asked to review actual company situations and apply technical and managerial skills to recommending courses of action. Most cases will be taken from manufacturing, but some will be service-oriented. Several of the cases will focus on international companies or issues. For MBA students enrolled in Module 2A.

BUS-P 509 Supply Chain Operations (1.5 cr.) P: P501 This course is divided into two main parts. Three-quarters of this class is designed to help students begin to understand how to develop and manage efficient and effective physical distribution and logistics system. Students taking this course will learn the fundamentals of successfully exploiting supply chains by carefully coordinating distribution tasks, controlling resources (especially inventory), and leveraging technology (principally information systems). The overall goal of this part of the course is to introduce and familiarize you with the basic concepts and skills necessary for supply chain management as a manager, analyst, or consultant. The remaining quarter of this course focuses on Sourcing (also called purchasing) and how to conduct successful negotiations. Instructional tools include lectures, readings, and a group negotiation project. The course content covers both quantitative and qualitative materials. During the term we will also consider physical distribution and sourcing issues in parts of the world with underdeveloped infrastructure.

BUS-P 510 Service Operations (1.5 cr.) P: P501 In contrast to most aspects of the other operations management courses, this one is devoted to the particular problems of designing and delivering services, as opposed to manufactured goods. Although some ideas from the management of manufacturing enterprise will spill over readily into this course, other aspects of service operations management will have no natural counterpart. The course will lean heavily on cases and most class sessions will be devoted to discussions of cases assigned for each week. These cases will be the rallying point for our learning in the course; they are drawn from many different service environments and touch on numerous operations problems.

BUS-P 527 Process Improvement I (1.5 cr.) P: P501 Process Improvement I covers a variety of tools and organizational procedures for understanding, analyzing and improving work processes and environments. Many of these tools and procedures have been popularized

lately as "six sigma" quality management techniques, and apply readily to quite diverse business and organizational settings.

BUS-P 528 Process Improvement II (1.5 cr.) P: P501 Involves a real-world project selected and carried through by the student. This allows application of the tools and procedures learned earlier. Students who successfully complete both Process Improvement courses receive formal six sigma "Green Belt" certification. Courses open to all graduate students.

BUS-P 552 Project Management (1.5 cr.) P: P501 This course begins with an introduction to project management and some of the skills and concepts surrounding good practice. Project management tools such as the critical path and Gantt charts will be reviewed as well as methods for controlling the four most important elements of any project: scope, time, cost, and resources. Various approaches to organizing projects will be introduced. The course will then move to an examination of new product development in a series of industries.

BUS-P 561 Supply Chain Management Technologies (1.5 cr.) P: P501, P590 is recommended. The overall goal of this course is to introduce and familiarize you with the concepts and skills necessary for supply chain management as a consultant, analyst, or manager. In this course, we will identify the major issues in supply chain management to better understand their performance. We will study the basic tools for supply chain management in production planning and inventory control, order fulfillment, and multi-stage/multi-location coordination. We will also consider the growing role of information systems in supply chains and devising supply chain strategy. During the course we will also consider issues related to the implementation of supply chain improvements. We will use a variety of instructional tools including lectures and case discussions. The course content covers both quantitative and qualitative materials. The cases will feature a range of companies and leading edge as well as traditional distribution and logistics issues.

BUS-P 579 Strategic Management of the Healthcare Supply Chain (1.5 cr.) Health care supplies are the second largest expenditure accounting for 25 to 40% of the total cost of patient care. This course explores the strategic management of the health care supply chain with a focus on collaboration opportunities between multiple organizations. The health care supply chain is studied from an end-to-end perspective including acute care providers, outpatient facilities, distributors, group purchasing organizations, pharmaceutical companies, medical device manufacturers, information technology services, and other supply organizations. Over the past several years, several health care organizations have invested in strategic positioning of their supply chains through new organizational designs, new supply chain capabilities, and new collaborative business models. This course examines these new innovations and provides the tools and concepts to apply this new knowledge to the health care industry.

BUS-P 590 Independent Study in Operations Management (Arr. cr.) For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through the M.B.A. Office and the student's faculty advisor.

Undergraduate

BUS-K 201 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 about Windows-based spreadsheets (Excel), relational databases (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).

BUS-K 204 The Computer in Business: Honors (3 cr.)

Introduction to the role of computers in business, with emphasis on microcomputer applications. Experimental exercises include learning about Windows-based spreadsheets, database applications, electronic mail, and Internet navigation tools. The lectures focus on the use and application of technology (hardware, software, networks, databases) and integrates current management topics (business applications, systems development, data management, computer ethics).

BUS-K 490 Independent Study in Decision Sciences (1-3 cr.)

P: I-CORE and 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.

BUS-P 200 Foundations of Operations and Supply Chain Management (Non-majors) (3 cr.)

P: Sophomore standing. This course is designed to introduce the student to the basic ideas and concepts that make up the field of operations and supply chain management and to prepare the student to take an active role in operations decision making in the workplace. The course will acquaint the student with basic operations management concepts and terminology.

BUS-P 300 Introduction to Operations Management (3 cr.)

P: BUS A200 and MATH 110 or higher. Junior standing. Offered to students for a minor in business. The operations function is concerned with the activity associated with the production of goods and services. Provides an overview of operating decisions and practices in both manufacturing- and service-oriented firms. While no attempt is made to cover any particular area in depth, standard terms and concepts required to communicate effectively with operating personnel are introduced. No credit toward a degree in business.

BUS-P 301 Operations Management (3 cr.) P: Students must meet the Option II admission criteria to take the Integrative core courses including course, GPA, and grade requirements. Kelley admit of junior standing. 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.

BUS-P 304 Honors Operations Management (3 cr.)

P: Students must meet the Option II admission criteria to take the Integrative Core courses, including course, GPA, and grade requirements. R: Kelley admit of junior or senior standing. Section authorization required. A survey course concerned with the production and distribution of goods and services. Part of the Integrative Core, along with F304 and M304. 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.

BUS-P 320 Supply Chain Management: Sourcing (3 cr.)

P: I-CORE. Kelley admit of junior standing. Sourcing/purchasing has become a major source of economic benefit to most firms. This course provides a comprehensive look at this important area of supply chain management. The course examines the purchasing function in industrial firms. Topics include sourcing (domestic and international), specifications, standards; contract and pricing practices; negotiation; quality assurance and reliability; inventory management; value analysis; capital equipment buying; make-or-buy decisions; evaluation of purchasing performance; and ethics.

BUS-P 421 Supply Chain Management (3 cr.)

P: I-CORE. Kelley admit of senior standing. Focuses on the material planning and execution systems used to manage the flow of material in the distribution and manufacturing stages of the supply chain. Topics include computer/software systems for demand management and forecasting techniques; inventory control systems for distribution channels; materials and capacity requirements; planning systems in manufacturing; and scheduling and order dispatching systems.

BUS-P 429 Supply Chain Management (3 cr.)

P: I-CORE. Kelley admit of senior standing. Focuses on the study of the processes by which products are created and delivered to customers. The course emphasizes the process flow method using three measures of process achievement: throughput (the rate of product delivery), flowtime (the time it takes to deliver that product), and inventory. Topics include Little's Law, the uses of inventory, the importance of time-based competition, process analysis, and bottleneck analysis. Computational analysis using simulation is emphasized.

BUS-P 490 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.

Real Estate

BUS-R 305 Introduction to Real Estate Analysis (3 cr.)

P: F301, Kelley admit, junior standing. 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.

BUS-R 440 Real Estate Appraisals (3 cr.)

P: F305, I-Core. Kelley admit of senior standing. 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.

BUS-R 443 Real Estate Finance and Investment Analysis (3 cr.)

P: F305, I-Core. Kelley admit of senior standing. Application of financial concepts and techniques to the analysis of real estate financing and investment alternatives. Computer analysis and case studies are used.

BUS-R 490 Independent Study in Real Estate and Land Economics (1-3 cr.)

P: I-CORE and 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.

Undergraduate Programs

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.

Integrative Core

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

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.

Leadership and Social Responsibility

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, BUS-X103, involves freshmen in a service project in the local community. This course is an entrance requirement for admission to the school. The course BUS-X401 Community Service Learning offers students an opportunity to earn course credit for participation in a specific volunteer project.

Senior Standing

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 ensure 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 course BUS-X320 Business Career Planning and Placement prepares students for the transition to the world of business. This course also helps students 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 undergraduate curriculum 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

The Indiana University *Code of Student Rights, Responsibilities, and Conduct* is outlined and defined

in an August 15, 1997 publication. This code exists as a guide for students, faculty, and staff and is available from the Program Office, or from the Office of the Dean of Students to assist students in the conduct of their affairs. In addition, the Indiana University Kelley School of Business has developed the following Honor Code to clarify and codify student conduct in the Undergraduate program. Students admitted to the program or taking undergraduate courses are bound by this code:

On my honor, as an Indiana University Kelley School of Business Indianapolis student, applicant, or student taking Kelley School of Business classes, I will conduct myself honestly with faculty, staff and fellow students. I promise my academic activities will support original and class specific work as defined in the IUPUI Code of Student Rights, Responsibilities and Conduct. I will report any knowledge of academic dishonesty to the appropriate person.

I promise to maintain a respectful attitude toward others as reflected by my conversations, written correspondence and classroom behavior. Furthermore, I will represent the Kelley School of Business with a high level of integrity and in a positive manner and I will require the same of others.

As a student of the Kelley School of Business, I promise to adhere to all elements of its Honor Code and understand that I will be held accountable for my actions and/or inactions.

The Kelley School may discipline a student for academic misconduct, defined as any activity that tends to compromise the academic integrity of the institution and undermine the educational process. Academic misconduct includes, but is not limited to the activities specifically prohibited above, interference with another person's right to learn, violation of course rules, and facilitating academic dishonesty. The school may also discipline a student for acts of personal misconduct that occur on university property, or in connection with university business. Such acts include, but are not limited to falsifying emergency warnings, release of access codes for university resources, lewd, indecent, or obscene conduct, unauthorized entry, damage to university or property belonging to others, sexual and racial harassment, verbal abuse, harassment or threats, and all other acts of personal misconduct as defined by the *Code of Student Rights, Responsibilities, and Conduct*.

Updated 2-2-2012

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 26 credit hours of study at IUPUI to be considered for a scholarship.

The following is a partial list of awards 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
- Irwin Katz Accounting Excellence Award
- J. Dwight Peterson Key Award
- Outstanding Underclassmen Honors Awards
- Hazel P. Chattaway Scholarship
- Roger Jerman Scholarship
- American United Life Scholarship
- Bank One Outstanding Finance Student Scholarship
- United Parcel Service Scholarships
- Ralph L. Swingley Scholarship
- Data Processing Services, Inc., Scholarship
- Gordon C. Miller Scholarship
- Hoosier Warehousing Scholarship
- Indianapolis Traffic Club Scholarship
- Magnum Logistics Scholarship
- Vitran Express Marketing Distribution Scholarship
- Indiana Motor Truck Association Gold Club Scholarship
- HGI-Landacq Corporation Award
- KSBI Finance Award
- Klapper Scholarship
- First Indiana Bank Scholarships
- Tax Executives Institute Scholarship
- Slattery and Holman Scholarship
- Rolls-Royce Scholarships
- Key Bank Scholarship
- Hub Group Academic Scholarship
- Elliot and Estelle Nelson Family Scholarships
- William F. Buchanan Scholarship
- Women in Management Scholarship
- L. L. Waters Transportation Awards.

In addition, scholarships and awards are generally given to outstanding students in each major.

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 of students 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 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 and who complete at least 60 credit hours at Indiana University graduate "with high distinction"; and the remaining 5 percent who complete at least 60 credit hours at Indiana University will graduate "with distinction."

The grade point averages necessary to achieve these levels of distinction vary 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.

Updated 2-18-2010

Degree Programs

Department of Accounting and Information Systems

- Bachelor of Science in Business - Accounting

Department of Finance

- Bachelor of Science in Business - Finance

Department of Management

- Bachelor of Science in Business - Human Resource Management
- Bachelor of Science in Business - International Studies
- Bachelor of Science in Business - Management

Department of Marketing

- Bachelor of Science in Business - Marketing

Department of Operations

- Bachelor of Science in Business - Supply Chain Management

Department of Accounting and Information Systems

Accounting Major

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.

Beginning in the fall of 2006, the general-education requirement for accounting majors was reduced to 47 credit hours. This limit applies only to accounting majors. Nine additional credit hours are required for the nonaccounting concentration.

Accounting graduates who meet the requirements of the State Board of Public Accountancy of Indiana are eligible to sit for the Uniform CPA 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 CPA 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, as the majority of public accounting internships are spring-semester positions. For further information about internships, contact the Kelley Career Placement Office, Business/SPEA Building 4090; phone (317) 278-7842.

Major Requirements

Junior and Senior Years

- BUS-A 311, BUS-A 312, BUS-A 325, BUS-A 328, BUS-A 337, BUS-A 424, and BUS-A302
- Two accounting electives from the following: BUS-A 375, BUS-A 335, BUS-A 339, BUS-A 380, BUS-A 422, BUS-A 439, BUS-A 460, BUS-A 490, or another approved accounting or systems course.
- Nonaccounting concentration (9 cr.): Students must use these hours to build a three-course sequence that comprises a concentration. The concentration creates an expertise that is typically in a nonaccounting business area (e.g., international business or finance). However, a concentration that includes non-business courses (e.g., courses in criminal justice or 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 in a business area or to earn an outside minor.
 - One minor that is available to accounting students is the [Criminal Justice Accounting](#) minor offered through the School of Public and Environmental Affairs. Three of the courses for the minor will be used for the non-accounting concentration. Then students take only two more classes to complete the [Criminal Justice Accounting](#) minor. There is a [PDF checksheet](#) that will list all the courses required for the minor.

CPA Exam Preparation

Two accounting electives are required for the accounting degree. However, the accounting faculty strongly recommends that students who are interested in professional accounting careers and becoming a Certified Public Accountant (CPA) should take the following three elective courses:

- BUS-A 422 (Advanced Financial Accounting)
- BUS-A 339 (Advanced Income Tax)
- BUS-A 335 (Fund Accounting)

Additionally, the following course would be helpful in preparing for the CPA Exam.

- BUS-A 439 (Advanced Auditing)
- BUS-A 460 (Information Systems Security Assurance)

Internal Auditing Focus

Students who do not choose to pursue a career as a CPA, but who want to pursue a career in internal auditing, should select the following two electives.

- BUS-A 344 (Internal Auditing, Enterprise Risk Management and Assurance)
- BUS-A 469 (Information Systems Security Assurance)

Note: Most states (including Indiana) require accounting professionals who wish to be licensed as certified public accountants to complete 150 credit hours of education with an accounting major. Students must choose among three alternatives. Students who plan to forego CPA licensure may begin their careers after four years with a bachelor's degree. Students interested in licensure may either apply to the Master of Professional Accountancy program and 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.

Updated 2-2-2012

Department of Finance

The finance undergraduate curriculum provides 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 major must take a common core of three courses: BUS-A 310, BUS-F 303, and BUS-F 305. 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 Major

The undergraduate curriculum in this major 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.

Major Requirements Junior and Senior Years

A: *Finance core requirements:*

- BUS-A 310
- BUS-F 303
- BUS-F 305

B: *Select two of the following:*

- BUS-F 402
- BUS-F 420
- BUS-F 446
- BUS-F 494

C: *Select three of the following:*

- BUS-A 312
- BUS-A 325
- BUS-A 328
- BUS-R 305
- BUS-R 440
- BUS-R 443
- ECON-E 305
- ECON-E 470
 - May also choose from the following courses but cannot use courses chosen for B: to count for C:
- BUS-F 402
- BUS-F 420
- BUS-F 446
- BUS-F 494

NOTE: Double majors in finance and accounting may take any accounting course other than BUS-A 100, BUS-A 201, and BUS-A 202 as a Section C elective. In addition, double majors must take BUS-A 311 in lieu of BUS-A 310.

Updated 1-26-12

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 in management, nonprofit management, or human resource management, as well as the option to pursue a second major in international studies.

Management Major

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 devoted to improving this understanding through the study of individual and group behavior, organizational theory, and human resource development.

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

This major 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.

Major Requirements Junior and Senior Years

- BUS-W 430 and BUS-Z 340
- *Select four of the following (a minimum of two must be business courses):*

- BUS-D 301, BUS-D 302, BUS-J 404, BUS-W 311, BUS-Z 494, BUS-Z 404, and BUS-Z 441
- ECON-E 304
- OLS 378
- POLS-Y 302
- PSY-B 370, PSY-B 374, and PSY-B 424
- SOC-R 317 and SOC-R 478
- SPEA-V 432
- Any 400-level Kelley School of Business course approved by a business advisor

Entrepreneurship Emphasis

Within the management major 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 major. This emphasis focuses the requirements of a student concentrating in management toward small business.

Students interested in the entrepreneurship emphasis may satisfy the requirements by taking BUS-W 311, BUS-W 406, and an approved elective from the list of management major electives. (Note: BUS-W 490 requires the consent of the instructor and the department chairperson.)

Human Resource Management Major

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 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, few firms of any size or consequence today 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 that have 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.

Major Requirements

Junior and Senior Years

- BUS-Z 340, BUS-Z 441, BUS-Z 443, and BUS-Z 445
- *Select two of the following:*
 - BUS-W 430, BUS-Z 404, and BUS-X 480
 - OLS 331

International Studies Major

In response to new and dynamic patterns of international business, U.S. 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-D 301 and BUS-D 302. They also may participate in overseas programs, which offer an opportunity to see firsthand the problems treated in the course of study, as well as the opportunity to enhance their language facility.

Students who wish to continue studies in the international area may choose, as a second major, the international studies major.

The international studies major is a second major only. It cannot be listed as a first major.

The international studies major consists of 9 credit hours of course work taken in addition to the international dimension requirement. These 9 credit hours can be selected from the four options 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 major's requirements.

Updated 1-26-12

Department of Marketing

Marketing Major

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 graduates 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.

Major Requirements

Junior Year

- BUS-M 303

Junior and Senior Years

Select four courses from the list below:

- BUS-M 401
- BUS-M 402
- BUS-M 405
- BUS-M 407
- BUS-M 412
- BUS-M 415
- BUS-M 419
- BUS-M 426
- BUS-P 320

Senior Year

- BUS-M 450

NOTE: If a student chooses to take BUS-P 320 and BUS-M 412 along with BUS-P 421, BUS-P 429 and two of the following; BUS-M 401, M 402, M 407, M 419, the student completes requirements for the Marketing major as well as the Supply Chain Management major. This qualifies the student for certification from the [American Society for Training and Logistics \(AST&L\)](#).

Updated 2/2/2012

Department of Operations

The Operations Department is responsible for the Supply Chain Management major. Over the years, the Operations Department has maintained a tradition of excellence that continues to evolve as the dynamic field of operations management continues to advance.

Supply Chain Management

Many of today's most admired businesses—companies like FEDEX, Toyota, and Wal-Mart—dominate the competition using supply chains as competitive weapons. Supply chain management includes all the activities involved in planning, sourcing, making, and delivering goods and services between suppliers, manufacturers, intermediaries, and customers.

Its major areas of study revolve around products, information, and cash flows between supply chain partners as well as balancing supply and demand, managing supplier and customer relations, improving processes, fulfilling orders, developing logistics and transportation networks, and controlling returns.

Our curriculum not only provides students with the knowledge and skills to successfully launch a career in supply chain management, but also prepares graduates for advancement in terms of promotion and responsibilities. While some students concentrate on supply chain management, many others combine it with their interests in finance, marketing, information

technologies, entrepreneurship, accounting, and international business as part of a double major. In most of today's fast-paced, complex, and increasingly global businesses, a fundamental understanding of supply chain management is often crucial to success.

Major Requirements

Junior and Senior Years

- BUS-M 412, BUS-P 320, BUS-P 421, and BUS-P 429
- Select three (3) of the following:
 - BUS-M 303
 - BUS-M 401
 - BUS-M 402
 - BUS-M 407
 - BUS-M 419
 - BUS-W 311
 - BUS-Z 404
 - BUS-D 301
 - BUS-A 325
 - BUS-A 337
 - BUS-A 310 or BUS-A 460
 - BUS-F 305
 - BUS-F 494

Updated 1-26-12

General Requirements

To be awarded the Bachelor of Science in Business degree, students must meet the following requirements.

Complete a minimum of 124 credit hours of college-level work. Of this number, at least 48 credit hours must be in business and economics courses, and a minimum of 56 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. (For special requirements for accounting majors, see "Departments and Majors" later in this bulletin.)

1. Complete the specific degree requirements of the Kelley School of Business as listed below.
2. Complete the last 30 credit hours of the degree program at IUPUI.
3. Complete a minimum of 50 percent of the major requirements on the IUPUI campus. This requirement applies to all courses listed for each curricular major.
4. Maintain a level of scholarship necessary to meet graduation GPA requirements.

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 requested in writing and may be granted only by the Petitions Committee in consultation with the dean of the Kelley School of Business, the undergraduate program chairperson, the chairperson of the student's major, 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 by calling (317) 274-2147 to schedule an

appointment. Students are strongly urged to meet with a Kelley academic advisor at least once each year.

The undergraduate curriculum for the Bachelor of Science in Business degree consists essentially of three parts: (1) general-education courses, (2) basic business and economics courses, and (3) business majors courses.

General-Education Requirements (Minimum of 56 cr.)

Foundation Courses (12 cr.)¹

- COMM-R 110 Fundamentals of Speech Communication (3 cr.)²
- ENG-W 131 Elementary Composition I (3 cr.)²
- MATH-M 118 Finite Mathematics (3 cr.)
- MATH-M 119 Brief Survey of Calculus (3 cr.)

Arts and Humanities (Minimum of 6 credit hours)

3 credit hours must be any History (HIST) course except from Indiana History

- Afro-American Studies (AFRO)
- Art (HER-H)
- Classical Studies (CLAS-C)
- Communications (COMM-T limit of 3 credit hours in COMM-T100)
- English Literature (ENG-L)
- Film Studies (FILM-C)
- Folklore (FOLK)
- History (HIST)
- Labor Studies (LSTU)
- Music (MUS-Z, excluding MUS-Z100)
- Philosophy (PHIL)
- Religious Studies (REL)
- Women's Studies (WOST)

Social Sciences (Minimum of 6 credit hours)

- Anthropology (ANTH)
- Geography (GEOG)
- Military Science (MIL) (Only 200-level or higher)
- Political Science (POLS)
- Psychology (PSY; except practicum)
- Public and Environmental Affairs (SPEA-J; & SPEA-V 160, 161, 221, 264, 272, & 376)
- Public Health (PBHL)
- Sociology (SOC)

Natural Sciences and Mathematics (Minimum of 5 credit hours)

- Astronomy (AST)
- Biology (BIOL)
- Chemistry (CHEM)
- Forensic and Investigative Science (FIS)
- Geology (GEOL)
- Mathematics (MATH 15300, 15400, 16400, & 20000-level or above)
- Physics (PHYS)

General-Education Electives

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

requirements are met. At least 56 credit hours in general-education courses are required. (For special rules for accounting majors, see "Departments and Majors" in this bulletin.)

Note: The following courses do not count for credit toward any degree program in the Kelley School of Business: ENG-W 001 Fundamentals of English, ENG-W 130 Principles of Composition, MATH M001 Introduction to Algebra, MATH 00100 Introduction to Algebra, MATH 11000 Fundamentals of Algebra, and MATH 11100 Algebra. As a general rule, preparatory courses do not count for credit toward any degree program in the Kelley School of Business. Consult an advisor for specific information.

International Dimension Requirements

The international dimension requirement can be fulfilled in any combination of the following four ways. The requirement is 6 credit hours.

- Language courses: These courses must be at the 200 level or above in a language other than English or American Sign Language.
- International business and economics courses: Students can take BUS-D 301 The International Business Environment, BUS-D 302 International Business: Operation of International Enterprises, BUS-F 494 International Financial Management, BUS-L 411 International Law, BUS-M 401 International Marketing, ECON-E 303 International Economics, ECON-E 325 Comparative Economic Systems, ECON-E 430 Introduction to International Economics, and ECON-E 495 Economic Development.
- Overseas study: Students can participate in approved overseas study programs. Participation in non-IU programs may be possible, but students must have prior approval from the Kelley School of Business.
- International focus: Several international courses are offered in various disciplines, such as geography, history, and political science. See the Kelley School of Business Program Office in BS 3024 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 Program Office, Business/SPEA Building 3024.

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

² Must be completed with a minimum grade of C before admission to the Integrative Core (BUS-F 301, BUS-M 301, and BUS-P 301).

³ BUS-F 301, BUS-M 301, and BUS-P 301 must be taken together as the Integrative Core. BUS-X 390 Integrative Experience (1 cr.) is required of transfer students who have completed all three courses of the Integrative Core at a campus other than IUPUI, IUPUC, or IU Bloomington. All prerequisites must be completed before beginning the Integrative Core. See an advisor if you have questions.

Basic Business and Economics Requirements

Freshman and Sophomore Years

- BUS-A 100 Basic Accounting Skills (1 cr.)
- BUS-A 201 Introduction to Financial Accounting (3 cr.)
- BUS-A 202 Introduction to Managerial Accounting (3 cr.)
- BUS-K 201 The Computer in Business (3 cr.)²
 - completed BUS K201 or its equivalent within 5 years of being admitted to Kelley.
- BUS-L 203 Commercial Law I (3 cr.)
- BUS-X 100 Business Administration: Introduction (3 cr.)²
- BUS-X 103 Business Learning Community (1 cr.)
- BUS-X 204 Business Communications (3 cr.)²
- ECON-E 201 Introduction to Microeconomics (3 cr.)
- ECON-E 202 Introduction to Macroeconomics (3 cr.)
- ECON-E 270 Introduction to Statistical Theory in Economics (3 cr.)

Junior Year

- BUS-F 301 Financial Management (3 cr.)³
- BUS-M 301 Introduction to Marketing Management (3 cr.)³
- BUS-P 301 Operations Management (3 cr.)³
- BUS-X 320 Business Career Planning and Placement (2 cr.)
- BUS-Z 302 Managing and Behavior in Organizations (3 cr.)
- BUS-Z 311 Leadership and Ethics in the Business Environment (1.5)
- BUS-Z 312 Human Resources and Negotiations (1.5) (depends on major)

Senior Year

- BUS-J 401 Administrative Policy (3 cr.)
- BUS-J 411 Analysis of Business Decisions (3 cr.)

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

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 of college-level work) follows:

First Year (29-31 Total Credits)

Semester I:

- BUS-X 100 Basic Accounting Skills (3 cr.)
- BUS-X 103/203 Business Learning Community (1 cr.)
- MATH-M 119 (3 cr.)
- ENG-W 131 (3 cr.)
- HISTORY (3 cr.)

Semester II:

- BUS-A 100 Basic Accounting Skills (1 cr.)
- BUS-X 204 Business Communications (3 cr.)
- MATH-M 118 (3 cr.)

- COMM-R 110 (3 cr.)
- Social Science (3 cr.)
- Science (3-5 cr.)

Second Year (31-33 Total Credits)

Semester I:

- BUS-A 201 Introduction to Financial Accounting (3 cr.)
- BUS-K 201 The Computer in Business (3 cr.)
- BUS-L 203 Commercial Law I (3 cr.)
- ECON-E 201 Introduction to Microeconomics (3 cr.)
- ECON-E 270 Introduction to Statistical Theory in Economics (3 cr.)
- Humanities (3 cr.)

Semester II:

- BUS-A 202 Introduction to Managerial Accounting (3 cr.)
- ECON-E 202 Introduction to Macroeconomics (3 cr.)
- Social Science (1-3 cr.)
- General Education Requirement (6-7 cr.)

Third Year (30-31 Total Credits)

Semester I:

- BUS-F 301 Financial Management (3 cr.)
- BUS-M 301 Introduction to Marketing Management (3 cr.)
- BUS-P 301 Operations Management (3 cr.)
- BUS-X 320 Business Career Planning and Placement (2 cr.)
- BUS-Z 311* Leadership and Ethics in the Business Environment (1.5)
- BUS-Z 312* Human Resources and Negotiations (1.5) (depends on major)

Semester II:

- BUS-Z 302 Managing and Behavior in Organizations (3 cr.)
- International Dimension (3 cr.)
- Major/General Education/Free Electives** (10-11 cr.)

Fourth Year (30-32 Total Credits)

Semester I:

- BUS-J 401 Administrative Policy (3 cr.)
- International Dimension (3 cr.)
- Major/General Education/Free Electives** (9-11 cr.)

Semester II:

- BUS-J 411* Analysis of Business Decisions (3 cr.)
- Major/General Education/Free Electives** (12 cr.)

*Students admitted to the Kelley School of Business prior to Fall 2006 are not required to take BUS-Z 311, BUS-Z 312 or BUS-J 411.

**Students are required to complete a minimum of 124 credit hours. The number of electives and general education electives can vary by major.

Updated 1-26-12

Special Opportunities

Business Foundations Certificate Program

This program is designed for students who want to acquire a foundation of the fundamental business knowledge needed to improve the conduct of their personal business affairs, aid in their career development, or enhance their employability.

With careful planning, the certificate may be earned entirely via distance-learning technologies. Please note that students enrolling in the certificate program need access to, and proficiency in, computer and Internet resources.

In general, any student admitted to IUPUI is eligible to enroll in the certificate program; there are no prerequisites for required certificate courses.

For more information, see an advisor in the Kelley School of Business Undergraduate Office, 801 W. Michigan Street, BS 3024, Indianapolis, IN 46202-5151; phone (317) 274-2147. Information may also be obtained at <http://kelley.iupui.edu/executive/certificate/certificate.cfm>.

Honors Program

Timothy D. Bennett, *Director of Honors Program*

A Kelley student already knows the benefits of studying at one of the nation's premier business schools. Taking the advantages of a Kelley education steps further, the Honors Program offers a way for high-achieving students to capitalize on their academic experience.

Smaller classes, more opportunities for lively classroom discussion, and the chance to work in strategic partnership with a local company are just some of the exclusive benefits of enrolling in the Kelley Honors Program. More advantages include:

- Studying with other motivated honors students
- Professors experienced in teaching honors courses
- A unique Integrative Core case project developed specifically for honors-level students
- Increased interaction with Kelley faculty
- A special Kelley academic advisor dedicated to honors students
- An honors notation on college transcript
- Noteworthy achievements for resumes, job applications, and interviews
- Recognition as an honors program participant during graduation
- A value-added Kelly education at no additional cost

Although Kelley honors students cover the same course material as other students, classroom discussion builds upon what students learn independently when reading the text. This culminates in an engaging and insightful Integrative Core case project in which students work alongside an executive from a local company to tackle a pressing business issue.

Honors students are required to complete six Kelley honors-level sections of the standard courses all business students must take in order to graduate. In addition, honors students must complete 6 credit hours of Honors electives; maintain a GPA of 3.5 within their Honors courses, and maintain a cumulative GPA of 3.3 or above.

Students interested in applying for the Kelley Honors Program must:

- Have a minimum GPA of 3.3
- Have completed 26 credit hours
- Be admitted to or intend to apply for admission to Kelley

Applications can be completed online through the Kelley Indianapolis Web site.

For additional information, please contact:

Emily Murphy
Assistant Director, Career Planning Office
Indiana University, Kelley School of Business
801 West Michigan Street, BS4090
Indianapolis, IN 46202
317.278.7842 phone
317.278.6126 fax

murphyem@iupui.edu
www.kelley.iupui.edu/cpo

Internships and Experiential Learning

Kelley Indianapolis students are encouraged to participate in internships within their fields of study and/or career interests. The Career Placement Office helps students locate and apply for internship positions and maintains an online job and internship database-KelleyCareers-that is available exclusively to Kelley Indianapolis students, year-round and around the clock.

All Kelley Indianapolis students, whether they are able to complete an internship or not, engage in experiential learning through their Integrative Core (I-Core) courses. Students work in a group with a local company and apply what they have learned in the classroom to a real business issue. Students who successfully complete all aspects of the Integrative Core curriculum will receive an experiential learning notation attached to these courses on their official transcripts.

Kelley Indianapolis students have the option to obtain credit for approved internship opportunities through the For-Credit Internship Program. In order to qualify for the program, students must have accepted an internship related to their major, completed and passed the Integrative Core, and maintained a 2.5 GPA. Students work with the internship coordinator and faculty advisor to complete all course work and receive a grade for the course.

For additional information, please contact:

Emily Murphy
Assistant Director, Career Planning Office
Indiana University, Kelley School of Business
801 West Michigan Street, BS4090
Indianapolis, IN 46202
317.278.7842 phone
317.278.6126 fax

murphyem@iupui.edu
www.kelley.iupui.edu/cpo

International Internships For information about overseas internships, contact the Office of International Affairs, ES 2126; phone (317) 274-7000.

Minor in Business

A minor in business has been established with a number of schools at IUPUI. Students are required to meet course prerequisites and entrance requirements with a GPA of 2.0 or higher. Students must take four of the seven required courses on the IUPUI campus (F300, M300, and P300 are strongly recommended). Minor requirements include completion of the following courses or equivalents:

- BUS-A 200 Foundations of Accounting
- BUS-F 300 Introduction to Financial Management
- BUS-K 201 The Computer in Business (with a C or higher)
- BUS-L 203 Commercial Law I
- BUS-M 300 Introduction to Marketing
- BUS-P 300 Introduction to Operations Management
- Either BUS-D 301 International Business Environment, BUS-Z 302 Managing and Behavior in Organizations, or BUS-Z 311 Leadership and Ethics in the Business Environment and BUS-Z 312 Human Resources and Negotiations.

Applications are available in the undergraduate office, Business/SPEA Building 3024; call (317) 274-2147 if you have questions.

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. Students must consult with an advisor in the department offering the minor. The minor will appear on the student's official transcript. No more than two minors may appear on the transcript.

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 Australia, Chile, Finland, France, Germany, Japan, the Netherlands, and Singapore, 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 Master of Science in Accounting 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 majors. 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.

Updated 1-26-12

Student Learning Outcomes

The Kelley School of Business has adopted and supports these Principles of Undergraduate Business Learning. These principles are tailored and prioritized to the needs of a business education and reflect the intellectual competence and cultural and ethical awareness that every Kelley School of Business graduate should attain.

Faculty members in each discipline have been charged with determining which of the principles will be taught and assessed in each of their courses – and what graduates in that major will know and be able to do to illustrate competence in each of the four areas addressed by these principles.

Instructors must distribute the principles to students with descriptions of how the principles are enacted in the course. These Student Learning Outcomes apply to all undergraduate degree programs.

1. Critical Thinking

The ability to synthesize and analyze information and ideas from multiple sources and perspectives:

1. to arrive at reasoned conclusions and informed decisions
2. and to solve challenging problems
3. by evaluating the logic, validity, and relevance of data
4. and using knowledge in order to generate and explore questions.

2. Management, Leadership, and Ethics

The ability to make judgments with respect to individual and organizational conduct concerning citizenship, ethics, and the value of diversity in business:

1. in order to make informed and principled choices regarding conflicting situations in personal, business, and public lives
2. and to foresee the consequences of those choices.

3. Communication

1. *Written Communication*

The ability to analyze, interpret, and comprehend information sources and technology:

- to effectively express ideas and facts
- in a variety of written and visual formats.

2. *Collaboration and Oral Communication*

The ability to engage in active and professional communications and dialogue in business and the community:

- to encourage, examine, and comprehend the viewpoints of others
- by being effective in one-on-one and in group settings
- in order to operate with civility and cooperation in a complex, diverse, and global business and social world.

4 Professional Skills and Competencies

The ability to obtain substantial knowledge and understanding in at least one field of study while gaining exposure and knowledge in other related disciplines:

1. to meet professional standards and demonstrate important skills and competencies, and
2. to make efficient use of information and technology resources for intellectual, professional, community and personal needs.

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 26 credit hours of study at IUPUI to be considered for a scholarship.

The following is a partial list of awards 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
- Irwin Katz Accounting Excellence Award
- J. Dwight Peterson Key Award
- Outstanding Underclassmen Honors Awards
- Hazel P. Chattaway Scholarship
- Roger Jerman Scholarship
- American United Life Scholarship
- Bank One Outstanding Finance Student Scholarship
- United Parcel Service Scholarships
- Ralph L. Swingley Scholarship
- Data Processing Services, Inc., Scholarship
- Gordon C. Miller Scholarship
- Hoosier Warehousing Scholarship
- Indianapolis Traffic Club Scholarship
- Magnum Logistics Scholarship
- Vitran Express Marketing Distribution Scholarship
- Indiana Motor Truck Association Gold Club Scholarship
- HGI-Landacq Corporation Award
- KSBI Finance Award
- Klapper Scholarship
- First Indiana Bank Scholarships
- Tax Executives Institute Scholarship
- Slattery and Holman Scholarship
- Rolls-Royce Scholarships
- Key Bank Scholarship

- Hub Group Academic Scholarship
- Elliot and Estelle Nelson Family Scholarships
- William F. Buchanan Scholarship
- Women in Management Scholarship
- L. L. Waters Transportation Awards.

In addition, scholarships and awards are generally given to outstanding students in each major.

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 of students 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 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 and who complete at least 60 credit hours at Indiana University graduate "with high distinction"; and the remaining 5 percent who complete at least 60 credit hours at Indiana University will graduate "with distinction."

The grade point averages necessary to achieve these levels of distinction vary 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.

Updated 2-18-2010

Admissions

Evening M.B.A. Program

Whether you have previously applied as a Kelley non-degree student or you are applying for the first time, you should submit the following items by the appropriate deadline for the Evening MBA program [April 1 for August admission and November 1 for January admission]:

1. [Kelley Evening MBA Application](#)
2. [IUPUI Graduate Application](#)
3. Official GMAT scores (submitted from Pearson VUE; site code for the MBA program in Indianapolis: GKS-8M-27)
4. Official transcripts from all universities attended (You will not be required to send transcripts from any Indiana University institution.)
5. [Two letters of recommendation](#)
6. Resume
7. Essay (Question may be found on the Kelley Evening MBA Application)

Submit your official transcripts from all college and/or universities attended and two letters of recommendation to the following address:

Kelley School of Business School

Evening MBA Program
801 West Michigan Street, BS 3024
Indianapolis, IN 46202-5151

For specific information about the Evening MBA admission process visit kelley.iupui.edu/evemba/Admissions/index.cfm.

M.S.A. Program

MSA applications are now being accepted on a rolling basis.

1. [MSA Online Application](#)
2. [Indiana University Graduate School Online Application](#)
3. Resume
4. GMAT Results (submitted from Pearson VUE; Kelley School of Business GMAT code: GKS-8M-02)
5. Official college and/or university transcripts from all institutions attended
6. Two letters of recommendation

Submit your official transcripts from all college and/or universities attended (except for Indiana University) and [two letters of recommendation](#) to the following address:

Kelley School of Business
MSA Program
801 West Michigan Street, BS 3024
Indianapolis, IN 46202-5151

For specific information about Kelley MSA admissions visit kelley.iupui.edu/msa/admissions/index.cfm.

M.S.T. Program

Students may apply to the program after completing a bachelor's degree from an accredited college or university or during their senior year of college or have completed a law degree. An undergraduate major in accounting is not a requirement, however, applicants must have taken A201 Principles of Financial Accounting or the equivalent.

The evaluation of an admission application is primarily an appraisal of an applicant's capability to pursue graduate work at Indiana University. This appraisal involves both a quantitative and qualitative assessment. In the qualitative phase, letters of reference, any work experience and other elements of the applicant's resume are reviewed. The quantitative component assesses the applicant's academic credentials as based on his or her GPA and score on the Graduate Management Admissions Test (GMAT) or LSAT for lawyers or students enrolled in law school.

Online Application

Submit the MSA Online Application and the IUPUI Graduate Application.

- Within the Kelley application, for the *Plan* choose **Taxation MS**.
- Within the University Application, for *Academic Program* choose **Kelley School of Business Master of Accounting** and for the *Major* choose **Taxation MS**.

Letters of Recommendation

The format for the Letters of Recommendation can either be a personal letter or completion of the [MSA form](#).

Transcripts, resume, and letters of recommendation should be sent to the address below:

Kelley School of Business Indianapolis
MSA/MST Program Office
801 West Michigan Street, BS 3024
Indianapolis, Indiana 46202-5151
For more information about the MST program visit kelley.iupui.edu/mst.

Updated 1-26-12

Contact Information

For academic advisement, student services, or general information contact:

Kelley School of Business
Business/SPEA 3024
801 West Michigan Street
Indianapolis, IN 46202
Phone: (317) 274-2147

For graduate admission information you can also call:

Master of Science in Accounting: (317) 278-3885

Updated 1-26-12

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 three programs that lead to the Master of Business Administration degree.

Admission to any of the programs is selective and is based on the evaluation of several 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 students 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.

Evening M.B.A. Program, Indianapolis Campus

Candidates for the Evening M.B.A. degree 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 per week. A streamlined 32-month, 51-credit-hour program allows for maximum planning and integration with career and personal commitments.

Qualified people from all academic backgrounds who represent any business or industry and 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 April 15 for August entry and by November 1 for January entry. For information, contact:

The cohort structure: each entering group of newly admitted MBAs forms a student cohort that moves through the MBA core courses together. Within each cohort there are smaller study groups that may work together on projects and study teams. Cohorts elect representatives during the first semester who becomes their voice for the Evening MBA Association (the student advisory board) and with the MBA staff and faculty.

MBA students may take a variety of the electives for the 19.5 hour requirement or focus 10.5 or more in one area for a major. Majors are:

- Accounting
- Finance
- General administration
- Marketing
- Entrepreneurship
- Supply Chain Management

International opportunities: from the small business to the international corporation, every business interaction, product, and service has the potential to have a global impact. From our internationally experienced faculty to our course offerings, we will prepare you to thrive in that environment. One example is the China in Transition summer course, which provides MBA students a hands on opportunity to gain international and consulting experience.

Students do background preparation in the first part of the semester and then travel to mainland China. There, they partner with students from City University of Hong Kong in a weeklong consulting assignment that culminates in a presentation to the Chinese host company.

Business enterprises: enriching education with practical experience often means extending learning beyond the classroom. The evening MBA enterprise program engages Kelley MBA students in strategic assignments with Central Indiana companies, offering a unique opportunity for all involved to benefit. Through a competitive selection process, the enterprise program is open to second- and third-year Kelley MBA students. Three enterprises are currently available:

- Discovery, Innovation and Ventures Enterprise (DIVE)
- Finance Development Enterprise (FIND)
- Global Supply Chain Innovation Enterprise (gSCIE)

Benefits: membership in an enterprise benefits a student in the following ways:

- Enterprise projects enable you to experiment with a new career identity with little risk but potentially great reward. As a first-year MBA student you will attend a series of lectures by local business leaders from a variety of fields, designed to give you a look inside new career options and networking opportunities. At the same time, you will complete a series of career self assessment tools and attend seminars on professional development culminating in the creation of a career strategy memo. Project completion will provide a useful focus for job interview discussions,

especially if you are interested in changing a career track. During your second year of MBA study, you will have the opportunity to apply for a more intensive real world experience.

- The breadth of a student's professional opportunity is only as big as your network of professional contacts. Enterprise directors will purposefully generate opportunities for you to talk with individuals in the Central Indiana business community who can offer targeted professional guidance. The relationship with an enterprise director enables you to receive customized coaching that is available nowhere else in the MBA curriculum.
- Each enterprise is a community of MBA students with similar interests. This enhances the process of peer or learning within the program. Enterprise directors will offer opportunities for social engagement that strengthen personal ties between enterprise members.

Evening M.B.A. Office

Kelley School of Business

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 students who plan to take a leave from their careers while they pursue graduate education. For information, contact:

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

Kelley Direct Online M.B.A. Program

The Kelley Direct Online M.B.A. Program is designed for professionals who wish to continue their employment while earning their M.B.A. The Kelley Direct Program is the only such graduate management program offered by a top-20 business school that is almost exclusively delivered entirely over the Web.

Among the tools used are discussion and debate forums, online testing, audio streaming and video streaming, and simulations for case-based learning. Course materials, including audio and video presentations and virtual tours, may be accessed directly from the Web. The class interaction is asynchronous with some synchronous elements, allowing students the flexibility to balance family and career demands. For information, contact:

Kelley Direct Admissions

Kelley School of Business

777 Indiana Avenue, Suite 200

Indianapolis, IN 46202

Phone: (317) 278-1566

Fax: (317) 274-7301

Web site: www.kd.iu.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 Ph.D. is awarded through the University Graduate School, and the D.B.A. 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 switch from one degree program 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. For more information, contact:

*Chair, Doctoral Programs**Kelley School of Business**Indiana University**1309 E. Tenth Street**Bloomington, IN 47405-1701*

Phone: (812) 855-3476

Website: kelley.iu.edu/doctoral

For more information regarding the IU Kelley School of Business Graduate Programs please refer to <http://kelley.iupui.edu/degrees/index.cfm>

Majors

In our part-time MBA program, students may complete a general administration degree or choose among five majors.

Accounting

1. MBA Core classes (30 hours)
2. Required Accounting courses (12 hours)
 - BUS-A510 Financial Accounting Theory & Practice I - 3 hrs.
 - BUS-A511 Financial Accounting Theory & Practice II - 3 hrs.
 - BUS-A514 Auditing Theory & Practice or A562 - 3hrs.
 - BUS-A515 Federal Income Taxes - 3hrs.
3. MBA electives (9 hours)

Students with undergraduate majors in Accounting or Finance should inquire with the Graduate Accounting Office regarding requirements for the Accounting Major.
Total: 51 hours

Entrepreneurship

1. MBA Core classes

2. Required Business Plan Foundations (3 hours)
 - BUS-W511 Venture Strategy - 3 hrs.
3. Required New Venture Business Functions (3 hours minimum) - choose from below:
 - BUS-M503 Applied Market Research - 3 hrs.
 - BUS-F517 Venture Capital - 1.5 hrs.
 - BUS-M506 Marketing Engineering - 1.5 hrs.
4. Field Experience (1.5 hours) - choose from below:
 - BUS-X524 Enterprise Experience 2 - 1.5 hrs.*
 - BUS-W525 Venture Club & Community - 1.5 hrs.
 - BUS-D546 China in transition - 3 hrs.
5. If total credits in previous Entrepreneurship requirements are less than 10.5 hours, then choose from the following list so that total credit hours equal 10.5:
 - BUS-M511 Marketing Performance & Productivity Analysis
 - BUS-P552 Project Management - 1.5 hrs.
 - BUS-W520 Turnaround Management - 1.5 hrs.
 - **BUS-D594 International Competitive Strategies
 - **BUS-D 595 International Management
6. MBA electives (10.5 hours)

*BUS-X523 Enterprise Experience 1 may not be applied towards the major

** (Cannot count both D594 and D 595)

Total: 51 hours

Finance

1. MBA Core classes (30 hours)
2. Required Finance courses (3 hours)
 - BUS-F520 Asset Valuation & Strategy -1.5 hrs.
 - BUS-F540 The Firm in the Capital Market - 1.5 hrs.
3. Advanced Finance electives (7.5 hours) - choose from below:
 - BUS-F509 Advanced Capital Budgeting - 1.5 hrs.
 - BUS-F517 Venture Capital & Entrepreneurial Finance - 1.5 hrs.
 - BUS-F525 Corporate Financial Risk Management - 1.5 hrs.
 - BUS-F526 Derivative Securities - 1.5 hrs.
 - BUS-F528 Fixed Income Investments - 1.5 hrs.
 - BUS-F529 Equity Markets - 1.5 hrs.
 - BUS-F548 Corporate Governance & Restructuring - 1.5 hrs.
 - BUS-F570 International Financial Markets - 1.5 hrs.
 - BUS-F571 International Corporate Finance - 1.5 hrs.
4. MBA electives (10.5 hours)

Total: 51 hours

General Administration

1. MBA Core classes (30 hours)
2. MBA electives (21 hours)

Total: 51 hours

Marketing

1. MBA Core classes (30 hours)
2. Required Marketing courses beyond the Core (3 hours)
 - BUS-M503 Applied Marketing Research - 3hrs.
3. Choose 3 hours from below:
 - BUS-M506 Marketing Engineering - 1.5 hrs.
 - BUS-M595 Market Tests and Experiments - 1.5 hrs.
 - BUS-M513 Marketing Strategy Simulation - 1.5 hrs.
 - BUS-M511 Marketing Performance and Productivity Analysis - 1.5 hrs.
4. Choose additional 4.5 hours of advanced Marketing classes
5. MBA electives (10.5)

Total: 51 Hours

Supply Chain Management

1. MBA Core classes (30 hours)
2. Required Courses (6 hours)
 - *Supply Chain Foundations - 1.5 hours each*
Bus-P561 Global Supply Chain Management - Fall
Bus-P509 Supply Chain Operations – Fall
 - *Supply Chain Projects & Processes – 1.5 hours each*
Bus-P552 Project Management – Fall
Bus-P527 Ops Process I – Spring
3. Field Project (1.5 hours) - choose from below:
 - BUS-P528 Ops Process II – Spring, 1.5 hrs.
 - BUS-X524 Enterprise Project – Summer, 1.5 hrs.
 - BUS-P590 Independent Study in Operations (requires faculty approval)
4. Supply Chain Electives (3 hours) - choose from the following:
 - BUS-M550 Customer-Oriented Strategies - 1.5 hrs.
 - BUS-W519 Knowledge Management - 3 hrs.
 - BUS-F509 Financial Analysis for Corporate Decisions - 1.5 hrs.
 - BUS-K510 Advanced Decision Models - 1.5 hrs.
 - BUS-P590 Independent Study in Operations Management (requires faculty approval)
 - BUS-W550 Management Consulting and Strategy - 3hrs.
 - BUS-F571 International Corporate Finance - 1.5 hrs.
 - BUS-P510 Service Operations - 1.5 hrs.
 - BUS-M594 International Marketing - 1.5 hrs.
 - BUS-A511 Financial Accounting Theory and Practice II - 3 hrs.
 - BUS-K516 Quantitative Decision Models - 1.5 hrs.
 - BUS-M503 Applied Marketing Research - 3 hrs.

- BUS-W516 Organizational Development and Change - 3 hrs.
- BUS-A560 Auditing Information Technology - 3 hrs.
- BUS-P527 Process Improvement I - 1.5 hrs.
- BUS-P528 Process Improvement II - 1.5 hrs.
- BUS-M595 Special Topics in Marketing - 1.5 hrs.
- BUS-D546 China in Transition - 3 hrs.*
- **BUS-D594 International Competitive Strategies
- **BUS-D595 International Management

5. MBA electives (10.5 hours)

*There is a 1.5 hour section of this course that does not include the trip to China

** (Cannot count both D594 and D595)

Total: 51 hours

For more information regarding the IU Kelley School of Business Graduate Programs please refer to <http://kelley.iupui.edu/degrees/index.cfm>

Updated 1-26-12

Degree Programs

The Kelley School of Business offers the following graduate degrees:

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

- Accounting
- General Administration
- Entrepreneurship
- Finance
- Marketing
- Supply Chain Management

Master of Science in Accounting (M.S.A.)

Master of Science in Taxation (M.S.T.)

For more information regarding the IU Kelley School of Business graduate programs please visit our website (kelley.iupui.edu).

Master of Science in Accounting

The Master of Science in Accounting program (MSA) is devoted to teaching the skills required of today's accountant. The plan of study ensures that students are not only well versed in the technical aspects of their chosen specialty but also the nontechnical skills that are required for them to become true leaders in industry and government.

M.S. in Accounting Program, Indianapolis Campus

Students may apply to the M.S. in Accounting program with or without academic background in business or accounting. Those students 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

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

Prerequisites

- 1 BUS-F301 Financial Management
- 1 BUS-M301 Intro to Marketing Management
- 1 BUS-P301 Operations Management
- 1 ECON-E201 Intro to Microeconomics
- 1 ECON-E270 Statistics
- 1 BUS-L203 Commercial Law I
- 1 BUS-A201 Intro to Financial Accounting*
- 1 BUS-A311 Intermediate Accounting I
- 1 BUS-A325 Cost Accounting

*A201 is the only prerequisite course for MST students

MSA Degree Requirements:

1. MSA Core Classes (16.5 credit hours)
 - BUPA-A 511 Financial Accounting Theory & Practice II 3 cr. hr.
 - BUPA-A 515/A 328 Federal Income Taxes 3 cr. hr.
 - BUPA-A 551 Tax Research (concurrent with A 515 1.5 cr. hr.
 - BUPA-A 514/A424 Auditing Theory & Practice 3 cr. hr.
 - BUPA-A 523 Business Information Systems 3 cr. hr.
 - BUPA-L 503 Advanced Business Law 3 cr. hr.
2. Accounting Electives (6 credit hours)
 - Choose from any BUPA-A XXX classes except for A 529 LIPE (counts as non-accounting elective)
3. Accounting/Non-Accounting/Business/Other Elective (7.5 credit hours)

Students who have had equivalent undergraduate courses may not retake, but must replace. A total of 15 credit hours of accounting course work must be completed toward the M.S. degree in Accounting.

Total: 30 hours

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

M.S.A. Program

Kelley School of Business

Business/SPEA 3024

801 W. Michigan Street

Indianapolis, IN 46202-5151

Phone: (317) 278-3885

Web site: kelley.iupui.edu

For more information regarding the IU Kelley School of Business Graduate Programs please refer to <http://kelley.iupui.edu/degrees/index.cfm>.

Updated 1-26-12

Master of Science in Taxation

The Master of Science in Taxation (MST) is a 30.0 credit hour degree program designed to (1) to prepare graduates

for entry level positions in public and private accounting in taxation and (2) provide graduate-level education for tax professionals who desire to enhance their specialized tax knowledge.

The MST is a specialized degree program aimed to equip students with the highly technical and demanding skills required to provide tax and business advice in the private sector as well as administer the tax laws in the public sector of the economy.

Students may apply to the program after completing a bachelor's degree from an accredited college or university or during their senior year of college or have completed a law degree. An undergraduate major in accounting is not a requirement, however, applicants must have taken A201 Principles of Financial Accounting or the equivalent.

MST Degree Requirements:

1. MST Core Classes (18 credit hours)
 - BUPA-A 515/A 328 Federal Income Taxes 3 cr. hrs.
 - BUPA-A 551 Tax Research (concurrent with A 515) 1.5 cr. hrs.
 - BUPA-A 539 Corporate Tax I 3 cr. hrs.
 - BUPA-A 538 Corporate Tax II 3 cr. hrs.
 - BUPA-A 556 Periods & Methods 3 cr. hrs.
 - BUPA-A 522 Partnerships 3 cr. hrs.
 - BUPA-A 555 S Corps 3 cr. hrs.
2. Electives (12 credit hours)

Students who have had equivalent undergraduate courses may not retake, but must replace.

Total: 30 hours

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

M.S.A. Program

Kelley School of Business

Business/SPEA 3024

801 W. Michigan Street

Indianapolis, IN 46202-5151

Phone: (317) 278-3885

Web site: kelley.iupui.edu

For more information regarding the IU Kelley School of Business Graduate Programs please refer to <http://kelley.iupui.edu/degrees/index.cfm>

Student Learning Outcomes

- Master of Business Administration-Evening
- Master of Science in Accounting
- Master of Science in Taxation

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

Student who earn the M.B.A. will achieve the following program goals:

1. **Critical Analysis and Problem Solving**
Students who earn the MBA degree will be able to identify, integrate and apply the appropriate tools

and techniques of business, drawing on knowledge of the major functions (accounting, economics, finance, quantitative methods, marketing, operations management, and strategy) to critically understand, analyze and solve complex business problems that may arise in both the domestic and the global arenas.

2 **An Integrative and Global Perspective**

Students who earn the MBA degree will demonstrate a thorough understanding of how various external forces in the global economy (e.g., economic, political, regulatory, competitive, environmental and cultural) shape management alternatives, strategies and operational decisions and to foresee the potential business outcomes.

3 **Leadership and Effective Team Collaboration**

Students who earn the MBA degree will demonstrate the leadership and teamwork skills necessary for productive and effective management and decision-making. Encouraging, examining, and comprehending the diverse views of others across different cultural, ethnic, and economic groups and stakeholders will be an important aspect of this learning goal.

4 **Ethical Decision-Making**

Students who earn the MBA degree will demonstrate an ability to recognize ethical and related legal issues that arise in domestic and international environments and will be able to formulate, articulate and defend alternative solutions.

5 **Effective Communication**

Students who earn the MBA degree will demonstrate an ability to effectively express ideas and facts in a variety of oral, written and visual communications.

6 **Professional Skills and Personal Development**

Students who earn the MBA degree will develop an actionable plan for individual career and professional skills development that encompasses reflective self-assessment, the setting of personal and professional goals and the acknowledgement of tradeoffs which must be made to attain those goals, and the consideration of their future contributions to business and the community as alumni of the Kelley School of Business.

Master of Science in Accounting (M.S.A.)

Student who earn the M.S.A. will achieve the following program goals:

1. **Accounting Knowledge**

The overriding goal of the MSA Program is to ensure that its graduates will be well grounded in fundamental accounting principles relating to financial statement preparation and analysis, management decision making, internal controls and security, risk assessment, business processes, auditing and assurance and principles of federal income taxation. All MSA graduates will have sufficient awareness of the concepts of accounting

and tax to recognize problems and concerns that may require further research.

2 **Accounting Research**

Graduates will be competent in researching the accounting, tax, and business related research sources as well as other financial literature independently to solve problems that are beyond the scope of fundamental accounting and tax knowledge. They will have access to major accounting and tax data services and training in their use. Graduates will develop the research skills that will enable them to be successful in their professional career as well as become lifetime learners.

3 **Critical Thinking**

Graduates will have the ability to analyze, integrate and communicate complex accounting, tax and financial information to arrive at reasoned conclusions and make informed decisions. They will be able to solve challenging problems by evaluating the logic, validity, and relevance of data. They will be able to recognize issues and raise concerns regarding potential problem situations. Graduates will achieve disciplinary competence in specialized areas.

4 **Communication Skills**

Graduates will be able to communicate in a clear, concise and effective manner in both written and oral form.

5 **Professional Responsibilities**

Graduates will be aware of their professional responsibilities concerning ethical choices they will encounter in the accounting, tax and financial reporting regulatory environments. They will understand the roles of accountants in society in providing and ensuring the integrity of financial and other information.

6 **Professional Development**

Graduates will appreciate the need to set career goals. They will understand the importance of networking, developing professional relationships and becoming involved in professional organizations. They will understand the nature of leadership and the importance of volunteering. They will not only be able to work independently but also will have a better understanding of how to work with others and function in a team setting.

Master of Science in Taxation (M.S.T.)

Student who earn the M.S.T. will achieve the following program goals:

1. **Taxation Knowledge and Skills**

Graduates should possess advanced knowledge of the tax laws as they affect individuals, business entities and nonprofit organizations (e.g., corporations, partnerships, trusts, estates, and tax-exempt organizations). Their knowledge should include exposure to not only federal tax concerns but also those relating to state, local and international

taxation. Graduates should understand the practical tax implications surrounding common situations and be capable of effectively analyzing tax issues and formulating solutions.

2 Tax Research

Graduates should be capable of formulating defensibly correct solutions to tax problems based on analysis of the relevant tax authority, including the law and administrative and judicial interpretation of the law.

3 Written and Oral Communication Skills

Students should be able to communicate effectively verbally and should be able to effectively communicate tax research findings and advocate positions in writing.

4 Taxation in a Global Context

Students should understand the role of taxation as it relates to accounting, finance, business, economics, government and politics.

5 Critical Thinking

Graduates will have the ability to analyze, integrate and communicate complex, tax and financial information to arrive at reasoned conclusions and make informed decisions. They will be able to solve challenging problems by evaluating the logic, validity, and relevance of data. They will be able to recognize issues and raise concerns regarding potential problem situations.

6 Social and Interpersonal Interaction Skills

Students should be able to work effectively and efficiently within a team.

Graduate Programs

The Kelley School of Business offers the following graduate degrees:

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

- Accounting
- General Administration
- Entrepreneurship
- Finance
- Marketing
- Supply Chain Management

Master of Science in Accounting (M.S.A.)

Master of Science in Taxation (M.S.T.)

For more information regarding the IU Kelley School of Business graduate programs please visit our website (kelley.iupui.edu).

Departments & Majors

In addition to the general-education and general business curricula discussed previously, students pursuing a B. S. in Business degree must select a major within the business program. The major, along with the

curriculum for working toward that major, are presented by department in this section and are summarized below.

- Department of Accounting and Information Systems
- Department of Business Law
- Department of Finance
- Department of Management
- Department of Marketing
- Department of Operations

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

Department of Accounting and Information Systems

Accounting Major

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.

Beginning in the fall of 2006, the general-education requirement for accounting majors was reduced to 47 credit hours. This limit applies only to accounting majors. Nine additional credit hours are required for the nonaccounting concentration. Accounting graduates who meet the 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, as the majority of public accounting internships are spring-semester positions. For further information about internships, contact the Kelley Career Placement Office, Business/SPEA Building 4090; phone (317) 278-7842.

Major Requirements

Junior and Senior Years:

- BUS-A 311, BUS-A 312, BUS-A 325, BUS-A 328, BUS-A 337, BUS-A 424, and BUS-A302
- Two accounting electives from the following: BUS-A 375, BUS-A 335, BUS-A 339, BUS-A 380, BUS-A 422, BUS-A 439, BUS-A 460, BUS-A 490, or another approved accounting or systems course.

Nonaccounting concentration (9 cr.): Students must use these hours to build a three-course sequence that comprises a concentration. The concentration creates an expertise that is typically in a nonaccounting business area (e.g., international business or finance). However, a concentration that includes non-business courses (e.g., courses in criminal justice or 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 in a business area or to earn an outside minor.

One minor that students can pursue that is for Accounting students only is the [Criminal Justice Accounting Minor](#). This is offered through the School of Public and Environmental Affairs. Three courses from the minor can be used as the non-accounting concentration and then two more courses are needed for the minor. There is also a [PDF check sheet](#) that lists the classes for the [Criminal Justice Accounting Minor](#).

CPA Exam Preparation

Two accounting electives are required for the accounting degree. However, the accounting faculty strongly recommends that students who are interested in professional accounting careers and becoming a Certified Public Accountant (CPA) should take the following three elective courses:

- BUS-A 422 (Advanced Financial Accounting)
- BUS-A 339 (Advanced Income Tax)
- BUS-A 335 (Fund Accounting)

Additionally, the following course would be helpful in preparing for the CPA Exam.

- BUS-A 439 (Advanced Auditing)
- BUS-A 460 (Information Systems Security Assurance)

Internal Auditing Focus

Students who do not choose to pursue a career as a CPA but who want to pursue a career in internal auditing, should select the following two electives.

- BUS-A 344 (Internal Auditing, Entrprise Risk Management and Assurance)
- BUS-A 469 (Information Systems Security Assurance)

Note: Most states (including Indiana) require accounting professionals who wish to be licensed as certified public accountants to complete 150 credit hours of education with an accounting major. 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 apply to the Master of Professional Accountancy program and 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.

Updated 1-30-12

Department of Business Law

The business law department's course offerings acquaint students with a critical 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 major in business law is not currently available on the Indianapolis campus, courses in this department may be elected to enhance most other business majors.

Department of Finance

The finance undergraduate curriculum provides 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 major must take a common core of three courses: BUS-A 310, BUS-F 303, and BUS-F 305. 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 Major

The undergraduate curriculum in this major 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.

Major Requirements

Junior and Senior Years:

Finance core requirements:

- BUS-A 310
- BUS-F 303
- BUS-F 305

Students select two of the following:

- BUS-F 402

- BUS-F 420
- BUS-F 446
- BUS-F 494

Students select three of the following:

- BUS-A 312
- BUS-A 325
- BUS-A 328
- BUS-R 305
- BUS-R 440
- BUS-R 443
- ECON-E 305
- ECON-E 470
 - May choose from the following. Courses chosen for section above may not be counted here
- BUS-F 402
- BUS-F 420
- BUS-F 446
- BUS-F 494

Note: Double majors in finance and accounting may take any accounting course other than BUS-A 100, BUS-A 201, and BUS-A 202 as a Section C elective. In addition, double majors must take BUS-A 311 in lieu of BUS-A 310.

Updated 1-17-12

Department of Management

The Department of Management encompasses the areas of management, human resource management, organizational behavior, business policy, 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 in management or human resource management, as well as the option to pursue a second major in international studies.

Management Major

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 devoted to improving this understanding through the study of individual and group behavior, organizational theory, and human resource development.

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

This major 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.

Major Requirements

Junior and Senior Years:

- BUS-W 430 and BUS-Z 340
- Four of the following (a minimum of two must be business courses):
 - BUS-D 301, BUS-D 302, BUS-J 404, BUS-W 311, BUS-Z 494, BUS-Z 404, and BUS-Z 441
 - ECON-E 304
 - OLS 378
 - POLS-Y 302
 - PSY-B 370, PSY-B 374, and PSY-B 424
 - SOC-R 317 and SOC-R 478
 - SPEA-V 432
 - Any 400-level Kelley School of Business course approved by a business advisor
 - Internships do not count toward the management elective

Human Resource Management Major

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 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, few firms of any size or consequence today 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 that have 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.

Major Requirements

Junior and Senior Years:

- BUS-Z 340, BUS-Z 441, BUS-Z 443, and BUS-Z 445
- Two of the following:
 - BUS-W 430, BUS-Z 404, and BUS-X 480
 - OLS 331

International Studies Major

In response to new and dynamic patterns of international business, U.S. 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-D 301 and BUS-D 302. They also may participate in overseas programs, which offer an opportunity to see firsthand the problems treated in the course of study, as well as the opportunity to enhance their language facility.

Students who wish to continue studies in the international area may choose, as a second major, the international studies major.

The international studies major is a second major only. It cannot be listed as a first major.

The international studies major consists of 9 credit hours of course work taken in addition to the international dimension requirement. These 9 credit hours can be selected from the four options 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 major's requirements.

Updated 1-26-12

Department of Marketing

Marketing Major

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 graduates 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.

Major Requirements

Junior Year

- BUS-M 303

Junior and Senior Years

Select four courses from the list below:

- BUS-M 401
- BUS-M 402
- BUS-M 405
- BUS-M 407
- BUS-M 412
- BUS-M 415
- BUS-M 419
- BUS-M 426
- BUS-P 320

Senior Year

- BUS-M 450

NOTE: If a student chooses to take BUS-P 320 and BUS-M 412 along with BUS-P 421, BUS-P 429 and two of the following: BUS-M 401, BUS-M 402, BUS-M 407, BUS-M 419, the student completes requirements for the Marketing major as well as the Supply Chain Management major. This qualifies the student for certification from the American Society for Training and Logistics (AST&L). For information go to <http://www.astl.org/i4a/pages/index.cfm?pageid=3313>.

Updated 1-26-12

Department of Operations

The Operations Department is responsible for the Supply Chain Management major. Over the years, the Operations Department has maintained a tradition of excellence that continues to evolve as the dynamic field of operations management continues to advance.

Supply Chain Management

Many of today's most admired businesses—companies like FEDEX, Toyota, and Wal-Mart—dominate the competition using supply chains as competitive weapons. Supply chain management includes all the activities involved in planning, sourcing, making, and delivering goods and services between suppliers, manufacturers, intermediaries, and customers.

Its major areas of study revolve around products, information, and cash flows between supply chain partners as well as balancing supply and demand, managing supplier and customer relations, improving processes, fulfilling orders, developing logistics and transportation networks, and controlling returns.

Our curriculum not only provides students with the knowledge and skills to successfully launch a career in supply chain management, but also prepares graduates for advancement in terms of promotion and responsibilities. While some students concentrate on supply chain management, many others combine it with their interests in finance, marketing, information technologies, entrepreneurship, accounting, and international business as part of a double major. In most of today's fast-paced, complex, and increasingly global

businesses, a fundamental understanding of supply chain management is often crucial to success.

Major Requirements

Junior and Senior Years

- BUS-M 412, BUS-P 320, BUS-P 421, and BUS-P 429
- Three of the following:
 - BUS-M 303
 - BUS-M 401
 - BUS-M 402
 - BUS-M 407
 - BUS-M 419
 - BUS-W 311
 - BUS-Z 404
 - BUS-D 301
 - BUS-A 325
 - BUS-A 337
 - BUS-A 310 or BUS-A 460
 - BUS-F 305
 - BUS-F 494

Updated 1-26-12

Student Organizations & Services

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 Program Office, Business/SPEA Building 3024; phone (317) 274-2147.

Accounting Association 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 the arrangement of 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.

Capital Investment Club The Capital Investment Club is a professional organization and the premier club of the IU Kelley School of Business. Founded in 2011, CIC provides unique learning, networking, and experiential opportunities to its members in Indianapolis, IN

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.

Entrepreneurship Club The Entrepreneurship Club is an organization through the Kelley School of Business, Indianapolis. Although affiliated with the Kelley School, the club is open to all majors and disciplines on the IUPUI campus. On the whole, the EC promotes entrepreneurship through the use of guest speakers, networking events, and simulations. Each event is intended to teach, but also attempts to illustrate the fun and excitement that entrepreneurship can generate.

IUI Finance Association

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

Kelley Indianapolis Cares (KIC) Kelley Indianapolis Cares (KIC) is here to bring you service learning opportunities and help you develop both strong social responsibility awareness and practices for any level of atmosphere you may encounter - whether personal or work.

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

Society for Human Resource Management - Our mission is to provide students with the opportunity to gain knowledge and insight into the effective management of personnel in the field of Human Resource Management through affiliation with the IndySHRM and National SHRM organizations.

Kelley School of Business Indianapolis Student Government Kelley School of Business Indianapolis Student Government (KSBISG) is the governing body over Kelley Clubs and Organizations. KSBISG is also a liaison to University Student Government to allow Kelley students' voices be heard regarding campus decisions and issues.

Mission Statement:

Enhancing, guiding, and promoting student organizations for further academic and professional development of students at the Indiana University of Kelley School of Business Indianapolis (KSBISG). The purposes of KSBISG are:

1. To represent and act in the best interest of the KSBISG student body.
2. To communicate concerns of the students to the KSBISG administration as well as the Undergraduate Student Government.
3. To promote student involvement in organizations.
4. To coordinate activities among organizations within the School.
5. To encourage the establishment of student organizations related to the fields of business.

6. To allocate the activity fee among organizations in the KSBISG as described in the IUPUI Student Activity Fee Guidelines.

Contact info

Club Advisor: Angie Meyer, angjmeye@iupui.edu and Carly Grennes, crstamey@iupui.edu
Website: www.ksbisg.org

Operations & Supply Chain Management Club (OSCM)

As a positive influence, representing the Kelley School of Business Indianapolis, the Operations and Supply Chain Management Student Organization (OSCM) will strive to offer opportunities for both members and businesses through service learning as well as educate its members on the varying disciplines within the supply chain management field.

Women in Business (WIB) Women in Business (WIB) is an undergraduate student organization dedicated to advancing the success of women within the Kelley School of Business Indianapolis. Women in Business is intended to help guide women attending the Kelley School of Business Indianapolis in a better direction. The main objective is to inform members of the different career opportunities, current trends, and attitudes that women may experience in the business world. We do this by providing experiences through which members can mature and evolve as professional women.

Updated 1-26-12

Policies and Procedures

Undergraduate Policies

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 courses as the committee may designate or to take 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 higher in their cumulative 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 Bachelor of Science in Business degree must meet senior residency requirements and complete the last 30 credit hours and half of the major courses 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. 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. Students must also apply to graduate from the Kelley School of Business in Indianapolis.

Integrative Core Prerequisites The prerequisites for the Integrative Core are strictly enforced: a total of 56 credit hours or more of college-level work; overall cumulative GPA of 2.0 or higher; the following courses with a grade of C or higher:

- BUS-K 201
 - K201 or any equivalent course is only good for five years before a student is admitted to Kelley
- BUS-X 100
- BUS-X 103 or BUS-X 203
- BUS-X 204
- COMM-R 110 and
- ENG-W 131

and the following courses successfully completed with a passing grade and a grade point average of 2.0 or higher:

- BUS-A 100
- BUS-A 201
- BUS-A 202
- BUS-L 203
- ECON-E 201
- ECON-E 202
- ECON-E 270
- MATH-M 118 and
- MATH-M 119

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 7 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. Note: Summer is not considered for this purpose.

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. Credit hours may be limited by university policy.

Physical Education Courses Students may elect a maximum of 4 credits of elective physical education courses (HPER-E courses). 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 if the appropriate waiting-out period has been observed. 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. Students who are readmitted to the Kelley School of Business must follow the current academic policies, curriculum requirements, and graduation requirements in effect at the time they are readmitted.

Upper-Level Business Courses Kelley School of Business students must have senior standing and have completed the 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.

5. 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 The 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 to satisfy 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 major (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: Correspondence courses cannot be taken during the last 30 credit hours of study without petitioning for waiver of senior residency.

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 waiver 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 waiver 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 64 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 major 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 the IU Kelley School of Business in Indianapolis must complete the last 30 credit hours of the degree program and one-half of their major requirements at the Indianapolis campus and complete an application to the school.

Ordinarily, such students must complete the Integrative Core (BUS-F 301, BUS-M 301, and BUS-P 301) 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-X 390 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-F 301, BUS-M 301, and BUS-P 301 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 as well as 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 (Withdraw).

Students do not reenroll 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; and the Pass/Fail option cannot be used for courses that satisfy the general-education requirement or any course that would fulfill a major 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 (Withdraw) is given automatically on the date of withdrawal to a 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 wishing 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, the instructor must sign the 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.

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 the student's responsibility to understand fully and comply with all the provisions of this bulletin. Requests for deviation from department, program, or school requirements may be petitioned in writing through the Program Office in BS3024. Such petitions will be reviewed by the Petitions Committee and granted only in consultation with 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 A minimum of 124 credit hours of college-level work 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 56 credit hours must be in courses other than business and economics. For special rules concerning the accounting major, see "Departments and Majors" in this bulletin. A minimum cumulative GPA of 2.0 (C) is required for graduation. In addition, for students admitted or readmitted in the fall of 2002 or later, students must achieve a minimum GPA of 2.0 (C) in business and economics courses not counted toward general education, and a minimum GPA of 2.0 (C) in their major 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 major requirements on the Indianapolis campus.

Permission to take up to 6 credit hours of the last 30 credit hours at another institution or by correspondence may be requested by petitioning the executive director of academic 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 an Intent to Graduate form with the Recorder's Office, Kelley School of Business, Business/SPEA Building 3024. Application deadlines are April 1 for December graduation, November 1 for May graduation,

and January 15 for August graduation. Kelley School of Business transcripts may reflect from one to three majors and zero to two minors. Majors and minors do not show on the diploma.

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 were admitted or readmitted to Indiana University, as long as the required courses are available and no more than eight calendar years have elapsed since the date of admission or readmission and providing the student has not had an interruption in enrollment of two years or more. 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.

Updated 1-26-12

Graduate and Professional Policies

For complete information regarding Graduate Policies for the IU Kelley School of Business, please refer the [MBA Handbook](#) on the IUPUI Kelley website.

Faculty

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

- Daniel C. Smith, Ph.D., *Dean*
- Idalene Kesner, Ph.D., *Associate Dean of Faculty and Research*
- M.A. Venkataramanan, Ph.D., *Associate Dean of Academic Programs*
- Ash Soni, Ph.D., *Associate Dean - Information Technology*
- Philip Cochran, Ph.D., *Associate Dean for Indianapolis Operations*
- Kenneth Carow, Ph.D., *Associate Dean for Indianapolis Research and Programs*
- Teresa Kase, *Assistant Dean of Finance and Operations*
- Richard Dupree, *Assistant Dean - Development and Alumni Relations*

Administrative Offices

- *Associate Dean for Indianapolis Operations:* Philip L. Cochran, Ph.D. (*University of Washington, 1973*)
- *Associate Dean for Indianapolis Research and Programs:* Kenneth A. Carow, Ph.D. (*Purdue University, 1995*)

Academic Advisors

- Maureen Kinney, M.S. Ed. (*Indiana University, 2003*)
Assistant Director of Undergraduate Program
- Jane McDonald, M.S. Ed. (*Indiana University, 1993*)
Assistant Director of Student Services
- Megan Applegate, M.S. Ed. (*Indiana University, 2011*)
- Carly Stamey Grennes, M.S. (*Miami University, 2008*)
- W. Eric Raider, M.S. Ed. (*Indiana University, 2007*)

Administrative Recorder

- Deborah K. Moore, B.S.W. (*Indiana University, 1997*)

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Faculty

- Acito, Franklin, Ph.D. (*State University of New York at Buffalo, 1976*), *Professor of Marketing, Director of the Kelley Institute for Business Analytics, and Max Barney Faculty Fellow*
- Aguinis, Herman, Ph.D. (*State University of New York at Albany, 1993*), *Professor of Management and Entrepreneurship, Director of the Institute for Global Organizational Effectiveness, and Dean's Research Professor*
- Akaiwa, Frank, M.B.A. (*Indiana University, 1994*), *Senior Lecturer in Operations and Decision Technologies*
- Anderson, Kyle, Ph.D. (*Indiana University, 2006*), *Clinical Assistant Professor*
- Andrew-Mohr, Joelle, M.S. (*Indiana University, 1999*), *Program Director, Kelley Direct*
- Andrews, Jonlee, Ph.D. (*University of Wisconsin-Madison, 1992*), *Clinical Professor of Marketing, Director of the Center for Brand Leadership, Associate Chair of MBA Program, and Nestle Faculty Fellow*
- Arif, Salman, Ph.D. (*Stanford University, 2012*), *Assistant Professor of Accounting*
- Aydin, Goker, Ph.D. (*Stanford University, 2003*), *Associate Professor of Operations and Decision Technologies*
- Bailey-Hughes, Brenda, M.A. (*Ball State University, 1991*), *Senior Lecturer in Communication, Professional, and Computer Skills*
- Bala, Hillol, Ph.D., (*University of Arkansas, 2008*), *Assistant Professor of Operations and Decision Technologies*
- Baldwin, Timothy T., Ph.D. (*Michigan State University, 1987*), *Professor of Management and Entrepreneurship, and Eveleigh Professor in Business Leadership*
- Banks, Karen, M.S. (*Indiana University, 1995*), *Senior Lecturer in Communication, Professional, and Computer Skills*
- Bastianelli, Ann L. M.B.A. (*Indiana University, 1982*), *Senior Lecturer in Marketing*
- Baye, Michael R., Ph.D. (*Purdue University, 1983*), *Bert Elwert Professor in Business, Professor of Business Economics and Public Policy, and Adjunct Professor Economics (College of Arts and Sciences)*
- Beneish, Messod Daniel, Ph.D. (*University of Chicago, 1987*), *Professor of Accounting and Sam Frumer Professor*
- Bennett, Timothy, M.S. (*Indiana University, 2007*), *Lecturer*
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