

Kelley School of Business Undergraduate Bulletin

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Kelley School of Business

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Overview

Mission of the Kelley School

The mission of the Kelley School of Business is to transform lives, organizations, and communities through education and research.

Guiding Principles of the Kelley School

The Kelley School is consistently ranked among the top 20 business schools in the nation. Many of our major areas of study are ranked in the top five among public schools. Our high standing and success derive from the following principles:

- **Ethics.** Maintaining the highest ethical standards with whomever we interact. This is a matter of respect, trust, and personal integrity and is the foundation of our individual performance and our professional excellence. We accept no less in ourselves and expect no less from others.
- **Collaboration.** Providing a collaborative environment that emphasizes mutual respect, individual initiative, innovation, and the pursuit of excellence.

- Culture of excellence. Enrolling women and men of great character, accomplishment, and leadership ability, and hiring faculty who are not only thought leaders and outstanding scholars, but who are also committed to excellence in teaching.
- Diversity. Creating a culture that embraces diversity in all its many forms.
- Innovative curriculum. Providing innovative and relevant curricula that focus on developing critical-thinking skills, exploring complex problems, decision-making under uncertainty, taking responsibility for one's actions, and leadership.
- Utilization of technology. Maintaining our leadership in the pervasive and effective use of technology in serving our students.
- Global perspective. Embracing a global perspective that permeates the content of our courses and influences the topics and contexts of our research.
- Extensive alumni network. Maintaining strong ties and lifetime relationships with our alumni in ways that further their career ambitions and the school's educational and research objectives.
- Civic responsibility. Creating a culture that encourages outreach, service, and rigorous research.
- Essential partnerships. Creating and sustaining our national and international relationships with corporate and academic partners that provide opportunities for students, faculty, and alumni of the Kelley School of Business.

History of the Kelley School

100 + Years of Excellence: The History of the Kelley School of Business

The Kelley School of Business is one of the world's premiere business schools. Business education at Indiana University dates back over a century and a half to the first Indiana University catalog, dated 1830-31, which included political economy in the curriculum. From this first course, during the remainder of the century there developed a Department of Political Economy, later referred to as the Department of Economics and Social Science; it was early courses in these areas that grew into what is now referred to as the "core program" of study in the Kelley School.

In 1902, several business courses were introduced and listed in the university catalog. These commerce courses constituted the last two years of a four-year course of study leading to a baccalaureate degree. The first two years were spent completing a pre-commerce requirement and included all the required courses of the liberal arts curriculum of that period. In 1904, the first business catalog, referred to as the Commercial Course Number, was published

Thus was established, a century ago, the pattern of building a program of professional education for business upon a liberal arts base—a pattern maintained throughout the years and currently emphasized in the education of the Kelley student. 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; in 1933 it was renamed the School of Business Administration and placed under the direct control of its own

faculty. In 1938, the title of the school was shortened to the School of Business

The Junior Division (now the University Division) of the university was established for all first-year students in 1942. After that, enrollment in the School of Business did not include freshmen until 1995, when the Direct Freshman Admission Program began. Graduate coursework in business administration, first authorized in 1936, expanded rapidly after World War II. Programs for the degrees of Master of Business Administration and Doctor of Business Administration were instituted in 1947. In 1961, the designation of the area of study formerly referred to as the Graduate Division of the School of Business was changed to the Graduate School of Business. With the reorganization of the university in November 1974, the School of Business began operating at two campuses—Bloomington and Indianapolis

Although business courses were offered as early as 1916 on the Indianapolis campus, a degree was not available there until the M.B.A. program was launched in 1962. The bachelor's degree in business became available at the Indianapolis campus following the 1969 merger of Indiana University with Purdue University in that city. Beginning in 1969, a divisional structure emerged in Indianapolis with an assistant chairperson at its head. In 1969-70, complete undergraduate degree programs were offered for four major areas in business, as were three two-year certificate programs

In 1997, E. W. Kelley, an undergraduate alumnus of the Indiana University School of Business, donated \$23 million to assist the school in its mission to provide the premiere business program in the nation. To honor the generosity of his gift, the IU School of Business was renamed the Kelley School of Business.

Organization of the Kelley School

The school's resident faculty, composed of more than 190 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 seven academic departments, and by a chair of each of the academic programs. The Academic Council, made up of those administrators mentioned above, along with two elected faculty representatives, administers Kelley School of Business policy. In addition, a number of committees appointed by the dean recommend to the faculty various academic and operating policies. At various 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 of Academic Programs, the Associate Dean of Faculty and Research, the Associate Dean of Information Technology, the Associate Dean for Indianapolis Programs, and the Assistant Dean of Finance and Operations. Administrative support for instructional programs is provided by six organizational units: the School of Business Undergraduate Program Office (Bloomington and Indianapolis), the M.B.A. Office (Bloomington), the Office for the M.B.A./Career

Integrated Program (Indianapolis), the Doctoral Program (Bloomington), the Graduate Accounting Programs (Bloomington), the Information Systems Graduate Program (Bloomington), and the Office of the Kelley Direct Program (Bloomington and Indianapolis). Assistance with Kelley admission, academic advising, and degree certification are provided by professional staff members assigned to each of these organizational units.

Contact Information

Undergraduate Program

[Kelley School of Business](#)

1309 East Tenth Street, BU234

Bloomington, IN 47405

(812) 855-0611

bschool@indiana.edu

Admission

The Kelley School offers two admission options:

- Direct Freshman Admission
- Standard Admission

Direct Freshman Admission

Selected students may be offered the opportunity to enter the Kelley School as freshmen. These students must have a minimum SAT score of 1270 or a minimum ACT score of 29 and be in the top 10 percent of their high school graduating class or have a 3.7 high school GPA. Students who meet these criteria must list business as their intended major on their IU application in order to be offered direct admission. Offers will be sent to students approximately one month following their admission to IU Bloomington.

Standard Admission

Standard Admission to the Kelley School is selective. To be considered, students must meet the following requirements:

1. Be admitted to IU Bloomington and enrolled on the Bloomington campus for at least one term.
2. Complete at least 26 credit hours of college coursework that count toward graduation. The coursework may be taken at Indiana University or at another accredited institution offering a comparable program.
3. Achieve grades of B or better in all pre-admission college courses.
4. Successfully complete the English Composition requirement.
5. Successfully complete at least three of the following courses:
 - BUS-K 201 The Computer in Business
 - MATH-M 118 Finite Mathematics
 - MATH-M 119 Brief Survey of Calculus I
 - BUS-X 100 Introduction to Business (or BUS-G 100 Business in the Information Age)
6. Submit an online application at <http://www.kelley.iu.edu/ugrad/admissions/ud.cfm> by the required deadline. Application deadlines are April 1 for fall semester admission and November 1 for spring semester admission. Grades for all coursework

required for fall admission must be recorded on the student's IU Bloomington transcript by the end of the spring semester.

Factors such as extracurricular activities, community service, work experience and optional letters of recommendation are also considered, but are of less importance than the academic performance factors.

Transfer Admission

Transfer Students

Transfer students must be admitted to Indiana University and enroll through the University Division for at least the first term on campus. They are then eligible to apply using Standard Admission. Transfer students must apply for Kelley School admission and be admitted during their first two terms on the IU Bloomington campus.

Transfer students are not guaranteed the availability of needed courses during their first term and it is likely that transfer students will need more than four years in order to complete their degree. Overall, the Kelley School recommends that students transfer as soon as possible so that they prepare for upper level business courses by taking the prerequisites on the IU Bloomington campus. Business admission advisors can assist students in evaluating which courses are best taken at IU Bloomington and which ones are appropriate to take at other schools. The Kelley School does not recommend transfer after the first four terms of undergraduate work.

Transfer of Credit

Transfers from Colleges and Universities outside the U.S.

The Kelley School does not award specific business course credit for business courses transferred from colleges or universities outside the United States. All business courses taken outside the United States will be accepted for undistributed (elective) credit hours only.

Students who have taken a business computer skills, financial accounting, or managerial accounting class will be able to sit for a competency exam in any of these three areas during the first week of fall or spring classes. Students who perform successfully on these competency tests will receive course waivers, but not course credit.

This policy changes the amount of time required for international transfer students to complete Kelley School degree requirements. Students considering transfer, who have already completed a considerable number of business courses, are encouraged to carefully examine the advisability of transferring to the Kelley School to complete an undergraduate degree.

Transfers from Other Colleges and Universities inside the U.S.

Acceptance of credit from other U.S. institutions is determined by the Indiana University Office of Admissions. The applicability of credit toward degree requirements in the Kelley School is determined by the school.

- 100/200 level business courses that are accepted for transfer are usually accepted for specific course equivalency.

- 300/400 level business courses may not be taken away from the Bloomington campus; transfer credit for these courses will be accepted as undistributed (elective) credit only.

Transfer of Credits from Other Indiana University Campuses

Students who wish to transfer to the Kelley School at Bloomington from another IU campus are required to meet the same admission requirements to the school as students from other institutions. As is true for other transfer students, students transferring from another IU campus must complete an Inter-Campus Transfer Request and enroll through the University Division for their first term on the Bloomington campus; they are eligible to apply for admission to business after they have completed at least one Bloomington term and all of their business admission courses; they must apply for Kelley School admission and be admitted during their first two terms on the IU Bloomington campus.

Students who expect to earn the B.S. degree in business from IU's Bloomington campus must complete the last 30 credit hours of the degree program in Bloomington. I-Core must be taken on the Bloomington campus.

Transfer Credit Details

The total number of credits accepted for transfer from a four-year institution is limited to a maximum of 90 credit hours. The total number of credits accepted for transfer from a junior college or a community college is limited to a maximum of 60 credit hours. If credits are transferred from both two- and four-year schools, the combined number of credits accepted for transfer is 90. Although they are often visible on the transcript and are considered for admission purposes, course grades from non-IU institutions are not included in the IU GPA; only credit hours earned in a course are recorded. Course grades from other IU campuses are included in the GPA. The official evaluation of credit is completed after a student is admitted to the university. However, many course equivalencies can be found on the IU Admissions Credit Transfer Services website at <http://cts.admissions.indiana.edu/index.cfm>.

Computer Recommendations

Students must use computers that are capable of running Microsoft Office applications. For general advice regarding the purchase of a computer, contact the University Information Technology Services (UITS) Support Center at (812) 855-6789 or via e-mail at ithelp@indiana.edu. IU maintains some discount agreements with vendors which are applicable to personal purchases for students. Potential discount systems are available at <http://uits.iu.edu/scripts/ose.cgi?amdt.ose.help>.

UITS maintains a walk-in support center called the Information Commons located in the main library on the first floor (Monday–Thursday 8 a.m.–midnight; Friday 8 a.m.–9 p.m., Saturday noon–5 p.m., Sunday noon–midnight).

Students can find the Kelley School's latest recommendations on new computer purchases or information on ordering notebook computers from the school-approved vendor on our website: www.kelley.iu.edu/ugrad.

Financial Aid & Scholarships

Scholarships available through the Kelley School are based primarily on academic achievement and/or financial need. Eligible candidates must be certified as students in the Kelley School. A student transferring from another institution must complete at least one semester of full-time study at Indiana University before being admitted to the Kelley School and considered for scholarships. For further information, please contact the Undergraduate Program Office in the Kelley School or visit www.kelley.iu.edu/ugrad.

Eligibility for need-based scholarships and federal financial aid is determined by the IU Office of Student Financial Assistance, Franklin Hall 208. To apply for most types of financial aid, students should complete a Free Application for Federal Student Aid (FAFSA). It is available from high school guidance counselors or at the FAFSA home page: www.fafsa.ed.gov. Students should remember to list IU's federal school code of 001809 as one of the college choices (step five), and be sure to file the FAFSA as soon after January 1 as possible (and definitely before March 1). Information about financial aid procedures is available at www.indiana.edu/~sfa, or by calling the Office of Student Financial Assistance at (812) 855-0321.

Second Bachelor's Degree

While it is possible to obtain admission to the Kelley School to pursue a second bachelor's degree, students are advised to consider other options such as graduate work or other skill-oriented offerings. Few students are admitted for the purpose of completing a second undergraduate degree. Only students with strong academic credentials should consider the second bachelor's degree as an option. Candidates who qualify and are admitted for a second degree will be exempted from requirements that have already been completed in their first degrees. Some students find that pursuing a second bachelor's degree at the Kelley School at IUPUI (Indianapolis) is an alternate solution.

Students who have already earned a bachelor's degree in business are not eligible to earn a second business degree, regardless of their credentials. Students who have completed a Kelley School bachelor's degree may register through the School of Continuing Studies to gain skills in another major, but cannot be certified for a business degree a second time.

Program Requirements

About the Kelley Undergraduate Program

The Undergraduate Program of the Kelley School of Business requires a breadth of education and provides opportunities for specialization. It ensures the development of a basic understanding of the principles, practices, and trends involved in the management of business organizations in the dynamic economic, social, and political environment of the world today. All business majors complete a rigorous semester of junior-level courses in the areas of marketing, operations, finance, and strategic management, known collectively as the Integrative Core or I-Core. In addition to the basic requirements, students choose from a wide variety of business majors.

The study of business and economics is complemented by the study of general education. As a member of the American

Assembly of Collegiate Schools of Business, the school subscribes to the principle that a significant portion of a student's academic program should be in general education subjects. The application of this principle promotes a balanced program of study.

To develop leadership skills and a sense of social responsibility, students are strongly encouraged to participate in one or more of the several hundred student organizations and clubs at Indiana University. Through the Kelley School of Business Civic Leadership Development program, special emphasis is placed on volunteerism and the personal benefits derived from community service.

Objectives of the Kelley Undergraduate Program

Graduates of the Kelley School of Business Undergraduate Program should possess:

- a broad-based knowledge of business, the global business environment, and the role business plays in societies
- an understanding of the diverse national, international, political, social, and economic environments in which businesses operate
- a general knowledge and appreciation of accomplishments in the physical sciences, arts, humanities, and social sciences
- the ability to articulate their thoughts orally and in writing
- an understanding of how to incorporate ethical principles in all processes and decisions
- an appreciation of the opportunities and problems involved in managing complex organizations
- the skills and capability to work effectively with others in the completion of joint tasks
- the ability to find and formulate problems, think analytically, and recommend solutions
- the understanding and expertise needed to function effectively in an advanced technological environment

In summary, graduates of the Undergraduate Program of the Kelley School have the opportunity to acquire an education that will serve them throughout their lives and careers.

Degree Requirements

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

1. Complete a minimum of 124 credit hours. Of this number, at least 48 credit hours must be in business and economics courses; a minimum of 62 credit hours must be in general education courses.
2. Complete the specific course requirements of the Kelley School as listed below.
3. Complete the last 30 credit hours of the degree program at Indiana University Bloomington.
4. Take all 300/400 level business courses on the IU Bloomington campus. This requirement applies to the core curriculum and business courses listed for each curricular major.
5. Be in good academic standing with a minimum cumulative grade point average of 2.0 in all coursework taken at Indiana University. Grades of A, B, C, D, F,

FN, and Extended X grades are included in the cumulative grade point average.

6. File a degree application at http://kelley.iu.edu/ugrad/apps/grad_info.cfm by the required deadline.

Students in the Kelley School are responsible for understanding and for meeting the degree requirements. They are encouraged to meet with a business academic advisor every semester to plan and to clarify degree requirements.

Course Requirements

- General Education Component
- International Dimension
- Business Component

General Education Component (62 credit hours)

Kelley School of Business majors must complete at least 62 credit hours of General Education coursework in the following categories:

1. Communications (9 credit hours)
2. Mathematics (6 credit hours)
3. Other I-Core prerequisites that count for General Education (13 cr.)
4. 27-hour Core
5. ECON-E 202
6. General Education Supplemental Hours

1. Communications

- ENG-W 131 Elementary Composition or an approved substitute (3 cr.)¹
- BUS-X104 Business Presentations (3 cr.)²
- BUS-X 204 Business Communications (3 cr.)

A minimum grade of C is required in all courses taken to fulfill the communications requirement.

2. Mathematics

- MATH-M 118 Finite Mathematics (3 cr.)³
- MATH-M 119 Brief Survey of Calculus I (3 cr.)⁴

A minimum grade of C is required in all courses used to fulfill the mathematics requirement.

3. Other I-Core prerequisites that count for General Education

- BUS-X 201 Technology (3 cr.)
- BUS-X 220 Career Perspectives (2 cr.)
- BUS-G 202 Business and Economic Strategy in the Public Arena (2 cr.)
- ECON-E 201 Introduction to Microeconomics (3 cr.)
- ECON-E 370 Statistical Analysis in Economics and Business (3 cr.)

4. 27-hour Core

Students may choose one of two alternatives—the distribution option or a field specialization—to complete the

27-hour Core. I-Core prerequisite courses and Economics courses may not be used to fulfill the 27-hour Core.

Distribution Option

Complete a total of 27 credit hours of coursework distributed across three academic categories in the following way:

1. Fifteen credit hours of coursework in one of the academic categories listed below with a minimum of six credit hours at the upper level (300/400 level for S&H and A&H; 200/300/400 level for N&M):
 - Arts and Humanities (A&H)
 - Social and Historical Studies (S&H)
 - Natural and Mathematical Sciences (N&M)
2. Six credit hours in each of the other two academic categories not selected for the 15 credit hour requirement.

Note: For the distribution option, students may use one course for each academic category chosen from the following: COLL TOPICS courses E103, E104, E105, S103, S104, and S105, and Intensive Freshman Seminar courses.

Field Specialization Option

Complete a total of 27 credit hours of coursework from the group of departments in one of the field specializations listed below. At least six of the 27 required credit hours must be at the upper level (200/300/400 level for Science and Technology; 300/400 level for all the other field specializations).

1. Communication
 - Communication and Culture
 - English
 - Journalism
 - Physics (P 105 and P 106 only)
 - Speech and Hearing Sciences
 - Telecommunications
 - English
 - BUS-X 330
2. Environmental
 - Biology
 - Chemistry
 - Geological Sciences
 - Public and Environmental Affairs
 - Physics (P110, P120, P125, P201, P211, and P310 only)
3. Global Studies and Languages
 - African Studies
 - Anthropology (Lakota - L310, L311, L312, and L313 only)
 - Central Eurasian Studies
 - Classical Studies (language courses)
 - East Asian Languages and Culture
 - Folklore (with prior business advisor approval)
 - French/Italian
 - Germanic Studies
 - History (with prior business advisor approval)
 - India Studies

- International Studies
 - Jewish Studies
 - Latin American and Caribbean Studies
 - Near Eastern Languages and Culture
 - Political Science (with prior business advisor approval)
 - Russian and East European Studies
 - Slavic Languages and Literature
 - Spanish and Portuguese
 - West European Studies
 - BUS-X 330
 - BUS-X 488
4. Arts and Social Services
 - African American and African Diaspora Studies (A100, A104, A110, and A120 only)
 - Fine Arts
 - Jewish Studies
 - Music
 - Philosophy
 - Public and Environmental Affairs
 - Religious Studies
 - Social Work
 - Theatre
 5. Science and Technology
 - Astronomy
 - Biology
 - Chemistry
 - Cognitive Science
 - Computer Science⁵
 - Geological Sciences
 - History and Philosophy of Science
 - Mathematics (beyond Kelley School requirements)
 - Medical Sciences
 - Physics

Note: To discuss additional courses that may count for the field specialization requirements, students should see a business academic advisor.

5 ECON-E 202

Microeconomics is a required Junior/Senior course. However, it's classified as a general education course for the purpose of counting the 62 general education credits needed for graduation.

6 General Education Supplemental Hours

Students may choose courses from throughout the university, excluding Kelley School and Department of Economics courses, to complete the 62 credit hour General Education component. The number of General Education Supplemental credit hours required for each student depends on how the criteria for the other categories of the General Education component are satisfied.

General Education Special Opportunities

Freshman Seminars

Freshman Seminars are three credit courses that are content-oriented and normally include a writing component.

COLL Topics Courses

The Kelley School uses the number definitions established by the College for topics courses as follows:

- COLL-E 103 TOPICS in Arts and Humanities (A&H)
- COLL-E 104 TOPICS in Social and Historical Studies (S&H)
- COLL-E 105 TOPICS in Natural and Mathematical Sciences (N&M)

Students may apply one COLL Topics course per academic category to the distribution option or one COLL Topics course to a field specialization. Credits for additional Topics courses are counted as supplemental hours.

Hutton Honors College

The College has designated the numbers shown below as honors courses. Students may apply any honors course with the following course prefix and number to the 27-hour Core.

- HON-H 203 Interdepartmental Colloquia (A&H)
- HON-H 204 Interdepartmental Colloquia (S&H)
- HON-H 205 Interdepartmental Colloquia (N&M)
- HON-H 211 Ideas and Experience I (A&H)
- HON-H 212 Ideas and Experience II(S&H)
- HON-H 304 Interdepartmental Colloquia (S&H)
- HON-H 305 Interdepartmental Colloquia (N&M)

¹ The following substitution has been approved for ENG-W 131 (3 cr.): ENG-W 170 (3 cr.). Credit is not given for both ENG-W 131 and ENG-W 170.

² CMCL-C 121 may be substituted for BUS-X 104.

³ Approved substitutions for MATH-M 118 are: MATH-D 116 (3 cr.) & D 117 (3 cr.) (both courses are needed to meet the requirement), MATH-S 118 (3 cr.), MATH-M 301, MATH-M 303 (3 cr.), MATH-S 303, MATH-M 360 (3 cr.), or MATH-A 118 (3 cr.) & MATH-M 295 (1-3 cr.) (both courses needed to meet the requirement).

⁴ Approved substitutions for MATH-M 119 are: MATH-M 211 (4 cr.), MATH-M 213 (4 cr.) or COLL-J 113 (3 cr.).

⁵ CSCI majors may substitute CSCI-C 211 for BUS-K 201 if they are pursuing a business minor or cognate; however, if they change majors or become business majors, they must take BUS-K 201.

International Dimension

International Dimension (6 credit hours)

The international dimension requirement may be fulfilled in one of the following four ways:

1. Language
 - a minimum of six credit hours of a language at the 200 level or above
 - credits count for General Education component
2. International Business and Economics
 - a minimum of six credit hours from the approved course list (see business academic advisor for list)
 - credits count for Business component

3 Approved Overseas Programs

- participation in any approved overseas program of Indiana University
- a minimum of six credit hours
- credits for specific courses count for the General Education or the Business component

4 Area Studies

- a minimum of six credit hours
- credits count for General Education component
- a minimum of six credit hours on approved list (see business academic advisor for list), selected from one of the following areas:
 - African studies
 - Central Eurasian studies
 - East Asian studies
 - India studies
 - Latin American and Caribbean studies
 - Near Eastern studies
 - Russian and East European studies
 - West European studies

Note: International students studying in the Kelley School should see a business academic advisor to obtain a waiver for the International Dimension Requirement.

Business Component

Kelley School of Business majors must complete at least 48 credit hours of Business coursework in the following categories.

1. Fundamentals (13 cr.)
2. Junior/Senior Requirements (5 cr.)
3. Integrative Core (14 cr.)
4. Business Major Courses (15-31 cr.)
5. Business/Economics Supplemental Hours (as needed to reach 48 cr.)

1. Fundamentals

- BUS-A 100 Business 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.)
- BUS-L 201 Legal Environment of Business (3 cr.)

All courses must be completed with a C or higher.

2. Junior Year/Senior Requirements

- BUS-Z 302 Managing and Behavior in Organizations (3 cr.)
- BUS-X 420 Business Career Planning and Placement (2 cr.)

3. Integrative Core (14 cr.)

In the junior year, Kelley School students enroll in the Integrative Core (I-Core) term, which is designed to make students aware of the extensive interdependence of business functions. The I-Core program consists of five 300-level business courses covering finance, marketing, operations, and strategic management.

- BUS-F 370 Financial Management (3 cr.)
- BUS-I 370 I-Core Discussion (2 cr.)
- BUS-J 370 Strategic Management (3 cr.)
- BUS-M 370 Marketing Management (3 cr.)
- BUS-P 370 Operations Management (3 cr.)

Students attend all classes concurrently; they work in teams on projects requiring the application of skills from each of these areas. The term culminates in a comprehensive case study exercise. Each I-Core course must be completed with a grade of C or higher.

To be eligible for the I-Core experience, students must have successfully completed 56 credits and these prerequisite courses (or equivalents), each with grades of C or higher: BUS-A 100, A201, A202, L201, G202, K201, X104, X201, X204, X220 as well as ECON-E 201, ECON-E 370, MATH-M 118, MATH-M 119, and ENG-W 131. In order to enroll in I-Core, students must complete an online I-Core Certification Application at http://kelley.iu.edu/ugrad/apps/icore_info.cfm.

Applications are open from September 15 to October 15 for students registering for spring I-Core and from February 15 to March 15 for both summer and fall I-Core.

Students with questions regarding I-Core should meet with a business academic advisor in the Kelley School.

4. Business Major Courses

In addition to fulfilling the General Education component and the Business component requirements previously listed, students in the Kelley School select one or more of the following majors, listed below under their home departments.

Accounting Department

- Accounting Major

Business Economics and Public Policy Department

- Economic Consulting Major
- Public Policy Analysis Major

Business Law and Ethics Department

- Legal Studies Major

Finance Department

- Finance Major
- Finance—Real Estate Major

Management and Entrepreneurship Department

- Entrepreneurship and Corporate Innovation Major
- International Business Co-Major
- Management Major

Marketing Department

- Marketing Major

Operations and Decision Technologies Department

- Information and Process Management Major
- Supply Chain Management Major
- Production/Operations Management Major

- Technology Management Co-Major

Major requirements are subject to change during the two years covered by this bulletin. It is the student's responsibility to stay informed of significant curricular changes by seeing a business academic advisor on a regular basis. Please see a business academic advisor for current minimum grade requirements.

5. Business/Economics Supplemental Hours

Students may choose courses with BUS- or ECON- prefixes (excluding required BUS- or ECON- courses) to complete the 48 credit hour Business/Economics component. The number of Business/Economics Supplemental credit hours required for each student depends on how the criteria for the other categories of the Business/Economics component are satisfied.

Majors by Department

- Department of Accounting
- Department of Business Economics and Public Policy
- Department of Business Law and Ethics
- Department of Finance
- Department of Management and Entrepreneurship
- Department of Marketing
- Department of Operations and Decision Technologies

Department of Accounting

Undergraduate Accounting Major

The Bachelor of Science (B.S.) in Business accounting curriculum prepares students for careers in auditing, corporate accounting, consulting, government and not-for-profit organizations, and taxation. It equips the prospective business executive with tools for intelligent analysis, planning, control, and decision-making. Graduates of this program are among the leaders of the profession and the worldwide business community. The accounting curriculum also provides an excellent foundation for the student who wants to pursue graduate work in business, public administration, or law. Because this curriculum is highly structured—most of the courses must be taken in a certain order—interested students should select this major as soon as possible in order to graduate within four years.

Internships in business or government are available on a selective basis during the fall, spring, and summer terms. Fall is an ideal time to apply for an accounting internship, as the majority of public accounting internships are spring semester positions. The Undergraduate Career Services Office can provide further information about internships.

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. 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 Public Accountancy, 912 State Office Building, Indianapolis, IN 46204. Most states, including Indiana, now require accounting professionals who wish to be licensed as certified public accountants to complete 150 credit hours of education. The Kelley School Graduate Accounting

Programs offer two graduate programs for individuals who wish to fulfill the education requirements necessary to sit for the CPA examination while preparing for a lucrative career in the accounting profession. Students planning to practice outside Indiana should consult the CPA licensing board in their intended state of residence. More information can be found at www.cpa-exam.org or www.nasba.org.

Accounting Major Requirements: A311, A312, A325, A329, X301, A337 (or S400), A424 and either A422 or A437. Students must also select a 9 credit hour supporting concentration in a business discipline other than accounting.

Graduate Accounting Programs

The Master of Business Administration in Accounting (MBA/A) is referred to as the “3/2 MBA program” and is designed for Kelley School students majoring in accounting or finance. Students spend three years in undergraduate study at Kelley, apply for admission in the fall of the junior year, and then complete two years in graduate study. Students work in student teams; coursework is delivered in a workshop format by top-ranked faculty members. The hallmark of the market-driven curriculum is the “experiential learning” component which might include an assignment abroad as well as a capstone business simulation, a field consulting project, learning laboratories, and case studies. After completing the 1st year business core, 2nd year students take coursework consistent with their career goals in accounting or finance. Graduates take positions in financial services, investment banking, and public accounting (audit, tax). Rather than graduating with a bachelor’s degree, starting a career, and then having to interrupt it later to come back to school for two years, students stay one additional year at Kelley and earn both a B.S. and an M.B.A degree as well as satisfying the 150-hour requirement to sit for the CPA exam, if they choose. Admission to the program is competitive. Students interested in the program should meet with an undergraduate business advisor to plan a course of study that includes the necessary prerequisite coursework and stay “MBA ready.” With careful planning, qualified students are ready to apply for admission in the fall term of the junior year.

The Master of Science in Accounting (MSA) is a one-year graduate accounting degree program open to qualified individuals who have completed a bachelor’s degree in business from Indiana University or another accredited college or university. Non-accounting majors may complete the upper-level accounting prerequisites during the Intensive Summer Session prior to the start of fall classes. Work experience is not required. MSA students develop valuable advanced skills in a technical accounting curriculum while gaining “real-world” experience in a team-based, corporate-sponsored consulting project. Students take coursework in audit, taxation, or a blend of the two.

A graduate degree in accounting enables a student to differentiate him or herself in the marketplace, get more in-depth coursework in accounting or finance, gain “experience” in real-world situations, and be qualified and better prepared for the CPA examination. A post-graduation 6-week CPA review course is available exclusively to Kelley’s graduate accounting students. For more information, contact the Graduate Accounting Programs office in Suite 2000, on the bridge connecting the two business buildings, visit the

website at <http://kelley.iu.edu/gap>, or e-mail acctgrad@indiana.edu

Department of Business Economics and Public Policy

Business economics is playing an increasingly important role in managerial decision making in the United States and in international settings. Consequently, job opportunities have expanded. Firms are particularly interested in the fields of policy analysis, applied economics, and forecasting. Enterprises have also become increasingly influenced by governmental rules, regulations, and policies. Specifically regulated industries, such as public utilities, have a need for individuals qualified to deal with the economic and administrative problems that they encounter as they face increased competition and government scrutiny. The undergraduate majors in business economics and public policy provide students with training in the application of micro- and macroeconomics to problems of business decision making, the effect of governmental policies on the business environment, and forecasting techniques.

The department offers two majors: Economic Consulting and Public Policy Analysis.

Economic Consulting Major

The undergraduate major in Economic Consulting provides students with training in the application of micro- and macroeconomics to problems of business decision making and in forecasting techniques. This major intends to serve the in-house business economist market and the more competitive consulting market, as well as the financial industry. Most business economists are employed by companies in the fields of banking and finance, manufacturing, transportation, utilities, insurance, real estate, mining, and retailing. A growing number of consulting companies—such as A.T. Kearney; Analysis Group, Inc.; Bain & Co.; Boston Consulting Group; Eco-Stat Corporation; Economics Resource Group; The Brattle Group; Chicago Partners; Cornerstone Research; McKinsey & Co.; Law and Economics Consulting Group; Nathan Associates; and NERA—are providing the services of business economic analysis to enterprises that do not want to develop in-house expertise in this area. Many financial industry firms such as Credit Swiss First Boston, Ernst & Young, Deutsche Bank, Lincoln International, and Lehman Brothers are actively hiring BEPP graduates.

Economic Consulting Major Requirements: G303, G304, G345, G350, G400, G456, and G492.

Public Policy Analysis Major

The major in Public Policy Analysis provides students with training in the application of micro- and macroeconomics to the analysis of the effect of governmental policies on the business environment and in forecasting techniques.

As job opportunities have expanded, firms have become particularly interested in the fields of policy analysis, applied economics, and forecasting. As a result, most public policy analysts are involved in a variety of tasks rather than in narrow or highly specialized work. Thus a broad (rather than specialized) education in public policy analysis and business administration is advantageous. Analysts may be employed by companies in the fields of banking, manufacturing, transportation, utilities, insurance, real estate, finance,

mining, and retailing. In addition, many trade associations, consulting firms, and governmental agencies employ public policy analysts. Public policy analysts help provide information to top management for use in interpreting governmental regulations. Their skills may be called upon to assist in writing speeches, preparing testimony, or helping with company publications.

Public Policy Analysis Major Requirements: G303, G304, G345, G350, G406, and G494.

Department of Business Law and Ethics

Legal Studies Major

The business law department's course offerings acquaint students with what is probably the most important external factor affecting business decisions: the law. These courses provide an understanding of the nature, functions, and practical operation of the legal system. They also provide considerable information about the most important substantive legal rules restricting—and facilitating—business conduct. 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.

Legal Studies Major Requirements: L201 (or L293), L470, three courses from L100, L250, L303, L311, L312, L315, L350, L406, L408, L409, L411, and M429, and one additional course from the above list or from D301, G406, Z404, JOUR-J 300, SPEA-V 450, and POLS-Y 304. Students must receive approval from the Department of Business Law to count a course on law and public policy not listed here as the additional course. Three credit hours in Business Law topics courses (L255, L355, or L455) may be substituted for any of the above courses except for L201, L293, and L470.

Department of Finance

The Finance department offers two majors: Finance and Finance-Real Estate.

Students in both majors are required to complete the "Finance Core," which consists of two courses: F303 Intermediate Investments and F305 Intermediate Corporate Finance. The Finance Core provides a rigorous treatment of the core concepts of finance and develops spreadsheet skills in financial modeling. This core also provides a solid depth of knowledge and serves as a foundation for all of the 400-level finance electives. In addition, both majors include credit hours in accounting which lay a critical foundation that employers demand. Kelley School students may select either the Finance major or the Finance-Real Estate major but not both. A minimum GPA of 2.0 is required over all courses in each major.

Finance Major

The Finance major prepares students for careers in finance, including positions in five subfields: (1) corporate finance positions, such as financial analyst or treasurer (F307, F402, F408), (2) investment positions, such as broker, security analyst, portfolio manager, or trader (F335, F420, F421), (3) banking positions, such as credit analyst, loan officer, or branch manager (F446, G345), (4) international finance positions, such as working in finance outside the U.S. or working in finance in the U.S. arm of a multinational corporation (F494), (5) entrepreneurial finance positions,

such as venture capitalist or small business finance (F317). Nearly all of these courses further develop spreadsheet skills in financial modeling. Detailed one-page course descriptions are available at www.kelley.iu.edu/finance.

Finance Major Requirements: F303, F305, A310, A324 and (A327 or A329), and twelve elective credits (six at the 400-level) from F307, F317, F335, F390, F402, F408, F420, F421, F446, F494, and G345.

Permitted Substitutions:

- A311 and A312 (combined) may substitute for A310 and 3.0 credit hours of a 400-level finance elective. Credit is given for only one of A310 or (A311 and/or A312).
- A325 may substitute for A324 and (A327 or A329)
- ECON-E 305 may substitute for BUS-G 345.

Finance-Real Estate Major

The Finance-Real Estate major prepares students for careers in corporate real estate, investment analysis, appraising, financing, mortgage banking, property management, and residential and commercial properties marketing. The curriculum emphasizes analytic techniques applicable to real estate (R305), appraisal methods (R440), and the decision-making process for acquiring, financing, and managing income-producing properties (R443). Real estate represents a substantial portion of the nation's wealth and is an important component of the investment portfolios of many individual investors and financial institutions.

Finance-Real Estate Major Requirements: A310, F303, F305, L408, R305, R440, R443 and three elective credit hours from A329, F307, F317, F335, F402, F408, F420, F421, F446, F494, L409, and G345.

Department of Management and Entrepreneurship

The Department of Management and Entrepreneurship encompasses the areas of management and organizations, human resource management, organizational behavior, strategic management, entrepreneurship, corporate innovation, and international business. The curriculum provides students with either a broad-based background preparing them for entrance into managerial positions or specialized training in the areas of human resource management or management consulting.

The department offers majors in Entrepreneurship and Corporate Innovation, International Business, and Management.

Entrepreneurship and Corporate Innovation Major

The image of business in the United States is often one of mammoth national and multinational corporations. Too often the role of the entrepreneur in the corporate setting 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 within larger organizations.

The Kelley School of Business, recognizing the contributions of entrepreneurs and the interest shown by students, offers an entrepreneurship and corporation innovation major. This major focuses on the special skills and knowledge needed

by entrepreneurs, managers of small and medium-sized firms, and innovators within corporate contexts.

Entrepreneurship and Corporate Innovation Major Requirements: W232, W233, W313, W406, W420, and F317 and three elective credits from W409, Z340, Z404, Z447, A310, J411/J420, F307, F402, M303, and L311.

International Business Co-Major

U.S. firms have progressed far beyond the comparatively simple stage of import-export operations in response to new and dynamic patterns of international business. Many companies are becoming multinational, with production units in numerous foreign countries. Many foreign entities also operate in the United States. For these reasons, private enterprise in the U.S. has become more intimately concerned not only with international business but also with the underlying economic, political, and social trends of foreign nations. The multidisciplinary international business co-major focuses on these developments. As a co-major, International Business must be declared in conjunction with another Kelley business major.

International Business Co-Major Requirements: D301, D302; three credits of foreign language at 200-level; six credit hours of electives from D490, D496, three additional credit hours of 200-level foreign language, courses in an approved study abroad program (see international programs advisor for approval), F494, G256, G494, L411, M401, P256, X255, X330, X480, X488, EALC-E 393, EALC-E 394, ECON-E 303, ECON-E 309, ECON-E 331, ECON-E 332, and ECON-E 337. EALC and ECON courses used for the International Business major may not double-count for the 27-hour Core or for Supplemental General Education credit.

Management Major

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

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

This major provides the flexibility to accommodate students whose interests include preparing for entry into corporate management training positions, applying behavioral science to management, in both line and staff capacities, operating small businesses and working as management consultants.

Management Major Requirements: Z340, W430, Z447, J420, J411; 3-6 elective credit hours from D301, D302, W212, W232, W233, Z355, and Z404; 0-3 elective credit hours from L312, L406, F402, M303, P320, G303, and A325.

Department of Marketing

Marketing Major

The study of marketing concerns itself with all activities related to the marketing and distribution of goods and services, from producers to consumers. Areas of study

include consumer behavior, the development of new products, pricing policies, institutions and channels of distribution (including retailing, the Internet, and wholesaling), advertising, professional selling, sales promotion, marketing research, and the management of marketing to provide for profitable and expanding businesses.

The marketing curriculum provides comprehensive training for students so they can approach problems with a clear understanding both of marketing and of the interrelationships between marketing and other functions of the firm. Marketing majors include students planning careers in marketing, management, advertising, professional sales, sales management, retailing, wholesaling, marketing research, and distribution. Students may pursue within the curriculum a modest degree of specialization in the area of their vocational interest.

Marketing Major Requirements: M303, M342, M343, M344, M450, and nine elective credit hours from M255 (if taken prior to I-Core), M330, M401, M402, M405, M407, M415, M419, M426, and M429.

Department of Operations and Decision Technologies

Information and Process Management Major

The Information and Process Management (IPM) major is designed to address information technology and process issues for operating and managing complex and distributed global businesses. Global business environments are characterized by unprecedented competitive pressures that demand innovative and speedy solutions. A key component of managing these fast-changing environments is information systems and information technologies that integrate and optimize processes across the enterprise. The Information and Process Management major blends information systems, decision sciences, and process management concepts and is ideal for working in such global environments. Many IPM graduates begin their careers as business analysts or consultants, but an increasing number of IPM graduates are likely to be employed as business liaisons in the traditional functional areas of accounting, finance, marketing, or production and supply chain management to apply information technologies to solving business problems. Demand for IPM graduates is expected to remain high for the foreseeable future, with average starting salaries likely to be the highest among all majors available in the Kelley School. The IPM major is ideal for students with an interest in information technology and systems, a high level of analytical ability, and a desire to work on challenging problems in a business environment.

Information and Process Management Major Requirements: S305, S307, S308 and K315 and twelve elective credit hours from S310, S400 (or A337), K410, S428, S433, K450 and S450.

Technology Management (TM) Co-Major

The evolution of organizations into digital enterprises has created a strong demand for employees who understand and can integrate business practices, functional discipline knowledge, and information technology concepts. The intent of the Technology Management (TM) co-major is to provide Kelley School students the opportunity to complement their primary major with information technology and process

management related coursework. Given the pervasiveness of information technologies in organizations, this combination of knowledge is very attractive to many potential employers, especially consulting firms. The TM co-major is flexible in course requirements and can thus be easily combined with a primary business major to create a very attractive double major. Students pursuing this co-major are required to take four courses. As a co-major, Technology Management must be declared in conjunction with another Kelley business major.

Technology Management Co-Major Requirements: S307, K315, S400 (or A337) and three elective credit hours from S305, S310, K317 and S450.

Supply Chain Management Major

Globalization has changed the nature of the locations in which companies sell their products—and those in which they source their components for various products. All of this has focused management on the need to have supply lines coming from the best sources of raw materials all the way through to the customer, no matter where they are in the world. Corporations around the world are using supply chains to effectively compete in the global marketplace. These global economic environments have thrust the area of Supply Chain Management (SCM) to the forefront of business prominence and practice where companies are focusing on developing efficient and effective Supply Chains in order to obtain a competitive advantage. Supply chain management has become a hot area and offers exciting new careers in areas such as strategic sourcing, distribution and logistics, and business analysis, both in corporations and consulting firms. The Supply Chain Management major is a blend of supply chain management, operations management and analytical modeling and focuses on developing and managing efficient and effective supply chains.

Supply Chain Major Requirements: P320, P421, P429, P431, K410 and six elective credit hours from A325, F305, F307, K315, K317, M303, M342/343, S305, S307, S400 (or A337), and Z404.

Production/Operations Management Major

The Production/Operations Management major allows students to tailor their interests in either line or staff positions in industries such as manufacturing, consulting, distribution and financial operations. The Production/Operations Management major offers career opportunities in consulting or in corporate positions in specialties such as operations, processes, materials management, and quality assurance. It is a perfect complement as a second major to functional areas such as finance, accounting, and marketing.

Production/Operations Co-Major Requirements: P320, P421, P429 and six elective credit hours from A325, F305, F307, K315, K317, M303, M342/343, S305, S307, S400 (or A337), and Z404.

Minors and Certificates

Optional Minors for Kelley Students

Students in the Kelley School may elect to complete the requirements for a minor in another IU Bloomington School. The department offering the minor defines the requirements for the minor and students are required to follow that department's rules regarding grades, prerequisites, and

course requirements. Up to three minors may appear on the student's Indiana University transcript.

Minors for Non-Kelley Students

- Minor in Business
- Minor in Entrepreneurship and Small Business Management
- Minor in Marketing

Certificates for Non-Kelley Students

- Business Foundations Certificate

Minor in Business

Students pursuing a baccalaureate degree on the Bloomington campus in the College of Arts and Sciences; the School of Music; the School of Health, Physical Education, and Recreation; the School of Continuing Studies; the School of Informatics; or the School of Public and Environmental Affairs may obtain one or more minors in business by successfully fulfilling the appropriate requirements. Courses may not be taken through independent study/correspondence; all 300/400 level courses must be taken on the IU Bloomington campus; courses may not be taken pass/fail. The College of Arts and Sciences, School of Continuing Studies, and School of Journalism require a grade of C- or higher in each course (except for K201, which requires a grade of C or higher), and an overall GPA of 2.0 in all courses required for the minor. All other units or schools on the IU Bloomington campus require a grade of C in K201 and an overall GPA of 2.0 in all courses required for the minor. The College of Arts and Sciences limits the number of credit hours outside the College that will count toward their degree; see the College of Arts and Sciences Bulletin for details. Students who are unclear about requirements or minimum grades should check with the College Recorder's Office, Kirkwood Hall 001.

It is the student's responsibility to check with his or her individual school to make sure the proper procedures for declaring the minor and completing requirements are followed. Students completing a business minor should fill out an online application or the Application for Minor form in the Recorder's Office of the school in which they intend to graduate in order to have the minor listed on their transcripts. If a school has not yet accepted a minor for inclusion in transcripts, a business academic advisor may write a letter stating that a student has completed all the coursework required for a particular minor.

Students should meet with an advisor from their major department to ensure that program planning is accurate.

Minor in Business

The basic Minor in Business is intended for non-business majors who have personal or career goals that will be reinforced by business coursework.

Requirements for the Minor in Business are:

1. Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
2. Successfully complete the following courses
 - BUS-A 200 or A201 or A202 (3 cr.)
 - BUS-K 201 (3 cr.)⁵

- BUS-L 201 (3 cr.)
- 3 Successfully complete four of the following elective courses:
- BUS-F 300 (3 cr.)
 - BUS-G 300 (3 cr.)
 - BUS-M 300 (3 cr.)
 - BUS-P 300 (3 cr.)
 - BUS-Z 302 or J306 (3 cr.)

*ECON-E 201 is recommended to round out the student's minor in Business but not required.

⁵ CSCI majors may substitute CSCI-C 211 for BUS-K 201 if they are pursuing a business minor or cognate; however, if they change majors or become business majors, they must take BUS-K 201.

Minor in Entrepreneurship and Small Business Management

The 21 credit Minor in Entrepreneurship and Small Business Management is intended for non-business majors who have aspirations and goals in business that will require entrepreneurial skills. Such students might plan to open businesses of their own or work for smaller and/or family-owned businesses. As an alternative to the more traditional minor in business, the minor in entrepreneurship and small business management could fulfill such students' educational needs while allowing them to pursue their career goals more directly.

Requirements for the Minor in Entrepreneurship and Small Business Management are:

1. Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
2. Successfully complete the following courses
 - BUS-A 200 or A201 or A202 (3 cr.)
 - BUS-K 201 (3 cr.)⁵
 - BUS-L 201 or L311 (3 cr.)
 - BUS-W 212 (3 cr.)
 - BUS-M 300 (3 cr.)
 - BUS-W 300 (3 cr.)
- 3 Successfully complete one of the following elective courses (Note: Students who matriculated to IU Bloomington prior to fall 2003, do not need to take an elective for this minor):
 - BUS-F 300 (3 cr.)
 - BUS-G 300 (3 cr.)
 - BUS-P 300 (3 cr.)
 - BUS-Z 302 or J306 (3 cr.)

⁵CSCI majors may substitute CSCI-C 211 for BUS-K 201 but if they change majors or become business majors, they must take BUS-K 201.

Minor in Marketing

This 21 credit Minor in Marketing is intended for non-business majors who have aspirations and goals in business that will

require marketing skills. As an alternative to the more traditional Minor in Business, the Minor in Marketing fulfills such students' educational needs while allowing them to pursue their own career goals more directly.

Requirements for the Minor in Marketing are:

1. Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
2. Successfully complete the following courses
 - BUS-A 200 or A201 or A202 (3 cr.)
 - BUS-K 201 (3 cr.)
 - BUS-L 201 (3 cr.)
 - BUS-M 300 (3 cr.)
 - BUS-M 311 or M312 (3 cr.)
- 3 Successfully complete two of the following elective courses:
 - BUS-M 311 or M312 (if not used for required course above) (3 cr.)
 - BUS-F 300 (3 cr.)
 - BUS-G 300 (3 cr.)
 - BUS-P 300 (3 cr.)
 - BUS-Z 302 or J306 (3 cr.)

⁵CSCI majors may substitute CSCI-C 211 for BUS-K 201 but if they change majors or become business majors, they must take BUS-K 201.

Business Foundations Certificate Program

The Kelley School offers a 30 credit hour certificate program in the fundamentals of business. All courses required in the Business Foundations Certificate Program are introductory and may be applied toward a four-year degree. Courses may not be taken online or through independent study/correspondence; at least 15 or the 21 business and economics credit hours must be taken on the IU Bloomington or the IUPUI campuses; all 300/400 level courses must be taken on the IU Bloomington campus; courses may not be taken pass/fail; remedial courses may not be included; students must pass all required courses and have a minimum GPA of 2.0 in the 21 credit hours of the business foundations curriculum as well as a GPA of 2.0, overall for all 30 credits of the Certificate. If a student has completed more than 21 credit hours of courses that may be used for the required 21 credit hour core, the courses in which the student earned the highest grades will be considered in the calculation of the GPA. If a student retakes a course, the highest grade will be used in the calculation of the GPA.

Requirements for the Business Foundations Certificate:

1. Successfully complete the following courses
 - ECON-E 201 (3 cr.)
 - ECON-E 201 (3 cr.)
 - BUS-A 200 or A201 or A202 (3 cr.)
 - BUS-F 260
 - BUS-X 100 or G100 (3 cr.)
- 2 Successfully complete two of the following elective courses:

- BUS- D 301 (3 cr.)
 - BUS-D 301 (3 cr.)
 - BUS-G 300 (3 cr.)
 - BUS-J 306 (3 cr.)
 - BUS-K 201 (3 cr.)⁵
 - BUS-L 100 (3 cr.)
 - BUS-L 201 (3 cr.)
 - BUS-L 408 (3 cr.)
 - BUS-M 300 (3 cr.)
 - BUS-P 300 (3 cr.)
 - BUS-R 300 (3 cr.)
 - BUS-W 212 (3 cr.)
 - BUS-W 300 (3 cr.)
 - BUS-X 204 (3 cr.)
 - BUS-X 330 (3 cr.)
- 3 Successfully complete nine additional elective credits which may be taken from any department on the IU Bloomington campus.

In addition to satisfying course requirements, candidates for the Business Foundations Certificate must apply online at <http://kelley.iu.edu/ugrad/academics/minors.cfm#foundations>.

Questions about the Business Foundations Certificate should be directed to the Academic Advising Office in the Kelley School.

⁵CSCI majors may substitute CSCI-C 211 for BUS-K 201 but if they change majors or become business majors, they must take BUS-K 201.

Honors Programs

- Academic Honors
- Business Honors Program

Academic Honors

Dean's Honor List

All undergraduate students in the Kelley School with a semester grade point average of 3.8 or higher are recognized on the Dean's Honor List. Students whose names appear on the Dean's Honor List after either a semester or summer session are honored at Honors Convocation. For more information, go to: <http://newsinfo.iu.edu/news/page/normal/14020.html>.

Academic Distinction

Academic distinction for excellence in scholarship is awarded at Commencement to a limited number of students graduating in business with the Bachelor of Science degree. Graduates whose grade point averages are 3.900 - 4.000 and who complete at least 60 credits at Indiana University are graduated with "highest distinction"; those whose grade point averages are 3.800 - 3.899 and who complete at least 60 credits at Indiana University are graduated with "high distinction"; and those whose grade point averages are 3.700 - 3.799 and complete at least 60 credits at Indiana University are graduated with "distinction." Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear the cream and crimson fourragère at Commencement. Students must

complete their final semester with a grade point average sufficient to warrant the diploma and transcript notation of academic distinction.

Business Honors Program

The Kelley School of Business Honors Program is a highly selective academic experience that provides students with increased challenges and innovative learning experiences. The program facilitates students attaining their potential both inside and outside the classroom through special curricula, leadership opportunities, increased networking opportunities, and the individual student/faculty interaction that is necessary to fully develop those students who possess the capacity and motivation to excel.

Admission

Students who are applying to or have been admitted to the Kelley School, who will have completed 26 credit hours of college coursework, and have earned a minimum cumulative grade point average of 3.7 by the end of the freshman year, may apply for admission to the Business Honors Program. Students apply online, at <http://www.kelley.iu.edu/ugrad/academics/honors.cfm>, between February 1 and April 1. They are admitted only for the fall semester of the sophomore year. Applicants are evaluated on the basis of their grade point average, participation in extracurricular activities as illustrated on their resumes, demonstrated leadership ability, faculty recommendation, and a brief writing sample.

Honors Curriculum

Honors courses enable academically talented students to engage in a rigorous and challenging course of study while enjoying the benefits of smaller classes and closer faculty involvement.

Once admitted, honors students are required to take part in a team-building orientation, take nine credit hours of honors courses, and take the honors section of I-Core in the fall semester of the junior year. Honors I-Core includes an integrating exercise and is taught by tenured faculty.

As seniors, honors students must complete a capstone. There are three options. Two options allow students to receive three credits: a supervised independent research project (BUS-X 496), or a senior-level leadership seminar (BUS-Z 494). Choices for independent research include a traditional research paper, a business plan, or an industry analysis. The research is supervised by a faculty member of the Kelley School. Topics taught in Z494 are chosen each semester by faculty and might include leadership, globalization, negotiation, and professionalism. The third way to fulfill the capstone is to serve as a member of the Honors Leadership Team that mentors younger students and helps coordinate events for the Honors Program. Students accepted into the 3/2 MBA in Accounting Program or participating on the Honors Leadership Team are exempt from the capstone requirement.

Students are also required either to complete an internship or to participate in an overseas study program. Lastly, honors students must maintain a minimum grade point average of 3.5 throughout the program of study. Upon graduation, students who have maintained this grade point average and have successfully completed the program will have "with

Departmental Honors" noted on their diplomas and transcripts.

Overseas Study

The Kelley School offers students the opportunity to discover the culture of a different country through a fall, spring, or summer of study overseas. The students learn about international business and the economic, social, and political environment of the country in which they are living. These programs may give students further opportunities to visit governmental and political agencies, as well as multinational firms. Several of the programs include internships.

Qualified students may participate in the following programs:

Semester-long Programs

1. Barcelona, Spain (a minimum of 2 semesters of college-level Spanish required for the IES program; 4 semesters of college level Spanish for the CIEE program; 4 semesters for the ESADE exchange program; some courses taught in Spanish)
2. Budapest, Hungary
3. Cairo, Egypt
4. Copenhagen, Denmark
5. Hong Kong, China (exchange programs offered through City University and Hong Kong University of Science and Technology)
6. CIC London Internship
7. Maastricht, Netherlands
8. Milan, Italy (no language required for the IES program, 2 semesters of college level Italian required for the Bocconi exchange program)
9. Monterrey, Mexico (4 semesters of college-level Spanish required; some courses taught in Spanish)
10. Rouen, France (4 semesters of college-level French required; some courses taught in French)
11. São Paulo, Brazil
12. Seville, Spain (5 semesters of college-level Spanish required; some courses taught in Spanish)
13. Shanghai, China
14. Sydney, Australia
15. Vallendar, Germany (4 semesters of college level German preferred)
16. Vienna, Austria (one year of college level German required)

Summer Programs

1. Beijing, China (2 weeks and 3 credits)
2. Barcelona, Spain, IES internship (8 weeks and a minimum of 4 semesters of College-level Spanish required; some courses taught in Spanish)
3. CIC London Internship (8 weeks)
4. Copenhagen, Denmark (6 weeks)
5. Maastricht, the Netherlands (6 weeks)
6. Sydney, Australia internship (8 weeks).

These academic programs enable students to earn Indiana University credits (3-6 credits hours in the summer and 14-16 credit hours during the semester) by attending classes taught by faculty from the host university (exceptions to the language of instruction noted above). Typically, business students participate in these programs during the junior or senior year. The Integrative Core and ECON-E 202 are prerequisites for participation in Kelley School overseas

study programs. A GPA of 3.0 is preferred for acceptance to all programs. The overseas study programs where students take 6 or more credits fulfill the International Dimension Requirement; specific courses may apply to Kelley degree requirements.

Optional Minors

Students in the Kelley School may elect to complete the requirements for a minor in another IU Bloomington School. The department offering the minor defines the requirements for the minor and students are required to follow that department's rules regarding grades, prerequisites, and course requirements. Up to three minors may appear on the student's Indiana University transcript.

Courses

The courses listed in this bulletin represent the Kelley School's complete undergraduate offerings at the time of publication.

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

The abbreviation "P" refers to the course prerequisite or prerequisites; the abbreviation "C" refers to the course co-requisite or co-requisites.

Some of the courses listed are offered infrequently. Students are advised to check with the departments to determine when a course will be offered.

Key to Course Codes

AFRO	African American and African Diaspora Studies
AMST	American Studies
ANTH	Anthropology
AST	Astronomy
BIOL	Biology
BUS	Business
CHEM	Chemistry
CMCL	Communication and Culture
CMLT	Comparative Literature
COAS	College of Arts and Sciences
CSCI	Computer Science
ECON	Economics
EDUC	Education
ENG	English
FINA	Fine Arts
HIST	History
HON	Honors
HPER	Health, Physical Education, and Recreation
HPSC	History and Philosophy of Science
JOUR	Journalism
MATH	Mathematics
MUS	Music
PHIL	Philosophy
PHYS	Physics
POLS	Political Science

PSY	Psychology
REL	Religious Studies
SLAV	Slavic Languages and Literature
SOC	Sociology
SPEA	Public and Environmental Affairs
THTR	Theatre and Drama

Accounting

BUS–A 100 Basic Accounting Skills (1 cr.) A100 is an I-Core prerequisite and required of all business majors. Introduces students to the accounting and financial information environment of the firm. Presents information including (1) financial accounting, (2) auditing and assurance, (3) management accounting, and (4) tax accounting. Includes current real-world examples taken from the popular business press. Provides students with the foundation necessary for higher-level accounting courses.

BUS–A 200 Foundations of Accounting (Non-majors) (3 cr.) Students cannot receive credit for both A200 and A201 or for both 200 and (A201 or A202). The role of accounting in society and business, with a special emphasis on fundamental concepts and the basic design of accounting systems. For non-business majors who are interested in learning about how accounting affects their lives and businesses.

BUS–A 201 Introduction to Financial Accounting (3 cr.) P: A100. Students cannot receive credit for both A201 and (A205 or A200). A201 is an I-Core prerequisite and required of all business majors. 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) and 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. First part of the course introduces students to the financial accounting environment, financial statements, the accounting cycle, and the theoretical framework of accounting measurement. Second part of the course covers the elements of financial statements, emphasizing mechanics, measurement theory, and the economic environment.

BUS–A 202 Introduction to Managerial Accounting (3 cr.) P: A100. Students cannot receive credit for both A202 and (A207 or A200). A202 is an I-Core prerequisite and required of all business majors. Concepts and issues associated with the accounting and management of business; particular emphasis is given to understanding the role of accounting in product costing, strategic decisions, costing for quality, cost-justifying investment decisions, and performance evaluation and control of human behavior.

BUS–A 205 Honors Introduction to Financial Accounting (3 cr.) P: A100 and students must be admitted to the Hutton Honors College or the Business Honors Program. Credit not given for both A205 and (A201 or A200). A205 substitutes for A201, an I-Core prerequisite that is required of all business majors. Concepts and issues associated with

corporate financial reporting; particular emphasis is placed on understanding the role of financial accounting in the economy, how different accounting methods affect financial statements, and developing a basis for lifelong learning.

BUS–A 207 Honors Introduction to Managerial Accounting (3 cr.) P: A100 and students must be admitted to the Hutton Honors College or the Business Honors Program. Credit not given for both A206 and (A202 or A200). A207 substitutes for A202, an I-Core prerequisite that is required of all business majors. This course is about developing and using measurement systems to support firms' internal decision making. The course shows students how accounting information fits into the dynamics of managing a complex entity and provides students with a conceptual framework for using managerial accounting practices to solve economic problems.

BUS–A 310 Management Decisions and Financial Reporting (3 cr.) P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Accounting majors must take A311 and A312. Credit not given for both A310 and (A311 or A312). 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.

BUS–A 311 Intermediate Accounting (3 cr.) P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Credit not given for both A311 and A310. Provides students with a thorough understanding of the theoretical foundations and mechanics underlying financial reporting. This rigorous course is suitable for students seeking a career in accounting or finance. The course's primary objective is to give students the tools necessary to understand and execute appropriate accounting procedures, with an appreciation of the broader context in which accounting information is produced and utilized. A311 provides an overview of the financial statements and then focuses in more detail on revenue recognition, current assets, long-term assets, and accounting for investments.

BUS–A 312 Intermediate Accounting II (3 cr.) P: A311 with a grade of C or better. Credit not given for both A312 and A310. Provides students with a thorough understanding of accounting for long-term liabilities and debt investment, stockholders' equity, and preparation of cash flow statements. Course's first objective is to give students the tools necessary to understand and execute appropriate accounting procedures. 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 324 Cost Management (1.5 cr.) P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Accounting majors must take A325. Credit not given for both A324 and A325. Product costing and strategic cost

management. Covers several accounting systems and techniques that ascribe costs to products, services, and other activities, and the costing systems' potential effects on business decisions in light of a firm's strategic, technological, and environmental position. Particular emphasis is placed on interpretation of the numbers and analyses generated by various accounting systems.

BUS–A 325 Cost Accounting (3 cr.) P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Credit not given for both A325 and A324. Enables the student to prepare, use, and critically evaluate management accounting information for purposes of strategic decision making, planning and control, product costing, and performance measurement and evaluation. Particular emphasis is placed on interpretation of the numbers and analyses generated by various accounting systems in order to make effective managerial decisions.

BUS–A 327 Tax Analysis (1.5 cr.) P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Accounting majors must take A329. Credit not given for both A327 and A329. Provides a business framework for tax planning and decision making. Applications include selection of savings vehicles for individuals, comparison of business entities, compensation tax planning, and international tax planning.

BUS–A 329 Taxes and Decision Making (3 cr.) P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Credit not given for both A329 and A327. Provides a business framework for tax planning and decision making based on discounted, after-tax cash flows. Technical tax topics are covered within the context of the framework.

BUS–A 337 Accounting Information Systems (3 cr.) P: I-Core. The course's primary objective is to build upon, extend, and facilitate the integration of business and technical knowledge to help students succeed as managers in a technology-intensive, corporate environment. Through the use of a variety of cases, the course will enable students to understand how information technology can be used to achieve competitive advantage, and to improve decision making, business processes, operations, and organizational design. Taught concurrently with BUS-S 400; Accounting and ODT majors may use either course.

BUS–A 422 Advanced Financial Accounting I (3 cr.) P: A312 or A 310 with a grade of C or better. Generally accepted accounting principles as applied to partnership accounting, business combinations, financial reporting for combined entities, foreign-currency and hedging issues, derivatives, segment reporting and goodwill allocation/impairment. Particular emphasis is given to consolidated financial statements.

BUS–A 424 Auditing & Assurance Services (3 cr.) P: A312 with a grade of C or better. Objectives of course are to provide students with an understanding of: (1) the auditing environment and professional ethics; (2) audit reports and the conditions under which alternatives are used; (3) basic auditing concepts; (4) audit evidence and documentation; (5) analytical reviews; (6) the audit risk model; (7) review and documentation of internal controls; (8) audits of cycles; (9) statistical sampling; and (10) audit objectives and audit procedures for mechanized systems. Emphasis is on the

conceptual development of the subject matter, the nature of professional practice, and the technology of auditing.

BUS–A 437 Advanced Management Accounting (3 cr.) P: A325 with a grade of C or better. 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 490 Independent Study in Accounting (1–3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. 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–X 301 Communication for Accountants (1 cr.) P: X204 or equivalent with a grade of C or better. For Accounting majors only. This course is restricted to and required for all accounting majors and is intended to develop proficiency in written communication skills. It prepares students to write strategic, effective, and ethical messages in managerial or tax accounting contexts.

Business Law and Ethics

BUS–L 100 Personal Law (3 cr.) Effects of law on everyday lives. Topics may include 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 or Hutton Honors College freshman. L201 is an I-Core prerequisite that is required of all business majors. 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.

BUS–L 250 Law and the Arts (3 cr.) Examines legal issues of importance to visual or performing artists and persons involved in arts-related businesses. Subject areas may include copyright and trademark law; First Amendment concerns; the right of publicity; advertising law; and selected issues of tort, contract, personal property, and agency law. Legal aspects of organizing a business may also be addressed.

BUS–L 255 Topics in Business Law (1–3 cr.) Variable topic, variable credit course on issues and trends in Business Law.

BUS–L 293 Honors: Legal Environment of Business (3 cr.) P: Students must be admitted to the Hutton Honors College or the Business Honors Program with sophomore standing. L293 substitutes for L201, an I-Core prerequisite that is required of all business majors. 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 L293 and L201.

BUS–L 303 Commercial Law II (3 cr.) P: BUS-L 201 or L293 with a grade of C or better. Focuses mainly on the law of ownership, forms of business organization, commercial paper, and secured transactions. For accounting majors and others desiring a broad yet rather detailed knowledge of commercial law.

BUS–L 311 Law for Entrepreneurs (3 cr.) Focuses on legal issues affecting new and growing businesses. Topics include choosing a legal form for the business; financing-related legal issues; avoiding employment-related liability; contracts and sales; marketing and intellectual property laws; and legal issues concerning business sales, mergers, acquisitions, and liquidations. Completion of BUS-L 201 suggested, though not required. This course is taught once a year, in the fall.

BUS–L 312 The Ethical Responsibilities of Business (3 cr.) Focuses on legal issues affecting new and growing businesses. Topics include choosing a legal form for the business; financing-related legal issues; avoiding employment-related liability; contracts and sales; marketing and intellectual property laws; and legal issues concerning business sales; mergers, acquisitions, and liquidations.

BUS–L 315 The Business and Law of Entertainment and Sports (3 cr.) P: (L201 or L293) and (K201 or K204) with grades of C or better. Explores the legal and practical problems facing executives managing for-profit enterprises in or related to the entertainment and sports industry. Emphasizes intellectual property law (trade secrets, trademarks, right of publicity, and copyright), telecommunications regulation, and antitrust law. Examines the nature of sports leagues and associations as well as entertainment guilds. Considers contracts in music recording, stadium financing, broadcasting, and sponsorship of sports and entertainment events.

BUS–L 350 Online Law (3 cr.) Focuses on the management of legal problems that arise from the use of the Internet and other interactive computer networks. The goals of the course are to increase students' awareness of the legal issues that arise in a variety of online contexts, familiarize students with the legal frameworks that are evolving in the U.S. and other legal systems to resolve those issues, and guide students in strategies for managing the legal risks inherent in communicating and doing business online.

BUS–L 355 Topics in Business Law (1-3 cr.) Variable topic, variable credit course on issues and trends in Business Law.

BUS–L 406 Employment Problems and the Law (3 cr.) Examines current legal problems in the area of employment. Topics include race and sex discrimination, harassment, the Americans with Disabilities Act, employment at will, privacy issues such as drug testing, and limits on monitoring and testing.

BUS–L 408 Real Estate Law (3 cr.) P: L201 or L293 with a grade of C or better. Legal problems related to ownership and transfer of real property; attention to landlord-tenant law and the tools of land-use planning (nuisance law, zoning, private restrictions, subdivision control, and eminent domain).

BUS–L 409 Law and the Environment (3 cr.) Uses of law to deal with problems involving the degradation of our physical environment.

BUS–L 411 International Business Law (3 cr.) P: L201. Covers the law and practice of international trade, licensing, and investment. Subjects include the legal risks of international business, international public law, international organizations, and private dispute settlement procedures. Also discussed are the risks associated with importing and exporting, foreign licensing and franchising, and foreign investment.

BUS–M 429 Legal Aspects of Marketing (3 cr.) P: M303. Analysis of statutes, regulations, and legal doctrines applicable to marketing practices. Examination of legal issues encountered by marketers in dealing with consumers, competitors, and other marketplace participants.

BUS–L 455 Topics in Business Law (1–3 cr.) Variable topic, variable credit course on issues and trends in Business Law.

BUS–L 470 Research in Business Law and Public Policy (3 cr.) P: Admitted Kelley student, Senior Standing and declared LGLST major or permission of department chair or instructor. Advanced instruction and practice in effectively presenting ideas and factual information. Specific skills taught include: formulating a thesis, developing persuasive arguments, and selecting and using research resources. Students will be expected to submit frequent research-based writing assignments that require the analysis, evaluation, and synthesis of diverse sources and perspectives.

BUS–L 490 Independent Study in Business Law (1–3 cr.) P: Consent of department chairperson and of the 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.

Business Economics and Public Policy

BUS–G 100 Business in the Information Age (3 cr.) This course is designed to provide beginning students with an introductory but comprehensive survey of business practices, public policy, and economic information. The course focuses on sources of information, what that information means and how to interpret it, the accuracy and reliability of the data, and its use and abuse. This course will serve as an introduction to the and other major domestic and foreign information sources such as The Wall Street Journal. Emphasis is on trends, current events, and issue analysis.

BUS–G 101 Business in the Information Age: Honors (3 cr.) P: Students must be admitted to the Hutton Honors College or the Business Honors Program. This course is designed to provide beginning students with an introductory but comprehensive survey of business practices, public policy, and economic information. The course focuses on sources of information, what it means and how to interpret it, the accuracy and reliability of the data, and its use and abuse. This course will serve as an introduction to and other major domestic and foreign information sources such as The Wall Street Journal. Emphasis is on trends, current events, and issue analysis. G101 is the honors version of G 100 and it shares the same basic course content as G100.

BUS-G 202 Corporate Social Strategy (2 cr.) P: ECON-E 201 or ECON-S 201 with a grade of C or better. G202 is an I-Core prerequisite that is required of all business majors. This course is intended to make you aware of the broad range of ways in which the non-market environment—especially government policy—affects business, and give you an understanding of the process through which businesses and other special interest groups create and change the rules of the game under which they function. In today's economy, successful business strategy entails more than outmaneuvering rival companies; managers must also devise strategies to cope with the global, non-market forces that confront businesses and other forms of organization. Managers need to understand how public policy is made and how special interest groups, including their own businesses, can affect the policy process. This is true both for the CEO of a multinational corporation dealing with multiple governments and the administrator for a local partnership trying to deal with city officials.

BUS-G 300 Introduction to Managerial Economics (3 cr.) Only for non-business majors; credit not given for both G300 and G304. Managerial Economics is a course which illustrates how economic principles can be applied to making effective and profitable management decisions for a company. Within the course, students also learn the potentially disastrous ramifications for a firm which does not take economic principles into account. The goal, then, of this course is to expose the student to effective managerial decision making. For a student interested in any management type position, this course will provide a fundamental basis for further study. Managerial economics is also a course that will serve the student throughout their daily life.

BUS-G 303 Game Theory for Business Strategy (3 cr.) P: (ECON-E 201 or ECON-S 201) and BUS-G 304 with grades of C or better. Game theory, a traditional tool for academic economists, has become increasingly popular in the business world and is an essential tool of economic consultants. A major in Business Economics and Public Policy must have more than a rudimentary knowledge of Game Theory. Managerial decisions are not static and cannot be made in isolation. A manager must take into account and react to the "moves" of rival firms, government, and his or her subordinates and superiors within the company. Game theory is designed for the study of these types of interactions. The ultimate aim of the course is to strengthen your ability to think strategically in business situations, rather than to teach you facts or theories. To achieve this aim, we will iterate between theory and practice. We will use both formal case studies and real world examples to sharpen our strategic thinking skills.

BUS-G 304 Managerial Economics (3 cr.) P: ECON-E 201 or ECON-S 201 with a grade of C or better. Only for business majors; non-majors should take G300 Managerial Economics is a course which illustrates how economic principles can be applied to making effective and profitable management decisions for a company. Within the course students also learn the potentially disastrous ramifications for a firm which does not take economic principles into account. The goal, then, of this course is to expose the student to effective managerial decision making. For a student interested in any management type position, this course will provide a fundamental basis for further study.

Managerial economics is also a course that will serve the student throughout their daily life.

BUS-G 345 Money, Banking, and Capital Markets (3 cr.) P: (ECON-E 201 or ECON-S 201) and (ECON-E 202 or ECON-S 202) with grades of C or better. This course is designed to give students a broad introduction to the operation and structure of the U.S. financial system. It provides an analysis of the structure and functions of contemporary financial institutions and markets, together with an analysis of the prices that are determined in these markets. Contemporary macroeconomic and financial developments are emphasized and current phenomena and policy proposals and their implications are discussed.

BUS-G 350 Statistics and Forecasting for Business Decisions (3 cr.) Statistical analysis is a necessary and powerful tool for many business decisions. This course is designed to apply the tools and methodologies used in the business world. The focus will be on demand analysis, group comparisons, discriminant analysis, and sales/earnings forecasts.

BUS-G 400 Workshop on Economic Consulting (3 cr.) P: I-Core with grades of C or better. This workshop intends to develop or sharpen those skills that are associated with a successful consultant. A good economic consultant must be able to ask the right questions, possess a strong analytical background, and be able to communicate findings and recommendations effectively to his or her client. By analytical background, we mean familiarity with sound economic thinking; ability to create or use financial, econometric, statistical, or other types of modeling; effective command of spreadsheets, statistical software, and databases. In addition to all of the foregoing, a successful consultant must demonstrate a professional attitude, good judgment, the ability to work well both individually and as part of a team, and the ability to work under pressure without compromising on work quality. The student who takes this course is expected to be highly motivated and have basic diagnostic, analytical, and communication skills. A workshop signals a highly interactive structure between faculty and students.

BUS-G 406 Business Enterprise and Public Policy (3 cr.) This course is on government regulation. Areas of government regulation that affect business include Antitrust Laws, Consumer Protection Laws, Regulation of Natural Monopoly, Workplace Safety, and Pollution Regulation. A business's ability to deal with such regulations is often the single most important determination of its profitability. The course will look at the reasons regulations exist, including not only why they might help the efficiency of the economy but why they might exist even if they are inefficient, and at how businesses respond to the incentives given them by government.

BUS-G 456 Sustainable Enterprise (3 cr.) This course details the connection between sustainable business strategies and maximizing long-term corporate profits, and provides students with the skills necessary to assess firm strategy in terms of sustainable development and pinpoint strengths and weaknesses. The course develops a stakeholder model of the global corporation, where the firm has responsibility to internal stakeholders, such as shareholders and employees, as well as external stakeholders, such as environmentally concerned nongovernmental organizations (green NGOs) that represent

social concerns. This course will always highlight firm strategy and what is in the company's best interest, but often shows that, with the right rules and social pressures, the firm action can produce gains in terms of social welfare.

BUS-G 490 Independent Study in Business Economics and Public Policy (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in the 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. In conjunction with the Economic Consulting Track, a student can select to work with an economic consulting firm in the summer following the junior year. Upon returning to campus, the student will write a detailed report on the internship activities. An alternative is for the student to work on an actual consulting job under the guidance of a faculty member.

BUS-G 492 Specialized Topics in Economic Consulting (3 cr.) This course develops and sharpens the research and writing skills relevant to a career in economic consulting. It is centered around a student-specific research paper. Each student identifies possible topics for the paper such as the analysis of a specific industry or company, the effects of globalization on an industry, mergers and acquisitions in an industry, the effect of particular government policies, or the effect of a new technology. The course sessions provide a forum for students and instructor to give each other input on the various subjects. Students will learn how to choose a topic for analysis, how to apply knowledge of economics, and how to write up the analysis so that someone less knowledgeable can still benefit from it.

BUS-G 494 Public Policy and the International Economy (3 cr.) P: I-Core with grades of C or better. Analyzes international flows of trade and capital, why the exchange in goods and capital is increasing so rapidly, and explores the consequences for different economies. Students study international trade theory and practice and identify potential winners and losers of globalization. The course tackles issues such as structural composition of flows of goods and capital, the implications of balanced trade imbalances, and the motivations and implications of job outsourcing. In addition, the role of supranational organizations such as the International Monetary Fund, the World Bank, and the World Trade Organization will be examined.

Finance

General Finance

BUS-F 228 Introduction to Investment Banking (1.5 cr.) Elective credit only. This is a careers-based course that broadly covers the securities industry and institutional finance as a whole, including venture capital, private equity, mezzanine investing, and the public equity and debt markets. Specific to this learning is the role of the investment banking firm within institutional finance including corporate advisory, capital markets, research, sales and trading, and private wealth management. Although many topics of corporate finance are integrated into the course, the focus is conceptual not application as in 300-level and 400-level finance courses. Serves as a foundation for F428 Investment Banking I, and F429 Investment Banking II, and F390 Excellence in Investment Banking Seminar.

BUS-F 260 Personal Finance (3 cr.) Financial problems encountered in managing individual affairs: family budgeting, installment purchase, insurance, home ownership, and investing in securities. No credit for juniors and seniors in the Kelley School.

BUS-F 300 Introduction to Financial Management (3 cr.) P: A200 or A201 or A202. Broad survey of finance for non-Kelley School students. Topics include the determinants of interest rates and the time value of money; the sources and uses of financial information; the structure, role, and regulation of financial markets; monetary policy; the pricing of risk in financial markets; goals of investors; and how firms manage their financial affairs, including planning, budgeting, and decision making.

BUS-F 303 Intermediate Investments (3 cr.) P: F370 with a grade of C or better. Part of the finance core. Rigorous treatment of the core concepts of investments for finance majors. Covers portfolio optimization; examines the pricing of equity, fixed income, and derivatives; and analyzes the degree of market efficiency. Makes extensive use of spreadsheet modeling to implement financial models. Serves as a foundation for all 400-level finance electives.

BUS-F 304 Financial Management: Honors (3 cr.) P: P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: I304, J304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. Broad survey of finance for all honors business students. Provides a conceptual framework for 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: F370 or F304 with a grade of C or better. Part of the finance core. Rigorous treatment of the core concepts of corporate finance for finance majors. Covers capital budgeting, the valuation of firms, and capital structure and payout policies. Makes extensive use of spreadsheet modeling to implement financial models. Serves as a foundation for all 400-level finance electives.

BUS-F 307 Working Capital Management (3 cr.) P: F370 or F304 with a grade of C or better. Emphasizes the set of decisions and problems that financial managers face in determining short-term financial policy, financial diagnostics, and operations of the company. Major topics include identifying working capital elements and their relationships to company operations, financial analysis, cash forecasting, banking relations, cash-flow systems, and short-term investment and borrowing strategies.

BUS-F 317 Venture Capital and Entrepreneurial Finance (3 cr.) P: F370 or F304 with a grade of C or better. Covers the private equity and private debt markets that service smaller entrepreneurial firms. Specific topics include: (1) the financial contracting associated with the provision of external finance to a small informationally opaque firm, (2) angel finance and the formal venture capital market, (3) commercial banks and commercial finance companies, and (4) the financial issues associated with a leveraged buyout.

BUS-F 335 Security Trading and Market Making (3 cr.)

P: F370 or F304 with a grade of C or better. Theory and practice of securities trading at exchanges around the world; how trading and the design of markets affect liquidity, informativeness, transparency, volatility, and fairness. Analyzes alternative trading strategies and the cost of trading. Examines innovations in security exchanges and regulatory policy, and provides hands-on trading experience using realistic trading simulations.

BUS-F 370 Integrated Business Core—Finance

Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: I370, J370, M370 and P370. Students must apply online (www.kelley.iu.edu/ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The finance component provides an introduction into basic principles and perspectives of financial thought. Covered topics include the time value of money, risk and return, interest rates and debt risk, capital budgeting, security pricing, and portfolio concepts. Includes a cross-functional case done in teams.

BUS-F 390 Topics in Finance (1.5–3 cr.)

P: F370 or F304. Course content varies. A common topic is Excellence in Investment Banking Seminar (EIBS) - an alternative to The Investment Banking Workshop (F428-429) without the stringent application procedure for F428-429.

BUS-F 402 Corporate Financial Strategy and Governance

(3 cr.) P: F303 and F305 with grades of C- or better. 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.

BUS-F 408 Real Options and Strategic Capital

Investment (3 cr.) P: F303 and F305 with grades of C- or better. Covers how companies should evaluate projects and business relationships when they are faced with conditions of uncertainty but yet have the potential to learn and adapt as the project or relationship unfolds and uncertainty is resolved. This topic has been traditionally addressed through the use of decision-tree models and discounted cash flow analysis. It is now being reshaped by the innovative use of options methodology. The course also provides an increased understanding and proficiency in the use of spreadsheet modeling and simulation programs.

BUS-F 420 Equity and Fixed Income Investments (3 cr.)

P: F303 and F305 with grades of C- or better. A detailed examination of the management of equity and fixed income investments. Covers analysis of individual securities, formation of these securities into portfolios, and use of derivative securities to modify the return/risk profiles of more traditional stock and bond portfolios.

BUS-F 421 Derivative Securities and Corporate Risk

Management (3 cr.) P: F303 and F305 with grades of C- or better. Advanced treatment of options, futures, and other derivative securities. Detailed description of the entire spectrum of derivative products. Theoretical and numerical valuation of derivative securities. How corporate risk managers use derivatives to hedge exchange rate risk, interest rate risk, commodity risk, credit risk, etc.

BUS-F 428 Investment Banking (1.5 cr.) P: Consent of instructor. This course will first introduce the students to the history and structure of the investment banking industry. The remainder of the semester will be spent developing the skills necessary to fill the basic responsibility that a summer intern will face at an investment banking firm. Specifically, these will be spreadsheet skills focusing on pro-forma statement preparation of new issues and pro-forma statements of merged firms. In addition, students will be introduced to tax implications of mergers and the due diligence requirements in assessing new issues. No credit toward finance major requirements.

BUS-F 429 Investment Banking II (1.5 cr.)

P: F428 or consent of instructor. This course will continue the development of the students' spreadsheet skills and knowledge base of deal structures. There will be an emphasis on developing presentation and writing skills. The major part of the course will involve the students developing a complete oral and written presentation of a deal: a merger, a new issue, a complex refinancing, a solution to a complex hedging problem, or a portfolio structure for a wealthy client. No credit toward finance major requirements.

BUS-F 446 Banking and Financial Intermediation (3 cr.)

P: F303 and F305 with grades of C- or better. 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 470 Current Topics in Finance (3 cr.)

P: F303 and F305 with grades of C- or better. Course content varies. Course is offered only occasionally.

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

P: Consent of department chairperson and of 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-F 494 International Finance (3 cr.)

P: F303 and F305 with grades of C- or better. Covers the international dimension of both investments and corporate finance. Develops strategies for investing internationally, including hedging exchange rate risk, adjusting to client preferences and home currencies, evaluating performance, estimating a corporation's exposure to real exchange rate risk, strategies to hedge risk or to dynamically adjust to shocks, and reasons for a corporation to hedge. Also covers international capital budgeting, multinational transfer pricing, and international cash management.

Real Estate**BUS-R 300 Principles of Real Estate (3 cr.)**

For students who plan to take only one course in the area of real estate. Topics include real estate law, brokerage, property management, appraising, mortgage finance, and investment analysis. No credit for juniors or seniors in the Kelley School.

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

P: Econ-E 201 and Kelley School admission. For students who may take additional real estate courses. Topics include real estate law, brokerage, property management, appraising,

mortgage finance, and investment analysis. Emphasis is on the analytic techniques applicable to real estate.

BUS–R 440 Real Estate Appraisals (3 cr.) P: (F370 or F304) and R305. Offered in fall semester only. Techniques and methods of appraising real property, with an emphasis on income property. Covers concepts and analytic techniques used to estimate the market value of real estate. Course content is similar to that which a professional appraiser must learn.

BUS–R 443 Real Estate Finance and Investment Analysis (3 cr.) P: (F370 or F304) and R305. Offered in spring semester only. 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: Consent of department chairperson and of 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.

Management & Entrepreneurship

BUS–J 304 Strategic Management: Honors (3 cr.)

P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, I304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. Strategic Management is concerned with the roles and tasks of firms' top managers (i.e., strategic decision makers). This course is designed to provide an appreciation for the total firm perspective and the means by which firms create and sustain competitive advantage in today's increasingly challenging and complex business environment (domestic and global). Strategic management of a firm involves diagnosing the firm's current situation and developing realistic solutions to the strategic and organizational problems that confront top managers. A desired outcome of this course is an enhanced appreciation for the complexities of managing a formal organization. The primary objective of the course is to help develop analytical skills for identifying key strategic issues and formulating appropriate strategies given a firm's situation. The course will provide exposure to the theories, concepts, and techniques of strategic management through the text, readings, illustrative cases, and video vignettes.

BUS–J 306 Strategic Management and Leadership (3 cr.)

P: Junior standing. Only for non-business majors. Concerned with the roles and tasks of a firm's top managers. This course is designed to provide an appreciation for the total firm perspective, the role of the general manager, and the means by which firms create and sustain competitive advantage. Strategic management of a firm involves diagnosing the firm's current competitive situation and effectively responding to complex, real-world organizational problems. This course focuses on multiple organizational contexts, spanning a range from the entrepreneurial firm to the large, established organization. Students may not receive credit for both Z302 and J306.

BUS–J 370 Integrated Business Core—Strategic Management Component (3 cr.)

P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and M370. Students must apply online (www.kelley.iu.edu/ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The strategy component is concerned with the roles and tasks of firm's top managers (i.e., strategic decision makers). Designed to provide an appreciation for the total firm perspective and the means by which firms create and sustain competitive advantage in today's increasingly challenging and complex business environment (domestic and global). Strategic management of the firm involves diagnosing the firm's current situation and developing realistic solutions to the strategic and organizational problems that confront top managers. A desired outcome of this course is an enhanced appreciation for the complexities of managing a formal organization. The primary objective is to help develop analytical skills for identifying key strategic issues and formulating appropriate strategies given a firm's situation. The course will provide exposure to the theories, concepts, and techniques of strategic management through the text, readings, illustrative cases, and video vignettes. Includes a cross-functional case done in teams.

BUS–J 411 Analysis of Business Decisions* (1.5 cr.)

P: I-Core. This course adds to the knowledge and skills gained in the strategy portion of I-Core (J370). It explores various strategic modes, concepts, and frameworks essential in analyzing complex, business problems. Students will learn how to use external and internal analyses as inputs into the strategic formulation and implementation processes. *For purposes of scheduling, J411 and J420 will be treated as a single course. Students enroll in this pair of courses using BUS-BE 411. Although one course will be offered in the first 8 weeks of the semester and the second course in the last 8 weeks of the semester, the student cohorts will be identical and the rooms, days of the week, and times will also be identical. Consulting Workshop students who are in the Business Honors Program and have taken J304 will be exempt from taking J411 and will be assigned a separate section of J420 for Consulting Workshop students.

BUS–J 420 Advanced Case Analysis and Effective Consulting Presentations* (1.5 cr.)

P: I-Core. This course is dedicated to arming top students with state-of-the-art problem solving skills, intensive teamwork techniques, and powerful consulting-style presentation tools. A number of frameworks will be introduced, including a focus on hypothesis-driven analysis and the pyramid principle of presentations. This course will involve several inter-class case competitions.

BUS–J 490 Independent Study in Policy (1–3 cr.)

P: Consent of department chairperson and instructor. Supervised 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–W 490 Independent Study in Business Administration (1–3 cr.)

P: Consent of the department chairperson and of the 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-X 100 Introduction to Business (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 juniors or seniors in the Kelley School.

BUS-X 220 Career Perspectives (2 cr.) X220 is an I-Core prerequisite that is required of all business majors. Introduces students to the process of career planning and development through self-assessment, exploration of business options, and early planning and goal setting. Provides weekly individualized feedback to students on oral and written communication skills and on the substance of career-related projects. The course is highly interactive, incorporating many guests per semester including alums and other corporate mentors and speakers, faculty, and senior students.

BUS-X 333 Managing Business Functions (3 cr.) Open to juniors in the Liberal Arts and Management Program only. Offering a variety of real-world and simulated projects that wrestle with the complex opportunities and problems facing business managers in a variety of settings, this course emphasizes the development of strategic focus and decision-making skills under conditions of ambiguity, change, and uncertainty.

BUS-X 403 Management Consulting (1.5 cr.) P: 3.5 GPA or better (or faculty sponsorship), junior standing, I-Core, and admitted to the Consulting Workshop. Note that this course is an exclusive class for Consulting Workshop students. This course is devoted to understanding the inner workings of the consulting industry. Our primary learning objectives are to better understand the consulting industry as a whole, form differences therein, and lifestyle considerations. The course involves research on the industry and visits to several consulting firms to learn more about their cultures and begin networking.

BUS-X 404 Effective Case Interviewing and Interpersonal Interaction (1.5 cr.) P: 3.5 GPA or better (or faculty sponsorship), junior standing, I-Core, and admitted to the Consulting Workshop. Note that this course is an exclusive class for Consulting Workshop students. This class meets during first eight weeks only. This course is focused on learning effective case analysis techniques and tools for successful interpersonal interaction (both in interviewing situations and during consulting engagements). Our primary learning objectives are to better understand case interviewing (how cases work and tips for success) and interpersonal interactions (systematic study of the nature of personal and business interactions and proven tools for influencing others). The course will be delivered through a series of weekly discussions, meetings with consulting firms, and case interview practice.

BUS-X 420 Business Career Planning and Placement (2 cr.) P: Junior standing. X420 is a required course for all business majors. Assists students in obtaining positions consistent with career goals. Covers career planning, career options, organized employment campaigns, interviewing techniques, alternate job search strategies, employment communications, networking, on-the-job success skills, and

career management. Involves in-depth work with resumes, electronic mail, and other communication tools. Includes sessions with corporate managers describing work issues and training programs. Juniors or seniors of any major may enroll in X420.

BUS-Z 302 Managing & Behavior in Organizations (3 cr.) P: Junior standing. Z302 is a required course for all business majors. 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 Honors: Managing & Behavior in Organizations (3 cr.) P: Junior Standing and admission to the Business Honors Program or Hutton Honors College. Z304 substitutes for Z302, a required course for all business majors. The main purpose of Z304 is to provide students with the tools necessary to manage people in a wide variety of contexts. The course will enable students to identify and appropriately respond to the most common managerial challenges. Our primary objective is to facilitate the development of management-related knowledge and skills that will be immediately applicable in positions students are likely to hold early in their careers.

BUS-Z 340 Introduction to Human Resources (3 cr.) P: Sophomore standing and admission to the Kelley School of Business. Covers the nature of human resource development and utilization in American society and organizations; government programs and policies, labor force statistics, organizational personnel department, personnel planning, forecasting, selection, training, development, and integration of government and organizational human resource programs.

BUS-Z 404 Effective Negotiations (3 cr.) P: Z302 or Z304. Provides 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 are used throughout the course.

BUS-Z 447 Leadership, Teamwork, and Diversity (3 cr.) P: Z302 or Z304. In this course, students develop a "tool kit" of leadership behaviors to use in a variety of situations when those working with and/or for them need to be motivated toward a common good, particularly when that work involves the use of teams made up of diverse individuals.

BUS-Z 490 Independent Student in Personnel Management and Organizational Behavior (1-3 cr.) P: Consent of department chairperson and of the 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 494 Herman B Wells Seminar in Leadership (3 cr.) Open to seniors in the Business Honors Program. Topics may include leadership, globalization, and e-commerce. (Formerly W494 or Z493.)

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 232 Venture Ideas (1.5 cr.) P: Admission to the Kelley School of Business and sophomore standing. This is an experiential course that explores the student's creativity and skills to generate business ideas and concepts. Once ideas are developed, the class works on strengthening the ideas and concepts and developing these into prospects for start-ups. Finally, a venture screening filter is introduced and the field is narrowed to high potential businesses. An Idea Competition may be held within this course.

BUS–W 233 Venture Models (1.5 cr.) P: W232. A venture model is the story of a new business. This course explores various business models for new ventures and covers entry modes and franchise systems. Ideas developed, strengthened, and filtered from Venture Ideas are used to design model businesses and alternative modes of entry are examined. A Best Business Model competition may be held within this course.

BUS–W 300 Small Business Management (3 cr.) P: A200 or A201 or A202. This course provides an exploration into the fundamentals of effective small business management. It will cover diverse activities such as management, marketing, finance, and operations. Topics such as growth, advertising, financial analysis, budgeting, purchasing, inventory management, and financial control are also covered. The course will explore some of the special issues facing small business owners and managers: technology, crime, risk management, family business, ethics, and the global marketplace.

BUS–W 313 New Venture Planning (3 cr.) P: W232 and W233. P or C: I-Core. This course focuses on the research, planning, and strategies that are key parts in the process of creating a new venture. The outcome for this class should be a complete business plan ready for outside review. Plans may be entered in the Johnson Center for Entrepreneurship & Innovation (JCEI) business plan competition.

BUS–W 406 Venture Growth Management (3 cr.) P: W313 and (Z302 or Z304). This course focuses on business issues that arise after start-up through the rapid growth phase. Topics include growth strategies as well as the organizational and leadership concerns of a growing firm.

BUS–W 409 Practicum in Entrepreneurship (3 cr.) P: W313, W406, and permission of the instructor. This course is designed for students to examine and understand the successful development of a new venture. A seminar approach is utilized in order for students to initiate, develop, and present a comprehensive "Business Plan" thorough enough to successfully obtain seed capital from Indiana Entrepreneurs, Venture Capitalists, or Angel Investors. This course is required for the E-lab.

BUS–W 420 Corporate Venturing (3 cr.) P: I-Core, W406. This course takes the corporate perspective on entrepreneurship and examines the issues and challenges of starting a venture within an existing organization.

International Business

BUS–D 301 International Business Environment (3 cr.)

P: Sophomore standing. The national and international environmental aspects of international business. Examines the cultural, political, economic, systemic, legal-regulatory, trade, and financial environments and how they affect the international business activities of firms in the United States and in selected other countries.

BUS–D 302 International Business: Operations of International Enterprises (3 cr.)

P: D301. Focuses on the administration of international aspects of business organizations through an examination of their policy formulation, forms of foreign operations, methods of organization and control, and functional adjustments.

BUS–D 490 Independent Study in International Business (1-3 cr.)

P: Consent of department chairperson and of 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–D 496 Foreign Study in Business (2-6 cr.)

P: 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. Two credit hours for each three weeks of foreign residence.

Marketing

BUS–M 255 Topics in Marketing – Marketing in our World Today (3 cr.)

P: Admission to the Kelley School. This course provides an introduction to the field of marketing and a discussion of key marketing decisions, including market segmentation, branding and brand differentiation, pricing, product management, promotion, channel selection and customer service. It also focuses on recent trends in marketing, including online marketing, buzz marketing, and CRM. The course is open to Kelley sophomores and above. Note that M255 counts as an elective toward the marketing degree, but only if taken before I-Core.

BUS–M 300 Introduction to Marketing (3 cr.)

P: A200, A201, or A202. Offered for students with a formal minor in business who may be majoring in any non-business major on campus, including apparel merchandising and interior design, journalism, telecommunications, or sports marketing and management. Examination of the market economy and marketing institutions in the United States. Decision making and planning from the manager's point of view and impact of marketing actions from consumer's point of view. Not open to business students. No credit toward a degree in business.

BUS–M 303 Marketing Research (3 cr.)

P: I-Core. Focuses on the role of research in marketing decision making. Topics include 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 Introduction to Marketing Management:

Honors (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades

of C or better) and admission to the Business Honors Program. C: F304, J304, P304, and I304; students are administratively enrolled. Part of Honors I-Core. Examines marketing concepts, strategic planning, marketing research, and information systems. Covers consumer and organizational buying behavior, forecasting sales, and market segmentation and position. Also focuses on new product development process; product lines and brands; pricing strategies; distribution-channel management; advertising; personal selling; and organizing, evaluating, and controlling marketing.

BUS-M 311 Introduction to Marketing Communications (3 cr.) P: M300. This course is designed to introduce non-business majors to the field of advertising and promotion. Focuses on examining the factors impacting consumers' receptivity to marketing messages and purchase behavior. Developing competitive marketing strategies, persuasive messages, and appropriate media vehicles for delivering them are covered. Emphasis on practical application of these concepts through course-long development of Integrated Marketing Communications Plan components.

BUS-M 312 Retail Marketing Management (3 cr.) P: M300. This course is designed specifically for the non-business major interested in retailing. The course objective is to critically analyze the marketing processes and strategic decisions made by major retail firms directly or indirectly associated with the retailing industry. The course examines business challenges related to driving shareholder value through merchandising practices, inventory management, advertising and promotional techniques, and multichannel opportunities.

BUS-M 330 Personal Persuasion Strategies and Customer Relationship Management (3 cr.) P: I-Core. This course is designed to provide insights into the sales profession by examining the role of persuasive communication and customer relationship management behaviors, principles, strategies, and actions. It will provide students an opportunity to plan, practice, and review those verbal behaviors associated with sales call success in order to persuade others to think differently regarding ideas, opinions, products, and services.

BUS-M 342 Management, Analysis, and Display of Marketing Data (1.5 cr.) P: I-Core; restricted to students in the Marketing major; must be taken concurrently with M343—students must enroll using BUS-BE 342 which will put them in both courses. Develops skills needed to manage, evaluate, analyze, and display marketing data. Topics include data coding, data analysis using statistical software, attitude measurement and scaling, graphic display of data, data-driven market segmentation, and competitor analysis.

BUS-M 343 Database Marketing (1.5 cr.) P: I-Core; restricted to students in the marketing major; must be taken concurrently with M343—students must enroll using BUS-BE 342 which will put them in both courses. Provides skills in the use of single-source and geocoded databases in a marketing decision environment. Emphasis is on using database systems to accomplish specific objectives. Topics include the nature and sources of scanner data, micromerchandising systems, geodemographic systems, and analysis tools for databases.

BUS-M 344 Creativity and Communication (3 cr.) P: I-Core. Develops various creativity and communication skills necessary for marketing careers. Topics include models of and barriers to creativity and various techniques for stimulating personal and professional creative skills. In addition, interpersonal, professional, visual design, and computer skills are developed. Sample assignments include producing various marketing materials, such as brochures, advertisements, and elaborate communication packages. In-class activities and examples stimulate interest through hands-on experience. Unique concluding activities require students to integrate skills acquired into one final project and/or presentation.

BUS-M 370 Integrated Business Core—Marketing Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and P370. Students must apply online (www.kelley.iu.edu/ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The marketing component covers marketing planning and decision making examined from firm and consumer points of view. Topics include the marketing concept and its company-wide implications, the integration of marketing with other functions, and the role that product, price, promotion, and distribution play in marketing strategy and implementation. Includes a cross-functional case done in teams.

BUS-M 401 International Marketing (3 cr.) P: M303. 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. With a global emphasis the course includes substantial focus on emerging markets.

BUS-M 402 Marketing Channels (3 cr.) P: M303. Marketing channels are analyzed as organized behavioral systems. Focus is on the institutional structures, relationships, and functions of channels of distribution. Franchising, vertical integration, and vertical channel agreements are also emphasized. (Offered infrequently.)

BUS-M 405 Consumer Behavior (3 cr.) P: M303. Description and explanation of consumer behavior in retail markets. Topics include 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: M303. Problems, activities, and decision methods involved in the marketing of goods and services by business-to-business entities. Product development, pricing, promotion distribution systems, and analysis of the roles of non-consumer buyers.

BUS-M 415 Advertising and Promotion Management (3 cr.) P: M303. 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 Strategy (3 cr.) P: M303. The course objective is to critically analyze the key marketing processes and strategic decisions made by major retail companies within the U.S. retailing industry. The course examines business challenges and opportunities related to driving and sustaining retailer's shareholder value. Topics include financial requirements for publicly held retail firms, sustaining store-as-brand identity, developing and refining merchandising plans, pricing tactics, in-store execution, and customer's experience management.

BUS–M 426 Sales Management (3 cr.) P: M303. Emphasizes the activities and problems of field-sales management. Includes organizing sales force, recruiting, training, compensation, motivation, sales techniques, forecasting, territory design, evaluation, and control. Lectures and case studies.

BUS–M 429 Legal Aspects of Marketing (3 cr.) P: M303. Analysis of statutes, regulations, and law doctrines applicable to marketing practices. Examination of legal issues encountered by marketers in dealing with consumers, competitors, and other marketplace participants.

BUS–M 450 Marketing Strategy (3 cr.) P: Senior standing, M303, M342/343, and M344. Focuses on marketing's role in gaining a sustainable competitive advantage. Topics include competitor analysis, managing competitive interaction, and marketing signaling. Emphasis is on applications through the use of case studies and/or computer game simulation of competitive interaction and the development of a strategic marketing plan.

BUS–M 455 Topics in Marketing – Digital Marketing (1.5 cr.) P: I-Core, Marketing major. From social networks to prosumer content and mobile applications, marketing in the digital age is markedly different than in the past. Students in this course will get hands on experience with many of today's cutting edge social and digital marketing tools, learn to critique and create digital marketing strategies, and participate in exploratory assignments to test out the theories that make these tools work. Students will read about the functional theories related to social media including network theory, game theory, and collective intelligence and will then engage in experiencing these theories in action first hand, building to a campaign of their own design. This course includes a full survey of digital marketing approaches from email to augmented reality with an emphasis on matching technology to specific marketing goals. Students in the course must be willing to create accounts on various social media tools.

BUS–M 455 Topics in Marketing – Brand Management (1.5 cr.) P: I-Core, Marketing major. Brand management is a central function in many consumer firms. This course will provide an overview of brand management and its role in fostering growth within firms. We will develop the notion that brands are assets that need to be developed and nurtured to fulfill the organization's financial goals. While the value of brands has been informally acknowledged for many years, brand management frameworks are relatively new. We will use various frameworks and tools to examine how to assess a brand's value and how to leverage this value in various brand decisions. This course will help students: Develop a framework for structuring brand management decisions; Be able to use different approaches to assessing brand equity; Know how to leverage brand assets through extensions,

co-branding and other methods, and assess the impact of these actions; and Understand the concept of brand architecture and be able to explain the conditions under which one type of architecture is more appropriate than another.

BUS–M 490 Independent Study in Marketing (1–3 cr.) P: Consent of department chairperson and of 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.

Operations and Decision Technologies

Information and Process Management and Technology Management

BUS–K 201 The Computer in Business (3 cr.) K201 is an I-Core prerequisite that is required of all business majors. It provides an introduction to the role of computers and other information technologies in business. It provides instruction in both functional and conceptual computer literacy. Conceptual computer literacy is the focus of the weekly lecture. After introducing the basic concepts of computer use, these lectures devote special attention to current technological innovation in social and business environments. Topics include technology and organizational change, telecommunications, privacy in the information age, and business security on the Internet. Functional computer literacy is the focus of the weekly discussion section, which meets twice a week in a computer lab. This part of the course presents an introduction to two of the most widely used database and spreadsheet packages: Microsoft Access and Microsoft Excel. Students learn, via hands-on examples, many of the powerful tools contained in these two packages, with emphasis on how to analyze a variety of business problems with Access and Excel. The goal is not to teach these packages in an abstract sense, but rather to show how they can be applied to real business problems to help make important decisions.

BUS–K 204 Honors: The Computer in Business (3 cr.) P: Students must be admitted to the Hutton Honors College or the Business Honors Program. K204 substitutes for K201, an I-Core prerequisite that is required for all business majors. It provides an introduction to the role of computers and other information technologies in business. It provides instruction in both functional and conceptual computer literacy. Conceptual computer literacy is the focus of the weekly lecture. After introducing the basic concepts of computer use, these lectures devote special attention to current technological innovation in social and business environments. Topics include technology and organizational change, telecommunications, privacy in the information age, and business security on the Internet. Functional computer literacy is the focus of the weekly discussion section, which meets twice a week in a computer lab. This part of the course presents an introduction to two of the most widely used database and spreadsheet packages: Microsoft Access and Microsoft Excel. Students learn, via hands-on examples, many of the powerful tools contained in these two packages with emphasis on how to analyze a variety of business problems with Access and Excel. The goal is not to teach these packages in an abstract sense, but rather to show how they can be applied to real business problems to help make

important decisions. K204 is the honors version of K201, and it shares the same basic course content as K201. However, its in-class applications and its projects and exams are more challenging than those in K201.

BUS–K 315 Business Process Management (3 cr.)

P: X201 or X202 (honors). This course serves as an introduction to Business Process Management (BPM). BPM is the discipline of modeling, automating, managing and optimizing a business process through its lifecycle to reach a business goal. In particular, the focus is on enabling technologies of Enterprise Application Integration (EAI) and workflow. The sub-topic of automating introduces students to the numerous XML languages (BPML, BPEL) associated with business process management systems. Techniques in process measurement such as 6 and process simulation are also covered.

BUS–K 317 Collaboration and Workflow (3 cr.)

P: I-Core and K315. This class provides an introduction to the enterprise business processing with particular emphasis on enterprise software systems applied to global processes. Workflow systems integrate people, processes, and technology, commonly known as organizational structure, business processes, and business objects. It covers an in-depth exploration of SAP's Webflow technology, which provides an introduction to organizational systems, the role of people and organizational structures, as well as the role of regulatory constraints on enterprise systems. It will also cover SAP's BPM architecture known as NetWeaver, and map processes with Intalio's BPMS, which lays over SAP's NetWeaver to demonstrate how global organizations perform business process management over traditional ERP systems.

BUS–K 410 Decision Support Systems (3 cr.)

P: I-Core. Teaches students how to develop mathematical models that can be used to improve decision making within an organization. Uses cases based on actual management situations to enhance the student's model-building abilities. State-of-the-art computer software helps students implement models that can be used to support an organization's decision-making process.

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

P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. Student will propose the investigation to be completed. Comprehensive written report required.

BUS–S 305 Technology Infrastructure (3 cr.)

P: X201 or X202 (honors). Introduces students to a wide range of telecommunications technologies, including local area networks, wide area networks, and the Internet, as well as to the uses of these technologies in the organization.

BUS–S 307 Data Management (3 cr.)

P: X201 or X202 (honors). The course is designed to improve the understanding of and to develop skills in the design and implementation of business databases using database management systems (DBMS). Emphasis is on the practical aspects of database design and development. Topics include conceptual design of database systems using the entity-relationship (ER) model, logical design and normalization, physical design, and the relational database model with SQL as a language for creating and manipulating database objects. There is a significant hands-on use of

DBMS technology and its use in systems design and implementation.

BUS–S 308 Business Application Development (3 cr.)

P: X201 or X202 (honors). Students are introduced to the concepts of programming and software development. A modern programming language such as Visual Basic.Net or C++ is used to illustrate the concepts. Weekly lecture content is supplemented with lab sessions that provide a hands-on exposition of various programming language constructs and software development strategies. Foundational concepts in object-orientation are also introduced.

BUS–S 310 Systems Analysis and Project Management (3 cr.)

P: I-Core. Analysis of an organization and the subsequent design of solutions to meet business requirements are at the heart of the information systems field. This course follows a structured process called the systems development life cycle that companies use to identify and solve business problems, although alternative methodologies are also covered. Students learn tools and techniques for conducting projects, including how to gather system requirements, how to construct models of business processes using data flow diagrams, and the role of computer-aided software engineering (CASE) technology. While S310 emphasizes the system analyst role, all business students will benefit from the ability to analyze the processes, data, and computer systems they will encounter in their work as well as the knowledge of how to work with the system analyst to define strategic business solutions.

BUS–S 400 Integration of Systems and the Business (3 cr.)

P: I-Core. The course's primary objective is to build upon, extend, and facilitate the integration of business and technical knowledge to help students succeed as managers in a technology-intensive, corporate environment. Through the use of a variety of cases, the course will enable students to understand how information technology can be used to achieve competitive advantage, and to improve decision making, business processes, operations, and organizational design. Taught concurrently with BUS-A 337; Accounting and ODT majors may use either course.

BUS–S 428 Advanced Application Development (3 cr.)

P: I-Core and S308. Introduces students to advanced concepts of programming relevant to the development of business applications. The emphasis will be on the concepts of object-orientation. A modern programming language such as Java will be used to illustrate the programming concepts. UML will be used to illustrate the design concepts.

BUS–S 433 Information Systems Security (3 cr.)

P: I-Core and S305. This class covers the broad aspects of information security. Topics covered include: physical security, password security, biometrics, an intensive review of TCP/IP as it relates to security, routers, Network Intrusion Detection, NAT, firewalls, content-filtering, locking down the client machine, Linux and Unix, encryption, vulnerability testing, and a whole series of attacks. Hands-on labs are also an essential component of the course. In addition to the above topics, the class also covers the managerial, human, auditing, and legal aspects of security.

BUS–S 450 Information Technology Controls (3 cr.)

P: S307. Introduces IT processes and controls for Sarbanes-Oxley compliance in an organization. Frameworks such as COSO, COBIT, ISO 17799, and ITIL will be analyzed

along with general IT controls and core IT concepts that are the focus of internal control reviews.

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

BUS–X 201 Technology (3 cr.) P: K201 or K204 with a grade of C or better. X201 is an I-Core prerequisite that is required of all business majors. It consists of two components: a lab and a lecture. The lecture provides an introduction to a range of technologies currently deployed in organizations including a broad understanding of how technologies are deployed, their impact and potential, their strategic importance, and their impact on organizations and on society. The labs focus on technologies that transform data into usable information to enhance decision making. They rely heavily upon Microsoft Excel and, to a lesser extent, Microsoft Access to develop sophisticated data analysis and modeling tools.

BUS–X 202 Technology: Honors (3 cr.) P: K201 or K204 with a grade of C or better and admission to the Hutton Honors College or the Business Honors Program. X202 substitutes for X201, an I-Core prerequisite that is required of all business majors. It consists of two components: a lab and a lecture. The course provides an introduction to a range of technologies currently used in organizations including a broad understanding of how technologies are deployed, their impact and potential, and their strategic importance. Student projects focus on technologies that transform data into usable information to enhance decision making. They rely heavily upon Microsoft Excel and, to a lesser extent, Microsoft Access to develop sophisticated data analysis and modeling tools. X202 is the honors version of X201, and it shares the same basic course content as X201. However, its in-class applications and its projects and exams are more challenging than those in X201.

Supply Chain Management and Production/Operations Management

BUS–P 256 Businesses in the Flat World (3 cr.) P: Application to Kelley's undergraduate short-term international programs office in the Fall semester. Direct Admit Freshmen only. In view of greater global integration in economic, technological, political, and ecological spheres, it is increasingly important to understand businesses in the "flat" world. This course focuses on global interdependence and concentrates on socio-political background as well as the business and its institutional context in India, an emerging economy. The course is offered only to Direct Admit Freshmen students in the second 8 weeks of the Spring semester, which is followed by a trip to India in late summer.

BUS–P 300 Introduction to Operations Management (3 cr.) P: A200 or A201 or A202. Offered for students with a formal 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 304 Operations Management: Honors (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, I304, J304, and M304; students are administratively enrolled. Part of Honors I-Core. A survey course concerned with the activity associated with the production of goods and services. Topics include quality management, process design, capacity management, materials management (including materials requirements planning and the just-in-time inventory system), and project management.

BUS–P 320 Supply Chain Management: Sourcing (3 cr.) P: I-Core. Sourcing/purchasing has become a major source of economic benefit to most firms. This course is 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, and 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 370 Integrated Business Core—Operations Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and M370. Students must apply online (www.kelley.iu.edu.ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The operations component is concerned with the production and distribution of goods and services. Topics include inventory management, demand forecasting, aggregate production planning, shop scheduling, project management, quality control, and layout and process design. Includes a cross-functional case done in teams.

BUS–P 421 Supply Chain Management (3 cr.) P: I-Core. Focuses upon 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 Operations Processes (3 cr.) P: I-Core. Focuses on the study of the processes by which products are created. 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 431 Supply Chain Management: Logistics and Distribution (3 cr.) P: I-Core. The focus of this course is on logistics and distribution management, from both analytical and practical perspectives. Key logistics and distribution functions covered include logistics strategy, demand planning, design of the warehouse/distribution network,

transportation planning and execution, logistics information systems, material handling and packaging systems, and reverse logistics.

BUS-P 490 Independent Study in Operations Management (1–3 cr.) P: Consent of department chairperson and of 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.

Schoolwide Courses

- Communication Skills
- Integrative-Core
- Internship
- Globalization and Overseas Studies

Communication Skills

BUS-X 104 Business Presentations (3 cr.) Students are introduced to oral communication in business contexts. The course focus is on theory-based skill development that will enable students to deliver audience-centered messages, work in teams, and analyze and develop oral arguments. Students may not receive credit for both X104 and (X106 or CMCL-C 121).

BUS-X 106 Business Presentations: Honors (3 cr.) P: Students must be admitted to the Hutton Honors College or the Business Honors Program. Students are introduced to oral communication in business contexts. The course focus is on theory-based skill development that will enable students to deliver audience-centered messages, work in teams, and analyze and develop oral arguments. Students are given an additional opportunity to engage in an international or political communication exercise. Students cannot receive credit for both X106 and (X104 or CMCL-C 121).

BUS-X 204 Business Communication (3 cr.) P: ENG-W 131 or equivalent with a grade of C or better. Business Communication prepares each student to write strategic, effective, and ethical messages and to collaborate in global business environments. Students learn to: apply the complex communication process model to specific contexts; construct and critically analyze arguments; write clear, concise, and audience-centered business documents; collaborate within team environments to deliver effective messages.

BUS-X 205 Business Communication: Honors (3 cr.) P: ENG-W 131 or equivalent with a grade of C or better and admission to the Hutton Honors College or the Business Honors Program. The overall goal of this course is to develop an awareness of the complexity involved in the communication process in order to communicate effectively both verbally (orally and in writing) and nonverbally in a business setting. The X205 capstone experience is participation in a team case competition. Students may not receive credit for both X205 and X204.

BUS-X 305 Interpersonal Communication in Business: Honors (3 cr.) This course investigates interpersonal communication theory and strategies framed by current issues facing business leaders. Students approach

communication as a strategy through writing, small group, and presentations.

BUS-X 330 International Communication Strategies (3 cr.) This course explores communication strategies useful for dealing with the demands of doing business in a foreign culture. Students learn about the similarities and differences of verbal and nonverbal communication styles between multiple cultures and countries.

Integrative-Core

BUS-F 304 Financial Management: Honors (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: I304, J304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. Broad survey of finance for all honors business students. Provides a conceptual framework for a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

BUS-F 370 Integrated Business Core—Finance Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: I370, J370, M370 and P370. Students must apply online (www.kelley.iu.edu/ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The finance component provides an introduction into basic principles and perspectives of financial thought. Covered topics include the time value of money, risk and return, interest rates and debt risk, capital budgeting, security pricing, and portfolio concepts. Includes a cross-functional case done in teams.

BUS-J 304 Strategic Management: Honors (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, I304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. Strategic Management is concerned with the roles and tasks of firms' top managers (i.e., strategic decision makers). This course is designed to provide an appreciation for the total firm perspective and the means by which firms create and sustain competitive advantage in today's increasingly challenging and complex business environment (domestic and global). Strategic management of a firm involves diagnosing the firm's current situation and developing realistic solutions to the strategic and organizational problems that confront top managers. A desired outcome of this course is an enhanced appreciation for the complexities of managing a formal organization. The primary objective of the course is to help develop analytical skills for identifying key strategic issues and formulating appropriate strategies given a firm's situation. The course will provide exposure to the theories, concepts, and techniques of strategic management through the text, readings, illustrative cases, and video vignettes.

BUS-J 370 Integrated Business Core—Strategic Management Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201,

ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and M370. Students must apply online (www.kelley.iu.edu.ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The strategy component is concerned with the roles and tasks of a firm's top managers (i.e., strategic decision makers). Designed to provide an appreciation for the total firm perspective and the means by which firms create and sustain competitive advantage in today's increasingly challenging and complex business environment (domestic and global). Strategic management of the firm involves diagnosing the firm's current situation and developing realistic solutions to the strategic and organizational problems that confront top managers. A desired outcome of this course is an enhanced appreciation for the complexities of managing a formal organization. The primary objective is to help develop analytical skills for identifying key strategic issues and formulating appropriate strategies given a firm's situation. The course will provide exposure to the theories, concepts, and techniques of strategic management through the text, readings, illustrative cases, and video vignettes. Includes a cross-functional case done in teams.

BUS-M 304 Introduction to Marketing Management: Honors (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, J304, P304, and I304; students are administratively enrolled. Part of Honors I-Core. Examines marketing concepts, strategic planning, marketing research, and information systems. Covers consumer and organizational buying behavior, forecasting sales, and market segmentation and position. Also focuses on new product development process; product lines and brands; pricing strategies; distribution-channel management; advertising; personal selling; and organizing, evaluating, and controlling marketing.

BUS-M 370 Integrated Business Core—Marketing Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and P370. Students must apply online (www.kelley.iu.edu.ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The marketing component covers marketing planning and decision making examined from firm and consumer points of view. Topics include the marketing concept and its company-wide implications, the integration of marketing with other functions, and the role that product, price, promotion, and distribution play in marketing strategy and implementation. Includes a cross-functional case done in teams.

BUS-P 304 Operations Management: Honors (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, I304, J304, and M304; students are administratively enrolled. Part of Honors I-Core. A survey course concerned with the activity associated with the production of goods and services. Topics

include quality management, process design, capacity management, materials management (including materials requirements planning and the just-in-time inventory system), and project management.

BUS-P 370 Integrated Business Core—Operations Component (3 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and M370. Students must apply online (www.kelley.iu.edu.ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The operations component is concerned with the production and distribution of goods and services. Topics include inventory management, demand forecasting, aggregate production planning, shop scheduling, project management, quality control, and layout and process design. Includes a cross-functional case done in teams.

BUS-I 304 Honors Integrative Core: Discussion (2 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, J304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. This course contains components that enhance the functional course to advance the student's professional development.

BUS-I 370 Integrative Core: Discussion (2 cr.) P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, J370, M370, and P370. Students must apply online (www.kelley.iu.edu.ugrad/apps) to take I-Core and, after getting permission, enroll using BUS-BE 370. This course contains components that advance the student's professionalism in areas such as ethics and social responsibility, workplace diversity, and other timely business issues while functional areas of business are developed in the other courses within the Integrative Core. A culminating case study is used to analyze, integrate, and synthesize a complex business situation in a team environment.

Internship

BUS-W 499 Co-op/Intern Work Assignment Off Campus (0 cr.) This course is the Kelley School of Business course designation for off-campus COOP/Internship participation. Registration in BUS-W 499 will be listed on a student's transcript during the semester(s) that the student is participating in an internship. Students request "enrollment" in W499 by completing the online W499 registration form located on the Undergraduate Career Services Office (UCSO) website at <https://ucso.indiana.edu/cgi-bin/index.cfm>. W499 registration provides documentation of an off-campus internship experience only and does not grant any credits or additional privileges.

BUS-X 498 Credit for Internship Course (2 cr.) P: Junior standing or permission of the instructor. This course is designed to deepen the overall learning gained from an internship. By completing structured assignments that relate to both the internship work and to elements of the broad-based business curriculum at the Kelley School, the value of the internship may be markedly increased. To earn

credit for an internship, a student must participate in an internship that: is supervised; they must be based and meet in person with a supervisor at least once a week to discuss progress, challenges, etc. is at least nine weeks in length and 35–40 hours per week. involves learning something useful, not just doing “busy work.” includes project-oriented work, and the student must have the responsibility for a relevant business project from start to finish. is related to the further understanding of career fields and/or coursework. increases employability in major field of interest. includes the student’s successful completion of all coursework and assignments See the UCSO website for further details about internships that qualify for this course. To register, students must submit the online application form through the UCSO website at: <https://ucso.indiana.edu/cgi-bin/index.cfm> prior to beginning the internship position.

Globalization and Overseas Studies

BUS–X 480 Professional Practice Abroad (3 cr.)

P: Departmental authorization and enrollment in a Kelley School of Business overseas study internship program. Students will receive credit for an internship completed abroad with required completion of academic deliverables. Counts as an international business elective.

BUS–X 485 Overseas Study I (3 cr.) P: Enrollment in a Kelley School of Business overseas study program. Lectures and discussion on current topics relating to the international environment of business. Counts as an Arts and Humanities course for general education distribution option.

BUS–X 486 Overseas Study II (3 cr.) P: Enrollment in a Kelley School of Business overseas study program. Lectures and discussion on current topics relating to the international environment of business. Counts as a Social and Historical Studies course for general education distribution option.

BUS–X 488 Current International Topics (1–6 cr.)

P: Departmental authorization and current/previous enrollment in an overseas study program or significant international experience. Online course. Lectures and discussion on current topics relating to the international environment of business, as well as to the cultural aspects of the area in which an overseas study program is located.

BUS–X 491 Overseas Study III (3 cr.) P: Enrollment in a Kelley School of Business overseas study program. Lectures and discussion on current topics relating to the international environment of business. Counts as a Natural and Mathematical course for general education distribution option.

Organizations & Services

- Academic Advising
- Business/SPEA Library
- Student Organizations
- Undergraduate Career Services

Academic Advising

All undergraduate business students have the opportunity to work with academic advisors. The business academic advisors have offices in the Kelley School and are available to help students in setting academic goals, realizing the skills needed for success, selecting courses, and addressing general and special problems related to their business

programs. Advisors are available by appointment, which may be scheduled by calling (812) 855-0611. Business advisors are also available for walk-in and e-mail advising; see the Kelley Undergraduate Program website for details.

Business/SPEA Library

The Business/School of Public and Environmental Affairs (SPEA) Information Commons

- Associate Librarian and Head: Steven L. Sowell, M.L.S. (University of Maryland, 1976), M.S. (Indiana University, 2002)
- Librarian and Librarian for Business/SPEA Monographs: Michael Parrish, M.A. (Indiana University, 1962)

The Business/SPEA Information Commons is a welcoming academic environment that blends technology and digital and traditional information resources with user-focused services to support individual and collaborative learning and research. It is housed in a newly renovated facility with 40+ workstations, 16 group study rooms, and a cafe. It has been a leader in the provision of online access to information. Among the systems now available on campus and remotely to affiliated users are: ABI/Inform, Bloomberg, Business Source Premier, Factiva, Investext Plus, Lexis/Nexis Academic, Mintel Oxygen, RDS Business Reference Suite, and Thomson Research. In addition to electronic resources, there are over 200,000 volumes on the Bloomington campus to support business research and teaching.

Student Organizations

Kelley students are active in many of the hundreds of student organizations at Indiana University, including a number of business-related organizations that either recognize outstanding performance or enable students to develop their interests in various fields. Since 1923, top business students at Indiana have been recognized through the international honor society Beta Gamma Sigma. Undergraduate membership in Beta Gamma Sigma is restricted to the top 10 percent, or fewer, of the senior class and the top seven percent, or fewer, of the junior class.

The faculty of the Kelley School recognizes that student organizations enhance the academic environment and the educational programs of the school. They expect students to participate in the many activities and events sponsored by undergraduate student organizations as a way to develop the leadership skills and professional maturity that cannot be taught in the classroom. The school supports its undergraduate organizations and strongly urges academically successful students to become active members of one or more of the following organizations, which were operational as of the bulletin printing.

Kelley Student Government (<http://kelley.iu.edu/ksg/>)—The Kelley Student Government (KSG) represents the official voice of the Kelley School of Business undergraduate student body and works together with the faculty and staff of the Kelley School of Business Undergraduate Program to influence curriculum and policy changes. The KSG Student Ethics Committee encourages ethics within the Kelley School through programming, education, and policy initiatives. Through the participation of student organization presidents,

KSG serves member organizations by promoting collaboration and information sharing.

Civic Leadership Development

(<http://kelley.iu.edu/civic/>)—Founded in 1988, the Civic Leadership Development program (CLD) enhances the Kelley School of Business academic preparation with opportunities for students to increase awareness of local, national, and global social challenges. Under the guidance of a full-time professional staff member, CLD offers several participation venues including strong direct community service, motivational meetings, a lecture series, fundraising, and leadership experience. CLD also offers Alternative Spring Break, a program that selects and prepares students for in-depth service experiences throughout the United States and abroad.

Student Business Ambassadors

(<http://kelley.iu.edu/ugrad/life/sba.cfm>)—The Student Business Ambassadors (SBA) help us attract the best and brightest prospective students. The SBAs share their personal stories at daily information sessions for prospective students and families, act as Day Hosts to visiting students, attend recruitment and open house events, and assist with new marketing and recruitment initiatives.

Other

Organizations (<http://www.kelley.iu.edu/ugrad/life/organizations.cfm>)

- AIESEC: International Internship Association
- Alpha Kappa Psi
- Association of Latino Professionals in Finance/Accounting
- Beta Alpha Psi
- Business Careers in Entertainment Club
- Business of Life Sciences Club
- Chinese Business Association
- Corporate Networking Society
- Corporate Strategy Club
- Delta Sigma Pi
- Emerging Markets Club
- Global Business Brigades at Indiana University
- Global Sales Leadership Society
- International Business Association
- Investment Banking Club
- Investment Banking Workshop
- Kelley 500
- Kelley Consulting Group
- Kelley in Private Equity and Venture Capitalism
- Kelley Management Skills Development Group
- Kelley Portfolio Management Club
- Kelley Retail Association
- Kelley School of Business Delta Epsilon Chi
- Kelley School of Business Toastmasters
- Kelley Student Alumni Partners
- Kelley Student Diversity Council
- Kelley Undergraduate Women's Financial Association
- Legal Studies Club
- Model United Nations-Indiana University Chapter
- National Association of Black Accountants
- Net Impact: Sustainable Business Club
- Out at Kelley
- Phi Chi Theta Professional Fraternity

- ProVeloPMENT
- Real Estate Club at Indiana University
- Student Accounting Society
- Supply Chain and Operations Management Association
- Technology Management Club
- The Wall Street Journal Discussion Group
- Trockman Microfinance Initiative
- Tutoring Alliance For Society
- Undergraduate Black MBA Association
- Undergraduate Finance Club
- Undergraduate Investment Club
- Undergraduate Leadership Initiative
- Undergraduate Marketing Club
- Women in Business
- Yogini: KSB
- Young Entrepreneurs Association

Undergraduate Career Services

- Director: Susie Clarke, B.S. (Indiana University, 1979)
- Senior Associate Director: Scott Zanger, M.S. (Indiana University, 1991)
- Associate Directors: Eunice Donovan, M.S. (Indiana University, 1998); Deborah Morris, B.S. (Indiana University, 1990)

The Kelley School of Business has one of the most highly regarded career services departments in the nation. Each year, hundreds of companies send representatives to interview prospective candidates with business career aspirations. Other firms provide information regarding opportunities of interest to both graduating students and juniors seeking internships. Undergraduate Career Services coordinates the recruiting programs, makes information available regarding job openings, provides networking opportunities, and refers qualified students to companies that do not interview locally. An extensive website of continuously updated career resources is available at <http://kelley.iu.edu/ucso/>.

The Undergraduate Career Services Office (UCSO) is located in room BU P100 in the Kelley School; it serves as a meeting ground for all IU-Bloomington undergraduates seeking business careers and for business organizations seeking to employ them. To utilize these services, all students must complete certain career education requirements. For those seeking business internship opportunities, this means completing the IU-Bloomington BUS-X 220 class, Career Perspectives. For those seeking full-time career opportunities, this means completing the IU-Bloomington BUS-X 420 class, Career Planning and Placement. It is recommended that all students take X420 in the second semester of their junior year and no later than the first semester of their senior year. In these two courses, every effort is made to assist students in evaluating personal career potential, determining where individual skills can be best used, and organizing job search campaigns.

Academic Policies & Procedures

- Academic Regulations
- Grading System
- Graduation
- Scholastic Standards

Academic Regulations

Academic Standing

Academic standing is determined by the total number of credit hours completed for graduation. The following credit hours are required: senior, 86 or more; junior, 56-85; sophomore, 26-55; freshman, fewer than 26.

Term Load

A typical academic load is 15 to 17 credit hours per term. Students wishing to register for more than 19 credit hours in a given term should have a cumulative grade point average of 3.0 or higher or have attained a grade point average of at least 3.0 during the previous full term. To enroll in more than 19 credit hours, students must see a business academic advisor for authorization.

Addition of Classes

No course may be added after the first week of a full term or the first week of a summer session unless the instructor of the class recommends that an exception be made to this policy, and there is seating room according to the fire code. Because of the nature of the work, the length of the class, or group assignments, some instructors only allow students to add their courses during the first week of a term.

Business Courses Numbered 300-499

Enrollment in business courses numbered 300-499 is limited to the following students:

1. Kelley School students.
2. Non-Kelley School students who are planning to complete one of the business minors or a Business Foundations Certificate.
3. Non-Kelley School students who are registered for degree programs requiring specific business courses (such programs include Apparel Merchandising and Interior Design, Health Administration, Journalism, Sports Marketing and Management, Informatics, and Telecommunications). Enrollment will be permitted only in required business courses. Prerequisites must be fulfilled for admission to business courses.
4. Other students with specific permission of the department offering the course (departments may choose to declare certain courses as open enrollment courses).

Credit for Independent Study by Correspondence/Distance Education

The Kelley School faculty and staff strongly advise students to complete all their coursework in the classroom. The school will, however, accept a total of six credits by correspondence study or distance education to count toward some portions of the degree. Because of their basic importance in the degree program, the following courses may not be taken online, by correspondence study or distance education: admission courses, business courses, I-Core prerequisites, and ECON-E 202.

Note: All correspondence/distance education courses taken in the final semester to fulfill degree requirements must be completed three weeks prior to the end of the semester to allow time for final grades to be posted.

Credit by Self-Acquired Competency

The Kelley School does not award academic credit on the basis of self-acquired competency. However, the school will give examinations for credit in specific courses or waiver of these courses if the department offering the course believes that a student's experience gives the student a reasonable chance of passing the examination. To be eligible to take a credit/waiver examination, the student must be currently enrolled at Indiana University.

The Kelley School will not accept self-acquired competency credit, for business coursework, awarded by any other division/school of Indiana University or by other institutions.

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

Internships

Kelley School students are encouraged to pursue internships; those interested should contact the Kelley Undergraduate Career Services Office (UCSO). During the term (summer, fall, or spring) of the internship, students should enroll in BUS-W 499 (no credit). If they also choose to enroll in BUS-X 498 (includes academic work, for credit), they should enroll in this course according to the guidelines on the UCSO website. Students apply for authorization to enroll in either of these courses through the UCSO website at <https://ucso.indiana.edu/cgi-bin/index.cfm>.

Physical Education Courses

A maximum of 4 credit hours of physical education (HPER-E) courses may be applied toward the 124 credit hour total required for graduation and/or the 62 credit hour total required for general education.

ROTC Courses

Indiana University grants academic credit for ROTC courses offered by the Departments of Aerospace Studies and Military Science. Credits earned for ROTC courses will be counted toward the degree requirements as Supplemental General Education credits.

Prerequisites for Business Courses

Students must have the prerequisites on their IU transcript or be currently enrolled in the prerequisites exactly as indicated in the notes of the online Schedule of Classes for each course. If, at the time the course begins, the pre-requisites are not documented, students will be removed from the course.

Duplication of Credit

Before enrolling in any course, students are strongly advised to check with a business academic advisor about potential problems with cross listing or course duplication.

Transfer of Integrative Core Credit

Students who expect to earn the Bachelor of Science in Business from the Bloomington campus must complete the

courses in the business Integrative Core on the Bloomington campus.

Grading System

The official grading system of the university and the equivalent grade point values are as follows:

A+ or A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0

No grade points are assigned for the following grade symbols: I (incomplete), NC (no credit), NR (no report filed by instructor), P (passing), R (deferred), S (satisfactory), W (withdrawn), and FN (failed/not attending).

- Grade Point Average
- Auditing Classes
- Extended X Policy
- Incomplete Courses
- Pass/Fail Option
- R Grade
- Withdrawals

Grade Point Average

The cumulative grade point average (GPA) is computed by dividing the total number of grade points earned by the total number of credit hours completed in which grades of A through F are earned.

The GPA is based only upon coursework taken at Indiana University campuses. Credit earned at another institution might be applied toward degree requirements, but the grades earned at other institutions will not be calculated in the Indiana University semester or cumulative grade point averages.

Auditing Classes

The Kelley School does not allow students to audit business courses.

Extended X Policy

Indiana University Bloomington's Extended X (or EX) grade forgiveness policy allows students to re-take up to three courses and replace the grades for the original attempts with the re-take grades for the purposes of calculating the IU GPA. Kelley students may utilize the EX policy. However, the Kelley School does **not** apply grade forgiveness to the Kelley Program (internal) GPA which is used for scholarships, admission, graduation, and all categories of academic standing for current students. Instead, both the original

grade and the re-take grade are included in the Kelley Program GPA. However, the university GPA is the one that is listed on the official IU transcript. When students repeat a course, they do not receive additional credits for it, whether or not it is EXed.

The EX request **must** be submitted by the EX deadline during the re-take semester. This is always early in the semester, on the same date as the pass/fail deadline. For further information, please see the guidelines outlined in the Office of the Registrar's online bulletin: Course Retake Policy (Extended-X).

Incomplete Courses

A temporary grade of Incomplete (I) on the transcript indicates that the coursework 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 an academic term 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 I grade and the period of time allowed for completion. Upon satisfactory completion of the work within the time allowed, the I will be removed and the earned grade recorded. An incomplete grade will be automatically changed to an F after one calendar year unless the course instructor has submitted a grade or a request for an extension. A student who has received a grade of Incomplete should not register for the course a second time, but should arrange with the instructor to have the I grade changed to a letter grade upon completion of requirements.

Pass/Fail Option

Students in the Kelley School may elect to take a maximum of two courses under the Pass/Fail option per year. The procedure and deadline for declaring this option may be found in the Registrar's online Enrollment and Student Academic Information Bulletin: Pass/Fail Option. Special regulations affecting the Pass/Fail option for Kelley School students are as follows:

1. Only one course each semester or one course for an entire summer may be taken under the Pass/Fail option.
2. Pass/Fail may only be used for Supplemental Hours. Kelley School students may not take any business, 27-hour Core, or other required course Pass/Fail.
3. A grade of P is not counted in the grade point average; a grade of F is included. Grades of P may not be changed to any other letter grade.

R Grade

The R grade (deferred grade) on the final report indicates that, for this course, the work of the student can be evaluated only after two or more terms. Courses in which an R grade is assigned will be announced as deferred grade courses in the Enrollment and Student Academic Information Bulletin.

Withdrawals

The grade of W (withdrawal) is given automatically to the student who withdraws from courses by the registrar's designated deadline as listed in the Enrollment and Student Academic Information Bulletin. The grade of W will be recorded on the date of withdrawal.

Withdrawals after the registrar's deadline are rarely permitted. Exceptions are made only for urgent reasons. The desire to avoid a low grade is not an acceptable reason for withdrawal from a course after the registrar's deadline.

In order to withdraw from a course after the automatic withdrawal period, Kelley School students must obtain a petition form from a business academic advisor and submit it to the Petitions Committee through the Undergraduate Program Office in the Kelley School. Students must provide written documentation supporting the petition. The Petitions Committee may give the instructor of the course the opportunity to comment on the petition if appropriate. A minimum of 10 business days is required for the Petitions Committee to determine approval or denial of a petition. If the petition is approved, the student will be assigned an automatic grade of W. If the petition is denied, the student has two options: (1) to remain in the course and receive whatever grade is earned, or (2) to withdraw from the course with a grade of F, regardless of the student's current grade in the course.

Non-business students enrolled in business courses must petition their own schools.

In the case of withdrawal from all subjects, a student must be passing the course(s) on the date of withdrawal to qualify for a grade of W. In any course that the student is failing on the date of withdrawal, the grade assigned will be F. Students who wish to withdraw from all courses during a semester must contact the Office of Student Advocates, at (812) 855-0761, advocate@indiana.edu, or at Owen Hall 202, to complete the withdrawal process.

Graduation

Senior Residence Requirement

Students who expect to receive the B.S. degree in business from IU Bloomington must complete the final 30 credit hours of coursework toward the degree program on the Bloomington campus or in an approved program. For exceptions to this requirement, please see a business academic advisor in the Kelley School.

Graduation Applications

Candidates for the B.S. degree in business must apply for graduation online at www.kelley.iu.edu/ugrad/apps. Application deadlines are September 15 for December graduation, November 15 for May graduation, and February 1 for June or August graduation. Failure to apply by the deadline might delay the official date of graduation.

Credits for all coursework, including final term courses, independent study, correspondence, distance education, and transfer coursework, must be recorded on the candidate's Indiana University transcript prior to the degree conferral deadline.

Statute of Limitations

Candidates for the B.S. degree in business have the right to complete the degree requirements specified by the bulletin in effect at the time they entered Indiana University, provided: (1) the required courses are available and (2) no more than eight calendar years have elapsed since the date of entry. In the event that the required courses are not available or that more than eight years have elapsed, students must apply to the Undergraduate Program Office in the Kelley School to have their programs evaluated and possibly updated to meet the degree requirements currently in effect.

Scholastic Standards

- Academic Misconduct
- Academic Standing
- Honor Code
- Minimum Grades
- Probation and Dismissal

Academic Misconduct

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

Academic integrity is defined in the online Code of Student Rights, Responsibilities, and Conduct at: <http://www.iu.edu/~code/bloomington/index.shtml>. The penalties and procedures that apply when academic misconduct occurs are stated in the code. The policy on academic misconduct is also printed each semester in online Enrollment and Student Academic Information Bulletin.

The Kelley School strictly follows the guidelines stated in the Code of Student Rights, Responsibilities, and Conduct. In addition, the school may also consider it appropriate to remove the student from the course involved and to assign a grade of F.

Academic Standing

A student is considered to be in good standing when his or her grade point average is 2.0 or higher for the last semester's coursework and when his or her cumulative grade point average is at least 2.0.

Honor Code

The Kelley School of Business Honor Code provides an opportunity for students to actively shape their future behaviors, values, and lifestyles. This student-written code proclaims a commitment to ethical principles and fair academic competition and unifies students by a set of values that holds honesty and integrity in the highest regard. The Kelley School of Business Student Ethics Committee works with faculty and students to ensure that the standards of the honor code are upheld. The Honor Code may be found at www.kelley.iu.edu/ugrad/honorCode.cfm.

Minimum Grades

The Kelley School requires a grade of C or higher in all I-Core prerequisite courses. A minimum grade of C is also required in each of the five courses that comprise the Integrative Core. In addition, many majors within the school have minimum grade requirements. Please see a business academic advisor for accurate minimum grade requirements.

Students may repeat each course once to achieve the required grade. If, after the second attempt, the minimum grade of C is not met, the student must see a business academic advisor to discuss repeating the course again.

Probation and Dismissal

The Probation Committee may review a student's academic record at any time and take appropriate action. Any student who does not possess the necessary preliminary training or who lacks other qualifications may be required by the committee to enroll in such courses as the committee may designate or to take other corrective action. Upon the recommendation of the Probation Committee, and with the approval of the Dean of the Kelley School, any student whose work is unsatisfactory or whose conduct is unethical may be dismissed from the Kelley School.

A student is on general academic probation following any full-time enrollment period in which he or she fails to attain a minimum grade point average of 2.0. A student is on critical probation and may be subject to restricted enrollment or dismissal when the student's grade point average has been below 2.0 in two full-time enrollment periods. A student will not be able to graduate if the major grade point average or the cumulative grade point average is below 2.0. The student must meet with a business academic advisor to discuss the difficulties and plan for academic improvement for the following semester.

At the discretion of the Probation Committee, students may be dismissed from the Kelley School if their cumulative grade point average falls below 2.0, if their semester GPA falls below 2.0 for more than two terms, or if the student fails to meet the terms of his or her probation contract.

The Probation Committee may consider petitions from students who have been dismissed. In such cases, petitions must be submitted in accordance with the original terms of dismissal and at least 30 days prior to the semester or summer session in which the student wishes to be readmitted.

Faculty & Staff

Kelley School of Business Administrators and Faculty—Bloomington

The faculty of the Indiana University Kelley School of Business at Bloomington 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.

Current Faculty

- Acito, Franklin, Ph.D. (*State University of New York at Buffalo, 1976*), Associate Dean of Information Technology and Professor of Marketing
- Aguinis, Herman, Ph.D. (*SUNY-Albany, 1993*), Professor of Organization Behavior and Human Resources
- Akaiwa, Frank, M.B.A. (*Indiana University, 1994*), Senior Lecturer in Operations and Decision Technologies
- Albright, S. Christian, Ph.D. (*Stanford University, 1972*), Professor of Operations and Decision Technologies and K201/X201 Coordinator
- Andrews, Jonlee, Ph.D. (*University of Wisconsin—Madison, 1992*), Clinical Professor of Marketing, Associate Chair of MBA Program and Director of the Center for Brand Leadership
- Anderson, Brian, M.S. (*University of Denver, 2007*), Visiting Assistant Professor of Management and Entrepreneurship
- 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 Business Communication
- 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 Business Administration, Co-Director of the M.B.A. Sports and Entertainment Academy and Eveleigh Professor of Business Leadership
- Banks, Karen, M.S. (*Indiana University, 1995*), Senior Lecturer in Operations and Decision Technologies
- Bastianelli, Ann L., M.B.A. (*Indiana University, 1982*), Senior Lecturer in Marketing
- Baye, Michael R., Ph.D. (*Purdue University, 1983*), Bert Elwert Professor of 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 of Accounting
- Bhattacharya, Utpal, Ph.D. (*Columbia University, 1990*), Associate Professor of Finance
- Blocher, James D., Ph.D. (*Purdue University, 1991*), Associate Professor of Operations Management
- Boquist, John A., Ph.D. (*Purdue University, 1973*), Edward E. Edwards Professor of Finance
- Bowers, Thomas, J.D. (*New York University, 1977*), Associate Professor of Business Law, Argosy Gaming Faculty Fellow and Co-Director of the M.B.A. Sports and Entertainment Academy
- Bretthauer, Kurt M., Ph.D. (*Indiana University, 1990*), Chairperson Doctoral Program, Professor of Operations and Decision Technologies and Kimball Faculty Fellow
- Briggs, Carl M., Ph.D. (*Indiana University, 1992*), Clinical Assistant Professor of Operations and Decision Technologies

- Brimm, David, J.D. (*Indiana University, 2003*), *Lecturer in Business Communication*
- Brown, Eve, J.D. (*University of California-Davis, 2005*), *Lecturer in Business Law*
- Brown, Jason, Ph.D. (*University of Pittsburgh, 2010*), *Assistant Professor of Accounting and Eli Lilly Faculty Fellow*
- Buchholz, Laura, M.B.A. (*Indiana University, 1992*), *Senior Lecturer in Marketing*
- Burke, Raymond R., Ph.D. (*University of Florida, 1985*), *E. W. Kelley Chair of Business Administration, Chairperson and Professor of Marketing*
- Burks, Angela, J.D. (*Boston University, 1996*), *Lecturer of Business Communication*
- Byrer, Joyce Kay, Ph.D. (*Indiana University, 1991*), *Senior Lecturer in Operations and Decision Technologies*
- Cady, John F., Ph.D. (*University at Buffalo, State University of New York, 1975*), *Executive Director of Kelley Executive Education Foundation and Clinical Professor of Marketing*
- Cakirer, Kerem, Ph.D. (*University of Texas at Austin, 2007*), *Lecturer Business Economics and Public Policy*
- Campbell, Terry, Ph.D. (*Indiana University, 1979*), *Clinical Professor of Accounting*
- Canada, Richard B., M.S. (*Indiana University, 1969*), *Senior Lecturer in Marketing and Executive Director, Center for Sales Studies and Market Intelligence*
- Cattani, Kyle, Ph.D. (*Stanford University, 1997*), *Associate Professor of Operations Management*
- Chandukala, Sandeep, Ph.D. (*The Ohio State University, 2008*), *Assistant Professor of Marketing*
- Clark, Paige, M.A. (*Ball State University, 2006*), *Lecturer in Business Communication*
- Clayton, Matthew, Ph.D. (*Northwestern University, 1996*), *Associate Professor of Finance and Eli Lilly Faculty Fellow*
- Clements, Walter, M.B.A. (*University of Chicago, 1986*), *Visiting Lecturer in Finance*
- Colon, Carlos, Ph.D. (*Indiana University, 2004*), *Lecturer in Operations and Decision Technologies*
- Cook, Christopher, M.B.A. (*Indiana University, 1998*), *Visiting Lecturer in Accounting*
- Cornaggia, Jess, Ph.D. (*University of Texas at Dallas, 2009*), *Assistant Professor of Finance*
- Covin, Jeffrey G., Ph.D. (*University of Pittsburgh, 1985*), *Samuel and Pauline Glaubinger Professor of Entrepreneurship and Professor of Strategic Management*
- Craig, Byron, Masters (*Indiana University, 2002*), *Lecturer in Business Communication*
- Crawley, Michael, Ph.D. (*University of Texas, 2010*), *Assistant Professor of Accounting*
- Cutshall, Rex, M.B.A. (*University of Evansville, 1988*), *Senior Lecturer in Operations and Decision Technologies and I-Core Coordinator*
- Dalton, Catherine M., Ph.D. (*Indiana University, 1991*), *Professor of Strategic Management and David H. Jacobs Chair of Strategic Management, Editor of Business Horizons*
- Dalton, Dan R., Ph.D. (*University of California, Irvine, 1979*), *Harold A. Poling Chair of Strategic Management and Professor of Management*
- Dayton, Keith, M.B.A. (*Indiana Wesleyan, 1983*), *Senior Lecturer in Management*
- De Los Santos, Babur, Ph.D. (*University of Chicago, 2008*), *Assistant Professor of Business Economics and Public Policy*
- Denekamp, Johannes, Ph.D. (*Ohio State University, 1988*), *Senior Lecturer in Management*
- Dennis, Alan, Ph.D. (*University of Arizona, 1991*), *John T. Chambers Chair of Internet Systems and Professor of Information Systems*
- Dingman, Di, M.B.A. (*Webster University, 1999*), *Visiting Lecturer in Marketing and Director of the Center for Global Sales Leadership*
- Dobos, Scott, M.B.A. (*University of Connecticut, 1996*), *Lecturer in Operations and Decision Technologies*
- Dollinger, Marc J., Ph.D. (*Lehigh University, 1983*), *Professor of Management*
- Duhachek, Adam, Ph.D. (*Northwestern University, 2004*), *Associate Professor of Marketing and Nestle-Hustad Professor*
- Dunn-Jensen, Linda, Ph.D. (*New York University, 2006*), *Clinical Assistant Professor of Organizational Behavior and Human Resources*
- Easton, Anna L., M.S. (*Indiana University, 1976*), *Senior Lecturer in Administrative Systems and Business Education*
- Ellul, Andrew, Ph.D. (*London School of Economics, 2001*), *Associate Professor of Finance and Fred T. Greene Chair*
- Evans, Mark, Ph.D. (*Duke University, 2008*), *Assistant Professor of Accounting*
- Evans Groth, Nicole, M.I.S. (*Indiana University, 2004*), *Lecturer in Operations and Decision Technologies*
- Fella, Sheri, M.B.A. (*Indiana University, 1996*), *Lecturer in Management*
- Fisher, Jeffrey D., Ph.D. (*Ohio State University, 1980*), *Director, Center for Real Estate Studies, Charles H. & Barbara F. Dunn Professor of Real Estate, and Professor of Finance and Real Estate*
- Fisher, Joseph G., Ph.D. (*Ohio State University, 1987*), *Professor of Accounting and Harry C. Sauvain Chair*
- Fletcher, Kathy J., Ph.D. (*Indiana University, 1986*), *Senior Lecturer in Business Communication*
- Frisbie, Gil, M.B.A. (*Indiana University, 1969*), *Clinical Associate Professor of Marketing*
- Garcia, P. Roberto, Ph.D. (*University of Michigan, 1996*), *Clinical Associate Professor of International Business*
- Gerth, Anthony, M.B.A. (*Ashland College, 1983*), *Visiting Clinical Assistant Professor in Operations and Decision Technologies*
- Ginger, Laura A., J.D. (*University of Chicago, 1979*), *Associate Professor of Business Law*
- Glass, Kathrine, M.B.A. (*Indiana University, 1984*), *Lecturer in Accounting*
- Goddin, Jeffrey K., M.A. (*Indiana University, 1974*), *Senior Lecturer in Business Communication*

- Goldman, Eitan, Ph.D. (*University of Pennsylvania at Wharton, 2000*), Associate Professor of Finance and FedEx Faculty Fellow
- Goodrich, Tami, M.S. (*Indiana University, 2003*), Lecturer in Operations and Decision Technologies
- Grandorf, James N., M.B.A. (*Indiana University, 1964*), Clinical Professor of Accounting
- Greene, David E., J.D. (*Indiana University, 1974*), Clinical Professor of Accounting
- Greiner, Daniel, M.S. (*Virginia Polytechnic Institute and State University, 1986*), Clinical Associate Professor of Finance and I-Core Case Coordinator
- Gupta, Nandini, Ph.D. (*University of Pittsburgh, 2000*), Associate Professor of Finance
- Haeberle, David, M.B.A., J.D. (*Indiana University, 1986*), Clinical Associate Professor of Finance and J. Dwight Peterson Faculty Fellow
- Harbaugh, Richmond, Ph.D. (*University of Pittsburgh, 1997*), Associate Professor of Business Economics and Public Policy
- Hauskrecht, Andreas, Ph.D. (*Freie University, 1995*), Clinical Associate Professor of Business Economics and Public Policy
- Hayford, Stephen L., J.D. (*Indiana University, 1987*), Professor of Business Law
- Hays, Gerry, J.D. (*Indiana University, 1997*), Lecturer in Finance
- Head, Julie S., B.S. (*Indiana University, 1982*), Senior Lecturer in Accounting
- Heese, Hans Sebastian, Ph.D. (*University of North Carolina, 2004*), Associate Professor of Operations Management
- Heidwald, Jeanette, L., M.A.T. (*Indiana University, 1998*), Senior Lecturer in Business Communication
- Heltsley, April, M.A. (*Indiana University, 1990*), Senior Lecturer in Operations and Decision Technologies
- Herman, Adam, M.A. (*Eastern Michigan University, 2006*), Visiting Lecturer in Business Communication
- Hewitt, Max, Ph.D. (*University of Washington, 2007*), Assistant Professor of Accounting
- Hill, John W., Ph.D. (*University of Iowa, 1986*), Professor of Accounting and Arthur M. Weimer Chair of Business Administration
- Hillier, Janet, Ph.D. (*Indiana University, 1990*), Clinical Assistant Professor of Management Consulting
- Hite, Peggy A., Ph.D. (*University of Colorado, 1986*), Professor of Accounting, Kelley Scholars and Honors Program Cultural Director and Monroe Shine & Co. Faculty Fellow
- Hodder, Leslie Davis, Ph.D. (*University of Texas at Austin, 2001*), Associate Professor of Accounting and Ernst & Young Faculty Fellow
- Holden, Craig W., Ph.D. (*University of California, Los Angeles, 1990*), Professor of Finance and Barney Faculty Fellow
- Hopkins, Patrick E., Ph.D. (*University of Texas, 1995*), Professor of Accounting and Deloitte Foundation Accounting Faculty Fellow
- Hu, Shanshan, Ph.D. (*University of Michigan, 2008*), Assistant Professor of Operations Management
- Hu, Xinxin, Ph.D. (*University of Michigan, 2005*), Assistant Professor of Decision Sciences
- Israelsen, Ryan, Ph.D. (*University of Michigan, 2009*), Assistant Professor of Finance
- Jacobs, F. Robert, Ph.D. (*Ohio State University, 1979*), Professor of Operations and Decision Technologies, Honors I-Core Faculty Lead and Chase Faculty Fellow
- James, Jerry, M.B.A. (*University of Chicago, 1975*), Senior Lecturer in Finance
- Jennings, Robert H., Ph.D. (*University of Texas at Austin, 1981*), Professor of Finance and Gregg T. & Judith Summerville Chair
- Jensen, Anna, M.B.A. (*Ball State University, 2000*), Lecturer in Accounting
- Johnson, Kari, B.M. (*Belmont University, 1997*), Senior Lecturer in Operations and Decision Technologies
- Kamma, Sreenivas, Ph.D. (*State University of New York at Buffalo, 1987*), Chairperson and Associate Professor of Finance
- Kanning, Myron, M.B.A. (*Xavier University, 1975*), Lecturer in Management
- Kelmer, Michele, Masters (*Florida State University, 1996*), Lecturer in Business Communication
- Kennedy, Thomas G., J.D. (*Indiana University, 1971*), Clinical Associate Professor of Accounting
- Kesner, Idalene, Ph.D. (*Indiana University, 1983*), Associate Dean of Faculty and Research, Professor of Management and Frank P. Popoff Chair of Strategic Management
- Khatri, Vijay, Ph.D. (*University of Arizona, 2002*), Associate Professor of Information Systems
- Kinser, Amy, J.D. (*Indiana University, 2001*), Senior Lecturer in Operations and Decision Technologies
- Kinser, J.Eric, Masters (*Indiana University, 2001*), Lecturer in Operations and Decision Technologies
- Kitzmiller, Greg, M.B.A. (*Indiana University, 1981*), Senior Lecturer in Marketing
- Kolovou, Tatiana, B.S. (*Indiana University, 1989*), Senior Lecturer in Business Communication
- Kreft, Steven Francis, Ph.D. (*West Virginia University, 2003*), Clinical Assistant Professor of Business Economics and Public Policy
- Krishnan, H. Shanker, Ph.D. (*University of Arizona, 1991*), Professor of Marketing and Whirlpool Corporation Faculty Fellow
- Kuratko, Donald F., D.B.A. (*Southeastern Nova University, 1984*), Executive Director of Johnson Center for Entrepreneurship and Innovation, Jack M. Gill Chair in Entrepreneurship, and Professor of Entrepreneurship
- Kuskova, Valya, M.B.A. (*Boise State University, 2002*), Visiting Assistant Professor of Management and Entrepreneurship
- Langvardt, Arlen W., J.D. (*University of Nebraska, 1981*), Professor of Business Law
- Langvardt, Kyle, J.D. (*University of Chicago, 2007*), Lecturer in Business Law
- Lemper, Timothy, J.D. (*Harvard University, 2001*), Clinical Associate Professor of Business Law
- Lenz, R. Thomas, D.B.A. (*Indiana University, 1978*), Chairperson of Undergraduate Program, Professor of Business Administration and Lawrence D. Glaubinger Professor of Business Administration
- Li, Dan, Ph.D. (*Texas A&M University, 2005*), Assistant Professor of International Business

- Li, Shibo, Ph.D. (*Carnegie Mellon, 2003*), Assistant Professor of Marketing
- Lin, Haizhen, Ph.D. (*Boston University, 2008*), Assistant Professor of Business Economics and Public Policy
- Long, Mark, M.S. (*Florida State University, 1982*), Lecturer in Management and Entrepreneurship
- Lummus, Rhonda, Ph.D. (*University of Iowa, 1992*), Clinical Professor of Operations and Decision Technologies
- MacKenzie, Scott B., Ph.D. (*University of California, Los Angeles, 1983*), Professor of Marketing and Neal Gilliat Chair
- Mafi-Kreft, Elham, Ph.D. (*West Virginia University, 2003*), Clinical Assistant Professor of Business Economics and Public Policy
- Maines, Lauren A., Ph.D. (*University of Chicago, 1990*), Chairperson and Professor of Accounting, KPMG Professor
- Major, David, Ph.D. (*University of Maryland, 2009*), Assistant Professor of Strategic Management and Eli Lilly Faculty Fellow
- Mallor, Jane P., J.D. (*Indiana University, 1976*), Chairperson and Professor of Business Law
- Massey, Anne P., Ph.D. (*Rensselaer Polytechnic Institute, 1991*), Professor of Information Systems, IM Affiliates Faculty Director and Dean's Research Professor
- Masson, Dubos, Ph.D. (*Indiana University, 1983*), Clinical Associate Professor of Finance
- Maxwell, John W., Ph.D. (*Queen's University, 1993*), Chairperson and Professor of Business Economics and Public Policy and W. George Pinnell Professor
- McAllister, Susan, M.B.A. (*Indiana University, 1980*), Lecturer in Management and Entrepreneurship
- McCoy, Doug, M.B.A. (*Indiana University, 1988*), Lecturer in Finance
- McCrory, Martin A., J.D. (*Indiana University, 1983*), Associate Professor of Business Law, Chair of Honors Undergraduate Program and ArcelorMittal USA Undergraduate Faculty Fellow
- McDougall, Patricia P., Ph.D. (*University of South Carolina, 1987*), Professor of Strategic Management and William L. Haeberle Professor of Entrepreneurship
- McKowen, Diana S., M.S. (*Indiana University, 1981*), Senior Lecturer in Business Communication
- McMullen, Jeff, Ph.D. (*University of Colorado, 2003*), Assistant Professor of Management and Entrepreneurship
- Meunier, John, M.S. (*Indiana University, 1998*), Lecturer of Business Communication
- Miller, Brian, Ph.D. (*Penn State University, 2008*), Assistant Professor of Accounting
- Miller, Toyah, Ph.D. (*Texas A&M University, 2008*), Assistant Professor of Strategic Management and Eli Lilly Faculty Fellow
- Monaco, Susan, Ph.D. (*Duke University, 1995*), Senior Lecturer of Finance
- Moore, Joseph C., M.S. (*University of Dayton, 1975*), Senior Lecturer in Operations and Decision Technologies
- Mora, Juliane, Masters (*CSU Sacramento, 2005*), Visiting Lecturer in Business Communication
- Morgan, Neil A., Ph.D. (*University of Wales, 1996*), Associate Professor of Marketing and PETSMART, Inc. Distinguished Chair in Marketing
- Moriarity, Brant, B.A. (*Indiana University, 2002*), Visiting Lecturer in Operations and Decision Technologies
- Morrone, Michael, J.D. (*Southern Methodist University, 1993*), Senior Lecturer in Business Communication
- Muhlhofer, Tobias, Ph.D. (*London School of Economics, 2005*), Assistant Professor of Finance
- Near, Janet P., Ph.D. (*State University of New York at Buffalo, 1977*), Chairperson of Management and Entrepreneurship and Dale M. Coleman Chair of Management
- Neher, Darryl R., Ph.D. (*Indiana University, 1998*), Senior Lecturer in Business Communication
- New, Dawn, Masters (*Ball State University, 2006*), Lecturer in Business Communication
- Newquist, Jay D., M.B.A. (*Indiana University, 1997*), Senior Lecturer in Operations and Decision Technologies
- Owen, Sandra H., M.B.A. (*University of Kentucky, 1986*), Senior Lecturer in Business Communication
- Palmer, Paul, M.B.A. (*Indiana University, 1996*), Lecturer in Marketing
- Parry, Robert W., Jr., Ph.D. (*Lehigh University, 1979*), Professor of Accounting
- Patterson, Richard, Ph.D. (*Michigan State University, 1995*), Lecturer in Finance
- Perreault, Peter, P., Ph.D. (*Indiana University, 1992*), Senior Lecturer in Marketing
- Perry, Aaron, M.S. (*Indiana University, 2008*), Lecturer in Operations and Decision Technologies
- Perry, Josh, J.D. (*Vanderbilt University, 2002*), Assistant Professor of Business Law and Ethics
- Petranka, Jeremy, Ph.D. (*University of North Carolina, Chapel Hill, 2009*), Visiting Assistant Professor of Business Economics and Public Policy
- Picconi, Marc Peter, Ph.D. (*Cornell University, 2004*), Assistant Professor Accounting
- Podsakoff, Philip M., D.B.A. (*Indiana University, 1980*), John F. Mee Professor of Management
- Pool, Veronika Krepely, Ph.D. (*Vanderbilt University, 2006*), Assistant Professor of Finance
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