

# INDIANA UNIVERSITY KELLEY SCHOOL OF BUSINESS

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# Message from the Associate Dean, Kelley School of Business

Thank you very much for your interest in the undergraduate program of the Kelley School of Business. The school's history can be traced to the early 1920s, when a select group of students and faculty had the foresight to undertake a program of study that has become known throughout the world as one of the finest of its kind. From both the Indianapolis and Bloomington campuses, the Kelley School of Business conducts operations across the globe.

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

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

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

The entire program is offered in a convenient, accessible way to both full- and part-time students. High-tech delivery systems, joint programs with other schools at IUPUI, a challenging Honors Program, student organizations, and alumni activities make the Kelley School of Business an exciting place to be. Participation in the undergraduate program involves more than merely taking courses. We offer a

comprehensive educational experience that prepares you to join the growing number of IU graduates providing leadership in business organizations around the world.

Philip L. Cochran  
Associate Dean for Indianapolis Programs

## Kelley School of Business and the Indianapolis Campus

### Purpose of the School

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

This basic purpose requires that the school engage in:

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

### Responsibilities

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

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

### Shared Values

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

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

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

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

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

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

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

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

**Undergraduate Principles** On May 7, 1998, the IUPUI Faculty Council approved the adoption of the following six principles of undergraduate learning: core communication and quantitative skills; critical thinking; integration and application of knowledge; intellectual depth, breadth, and adaptiveness; understanding society and culture; and values and ethics. These principles provide the conceptual framework for the general-education component of the undergraduate curriculum at the Kelley School of Business.

## Development of the School

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

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

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

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

Although business courses were offered as early as 1916 on the Indianapolis campus, the bachelor's degree in business was not available at the Indianapolis campus until the 1969 merger with Purdue University. Beginning in 1969, divisional structure emerged in Indianapolis with an assistant chairperson at its head. In 1969-70, a complete undergraduate degree program for four major areas in business was offered, as well as three two-year certificate programs.

The terms “Graduate School of Business” and “undergraduate program” are used in this bulletin on appropriate occasions to designate the level of study

concerned. When the term “Kelley School of Business” is used, reference is being made to the entire school, including both the Graduate School of Business and the undergraduate program on both campuses.

## Organization of the School

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

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

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

Although recognition is given to the importance of departmental units, the Kelley School of Business follows the general principle of flexibility in organization. Thus, some members of the faculty may have responsibilities in two or more departments, programs, or areas of specialization. As well as being responsible for a specific division of the school's operation, the chairs of the departments are considered to be general officers of the school.

**Research Centers and Institutes** In recent years, the Kelley School of Business has put new emphasis on the establishment and promotion of research centers and institutes. These organizational units are distinct from the traditional academic departments, and therein lies their strength. The centers have research and outreach to the business community as

their primary objectives. This focus serves to make them more interdisciplinary in nature and more visible both inside and outside the university. The Kelley School of Business currently supports seven research centers, each with a specific mission and a natural constituency in the business world:

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

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

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

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

**Executive Education** The director of Kelley Executive Partners is responsible for coordinating all non-degree educational programs, notable custom-designed programs for client companies, and special programs for company consortia.

## Useful Phone Numbers

### (Area Code 317)

Academic Advising—Business	274-2147
Fax	274-2483
Admissions	
IUPUI Undergraduate	274-4591
Graduate	
Evening M.B.A.	274-4895
Master of Science in Accounting	278-3885
Kelley Direct M.B.A.	278-1566
Student Services—Business	274-2147

# Graduate Programs

## Master of Business Administration

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

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

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

## Evening M.B.A. Program, Indianapolis Campus

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

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

Qualified people from all academic backgrounds who represent any business or industry and who are motivated to study in a challenging graduate business program are encouraged to apply for admission to graduate programs in the Kelley School of Business at Indiana University in Indianapolis. Application materials are due in the M.B.A. office by April 15 for August entry and by November 1 for January entry. For information, contact:

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

## M.B.A. Program, Bloomington Campus

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

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

## Kelley Direct Online M.B.A. Program

The Kelley Direct Online M.B.A. Program is designed for professionals who wish to continue their employment while earning their M.B.A. The Kelley Direct Program is the only such graduate management program offered by a top-20 business school that is almost exclusively delivered entirely over the Web. Among the tools used are discussion and debate forums, online testing, audio streaming and video streaming, and simulations for case-based learning. Course materials, including audio and video presentations and virtual tours, may be accessed directly from the Web. The class interaction is asynchronous with some synchronous elements, allowing students the flexibility to balance family and career demands. For information, contact:

Kelley Direct Admissions  
Kelley School of Business  
777 Indiana Avenue, Suite 200  
Indianapolis, IN 46202  
Phone: (317) 278-1566  
Fax: (317) 274-7301  
Web site: [www.kd.iu.edu](http://www.kd.iu.edu)

## Master of Science in Accounting

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

## M.S. in Accounting Program, Indianapolis Campus

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

Students may apply to the program after completing a bachelor's degree. Admission selection is based on the evaluation of several factors, including results from the Graduate Management Admissions Test (GMAT),

undergraduate performance, recommendations, and work experience.

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

M.P.A. Program  
Kelley School of Business  
Business/SPEA 3024  
801 W. Michigan Street  
Indianapolis, IN 46202-5151  
Phone: (317) 278-3885  
Web site: [kelley.iupui.edu](http://kelley.iupui.edu)

## Doctoral Programs, Bloomington Campus

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

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

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

## Student Services and Campus Resources

See also "Useful Phone Numbers."

### Advising and Counseling

Our professional advising staff members are devoted to assisting students in making informed program and career choices. All undergraduates in the Kelley School of Business choose a major, such as accounting or finance. (See "Departments and Majors" in this bulletin.) Academic advisors who hold master's degrees are available to help students understand and plan for meeting major requirements. Academic advisors for the Kelley School of Business are available in the Business/SPEA Building 3024, 801 W. Michigan Street. Please call (317) 274-2147 to schedule an appointment with an advisor or take advantage of our limited walk-in hours. Students also may obtain counseling from the Kelley Career Placement Office, the Office of International Affairs, or the University College (UC).

## International Affairs

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

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

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

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

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

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

## Internships

Internships are a unique opportunity for students to work in their chosen field of study. The program places students who are in advanced stages of their degree programs in professional positions for one-semester placements. (See also the section "Internships" under "Special Opportunities" in this bulletin.)

## Writing Center

The University Writing Center provides tutoring for all kinds of writing needs as well as a hotline service for telephone inquiries. Faculty and trained writing fellows serve as tutors. Business school students are encouraged to use the center's services. The writing center is located in Cavanaugh Hall 427, 425 University Boulevard; phone (317) 274-2049 or (317) 278-8171.

## University College

The University College (UC) is the academic home for most IUPUI undergraduate students with fewer than 56 credit hours. Among the UC students are those who plan a business major but have not yet been admitted into the Kelley School of Business. To request a UC student manual, please contact University College, IUPUI, 815 W. Michigan Street, Indianapolis, IN 46202-5164; phone (317) 274-4856.

Some students with a bachelor's degree may want information about taking additional undergraduate courses; for example, a student who holds a B.A. degree may wish to take accounting courses to prepare to sit for the C.P.A. exam. These students should contact the IUPUI Undergraduate Admission Office, 425 University Boulevard; or phone (317) 274-4591. (See also "Second Bachelor's Degree" in the "Special Opportunities" section of this bulletin.)

# Undergraduate Program

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

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

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

To develop leadership skills and a sense of social responsibility, students are strongly encouraged to participate in one or more of the student organizations at IUPUI. Special emphasis is placed on volunteerism and the personal benefits derived from participating in community service. The Kelley School of Business Learning Community course, BUS X103, involves freshmen in a service project in the local community. This course is an entrance requirement for admission to the school. The course BUS X401 Community Service Learning offers students an opportunity to earn course credit for participation in a specific volunteer project.

Upon attaining senior standing, students enjoy a broader range of elective courses and special opportunities for discussion and counseling with senior members of the faculty. Courses at the senior level ensure widespread participation by students in the solution of case studies, projects, and special problems drawn from the contemporary business scene. Also, seniors typically hold offices in professional student organizations, which gives them exceptional extracurricular experience. The course BUS X320 Business Career Planning and Placement prepares students for the transition to the world of business. This course also helps students locate and select employment opportunities that hold the greatest promise for them.

## Program Objectives

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

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

## Honor Code

To foster an academic environment that holds personal integrity and honesty in the highest regard, the undergraduate faculty and students at the Kelley School of Business have established an honor code to which students must be willing to hold themselves accountable for conduct inside and outside the classroom. This code endorses shared values that incorporate honesty, responsibility, and ethical behavior.

This simple code expresses a commitment to act with integrity in all aspects of academic and extracurricular activities at the Kelley School of Business. It encompasses all courses taught within Indiana University's Kelley School of Business and includes all students enrolled in them. Students who have been admitted to the Kelley School of Business are expected to continue their commitment to ethical behavior in all of their endeavors, including course work outside of the Kelley School of Business, internships, co-op programs, and overseas study.

# Admission

## Admission Requirements

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

Admission to IU's Kelley School of Business at Indianapolis is possible at several different points in a student's academic career. Procedures and requirements for each option are described below.

Please note that *all applications for admission to the university* are submitted through the IUPUI Office of Undergraduate Admissions, Campus Center 255,

420 University Boulevard, Indianapolis, IN 46202-5140; phone: (317) 274-4591. Beginning students normally enter the University College (UC), where they are advised on enrolling in required general-education and prebusiness courses.

### Dual Admission

Upon recommendation of the Office of Admissions, high school students who have been admitted to IUPUI may be considered for admission into the Kelley School of Business as freshmen if they have recentered SAT I math and verbal (critical reading) scores over 1100 (ACT composite scores of 24 or above) and a grade of C or higher in each of their college prep courses. If these students are admitted to the Kelley School of Business, they are dually admitted to both the School of Business and the University College. Students will retain early admission status as long as they are making satisfactory progress in their academic program, including business prerequisite courses. This option offers students special access to Kelley School of Business advisors and opportunities for early involvement in Kelley School of Business organizations and activities.

### Option I Admission Criteria

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

- 1. Complete between 26 and 56 credit hours of college-level course work that count toward graduation.** This course work may be taken at Indiana University or at another accredited institution offering a comparable program. (Students with more than 26 credit hours who apply for admission to the Kelley School of Business for the first time may do so using the Option I admission standards. This also applies to transfer students.)
- 2. Successfully complete the following courses with an average GPA of 2.7 or higher and a minimum grade of C or higher in each course:**  
 BUS A100 Business Accounting Skills  
 BUS K201 The Computer in Business  
 BUS X100 Business Administration: Introduction  
 BUS X103 Business Learning Community  
 or BUS X203 Independent Study in Service Learning  
 ENG W131 Elementary Composition I or equivalent  
 MATH M118 Finite Mathematics  
 MATH M119 Brief Survey of Calculus
- 3. Submit an application by the required deadline.** Application periods for admission are January 15 through March 1 for fall admission and August 15 through October 1 for spring admission. Applications are available online through the Kelley School of Business Web site at [kelley.iupui.edu](http://kelley.iupui.edu).
- 4. Students may apply only one time under Option I criteria.**

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

### Option II Admission Criteria

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

- 1. Complete 56 credit hours of college-level course work that count toward graduation, with an overall cumulative GPA of 2.0 or higher.** This course work may be taken at Indiana University or at another accredited institution offering a comparable program.
- 2. Successfully complete the following nine prerequisite courses, with an average GPA of 2.0 or higher:**  
 BUS A100 Business Accounting Skills  
 BUS A201 Introduction to Financial Accounting  
 BUS A202 Introduction to Managerial Accounting  
 BUS L203 Commercial Law I  
 ECON E201 Introduction to Microeconomics  
 ECON E202 Introduction to Macroeconomics  
 ECON E270 Introduction to Statistical Theory in Economics and Business  
 MATH M118 Finite Mathematics  
 MATH M119 Brief Survey of Calculus I
- 3. Complete the following courses with a grade of C or higher in each course:**  
 ENG W131 Elementary Composition I or equivalent  
 BUS K201 The Computer in Business  
 BUS X100 Business Administration: Introduction  
 BUS X103 Business Learning Community  
 or BUS X203 Independent Study in Service Learning  
 BUS X204 Business Communications  
 COMM R110 Fundamentals of Speech Communication
- 4. File an application by the appropriate deadline for fall or spring admission.** See details under "Option I Admission Criteria" in this section.

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

## Policies Governing the Undergraduate Program

### Academic Regulations and Scholastic Standards

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

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

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

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

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

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

### Columbus Students Transferring to IUPUI

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

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

**Integrative Core Prerequisites** The prerequisites for the Integrative Core are strictly enforced: a total of 56 credit hours or more of college-level work; overall cumulative GPA of 2.0 or higher; the following courses with a grade of C or higher: BUS K201, BUS X100, BUS X103 or BUS X203, BUS X204, COMM R110, and ENG W131; and the following courses successfully completed with a passing grade and a grade point average of 2.0 or higher: BUS A100, BUS A201, BUS A202, BUS L203, ECON E201, ECON E202, ECON E270, MATH M118, and MATH M119. Option I admission to the Kelley School of Business in Indianapolis does not guarantee admission into the Integrative Core.

**Maximum Semester Credit-Hour Load** A typical academic load for full-time students is 12 to 15 credit hours. A student expecting to carry more than 18 credit hours during a regular semester or 7 credit hours in a summer session should have a minimum cumulative grade point average of 3.0 (B) or have earned a 3.0 (B) grade point average in the previous full semester. **Note:** Summer is not considered for this purpose.

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

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

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

**Probation, Dismissal, and Readmission** Students are sent a warning following any regular semester or summer session in which they fail to attain a semester grade point average of 2.0 (C). They are placed on critical probation whenever their cumulative grade point average is below a 2.0 (C). At the discretion of the Committee on Admissions and Probation, a student whose cumulative grade point average falls significantly below a 2.0 (C) or whose grade point average continues to decline may be dismissed from the school.

The Committee on Admissions and Probation considers readmission petitions from students who have been dismissed if the appropriate waiting-out period has been observed. In such cases, petitions must be submitted at least *30 days prior* to the semester or summer session in which the student wishes to be readmitted. Students who are readmitted to the Kelley School of Business must follow the current academic policies, curriculum requirements, and graduation requirements in effect at the time they are readmitted.

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

1. Kelley School of Business students.
2. Non-business students who are registered for the minor in business.
3. Non-business students who are registered for degree programs requiring specific business courses. Such programs include engineering,

health administration, journalism, and telecommunications. (Enrollment will be permitted only in the *required* business courses using this priority category.)

4. Other students with specific permission of the department offering the course. Departments may choose to declare certain courses "open enrollment" courses.
5. Graduate continuing nondegree students may take upper-level business courses with permission.

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

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

### Credit Earned Externally or Transferred to IU

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

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

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

Any exceptions to the above policy must have the written approval of the executive director of academic programs, Indianapolis. **Note:** Correspondence courses cannot be taken during the last 30 credit hours of study without petitioning for waiver of senior residency.

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

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

For non-business courses, the school will accept course-specific credit awarded on the basis of self-acquired competency by other baccalaureate-granting divisions/schools of Indiana University and by other

institutions accredited by the North Central Association of Colleges or comparable regional associations.

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

### Transfer of Credit

#### 1. Transfer of Credit from Other Colleges and Universities

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

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

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

Upper-division business courses taken at two-year institutions may be accepted as "undistributed" credit that will count only as business electives. No more than 94 credit hours may be accepted for transfer from a four-year institution. Course grades from other institutions are not transferred; only credit hours earned in a course are recorded. Evaluation of credit is completed after a student is admitted to the university.

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

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

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

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

Students wishing to transfer to the Kelley School of Business in Indianapolis are required to meet the same admission requirements to the school as do all other students, both internal and external, at the Indianapolis campus. Students who expect to

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

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

## Grading System

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

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

Students may not reenroll in a course in which they have a grade of I.

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

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

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

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

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

Students may withdraw from a maximum of 20 courses and cannot withdraw from a single course more than three times. After these limits are met, students are not allowed to drop relevant courses, and the grades earned in the courses will appear on the transcript. These grades may not subsequently be changed to Ws.

## Graduation Requirements

Though the school makes every attempt to provide students with ample advising and counseling help, *students in the Kelley School of Business are responsible for planning their own programs and for meeting degree requirements.* It is the student's responsibility to understand fully and comply with all the provisions of this bulletin. Requests for deviation from department, program, or school requirements may be petitioned in writing through the Program Office in BS3024. Such petitions will be reviewed by the Petitions Committee and granted only in consultation with the respective chair, director, or dean, or their respective administrative representatives.

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

**Credit Hours and GPA Requirements** A minimum of 124 credit hours of college-level work must be successfully completed in courses meeting the various requirements stated in this bulletin to earn the Bachelor of Science in Business degree. Of this number, at least 48 credit hours must be in business and economics courses and at least 56 credit hours must be in courses

other than business and economics. For special rules concerning the accounting major, see "Departments and Majors" in this bulletin. A minimum cumulative GPA of 2.0 (C) is required for graduation. In addition, for students admitted or readmitted in the fall of 2002 or later, students must achieve a minimum GPA of 2.0 (C) in business and economics courses not counted toward general education, and a minimum GPA of 2.0 (C) in their major requirements to graduate from the Kelley School of Business. Students with outstanding cumulative GPAs may graduate with honors. (See "Academic Distinction" in the "Special Opportunities" section.)

**Senior Residence Requirement** Students who expect to receive the B.S. in Business degree from the Indiana University Kelley School of Business Indianapolis must complete the last 30 credit hours of work toward the degree program and one-half of their major requirements on the Indianapolis campus. Permission to take up to 6 credit hours of the last 30 credit hours at another institution or by correspondence may be requested by petitioning the executive director of academic programs, Business/SPEA 3024, 801 W. Michigan Street, Indianapolis, IN 46202-5151; phone (317) 274-2147.

**Degree Applications** Candidates for the B.S. in Business degree must file an Intent to Graduate form with the Recorder's Office, Kelley School of Business, Business/SPEA Building 3024. Application deadlines are April 1 for December graduation, November 1 for May graduation, and January 1 for August graduation. Kelley School of Business transcripts may reflect from one to three majors and zero to two minors.

**Statute of Limitations** Candidates for the B.S. in Business degree have the right to complete the degree requirements specified by the bulletin in effect at the time they were admitted or readmitted to Indiana University, as long as the required courses are available and no more than eight calendar years have elapsed since the date of admission or readmission and providing the student has not had an interruption in enrollment of two years or more. In the event that the required courses are not available or more than eight years have elapsed, students are required to meet the degree requirements currently in effect. Students who are unclear about this requirement should see a Kelley School of Business advisor.

## Special Opportunities

### Awards, Recognition, and Scholarships

Scholarships available through the Kelley School of Business are based on academic achievement and/or financial need. Eligible candidates must be certified as students in the Kelley School of Business. Ordinarily, a student transferring from another institution must complete at least 26 credit hours of study at IUPUI to be considered for a scholarship.

The following is a partial list of awards made to IUPUI students in the Kelley School of Business: Ginny Marzke Memorial Scholarship; John W. Berry Memorial Scholarship; Chancellor's Scholar Award; Delta Sigma Pi Award; Irwin Katz Accounting Excellence Award; J. Dwight Peterson Key Award; Outstanding Underclassmen Honors Awards; Hazel P.

Chattaway Scholarship; Roger Jerman Scholarship; American United Life Scholarship; Bank One Outstanding Finance Student Scholarship; United Parcel Service Scholarships; Ralph L. Swingley Scholarship; Data Processing Services, Inc., Scholarship; Gordon C. Miller Scholarship; Hoosier Warehousing Scholarship; Indianapolis Traffic Club Scholarship; Magnum Logistics Scholarship; Vitran Express Marketing Distribution Scholarship; Indiana Motor Truck Association Gold Club Scholarship; HGI-Landacq Corporation Award; KSBI Finance Award; Klapper Scholarship; First Indiana Bank Scholarships; Tax Executives Institute Scholarship; Slattery and Holman Scholarship; Rolls-Royce Scholarships; Key Bank Scholarship; Hub Group Academic Scholarship; Elliot and Estelle Nelson Family Scholarships; William F. Buchanan Scholarship; Women in Management Scholarship; and L. L. Waters Transportation Awards. In addition, scholarships and awards are generally given to outstanding students in each major.

**Academic Distinction** Academic distinction for excellence in scholarship is awarded at Commencement to a limited number of students graduating with the Bachelor of Science in Business degree. The number of students so honored will not exceed 10 percent of the graduating class in the school for that year. Students whose grade point averages are in the highest 1 percent and who complete at least 60 credit hours at Indiana University graduate with “highest distinction”; those whose grade point averages are in the next highest 4 percent and who complete at least 60 credit hours at Indiana University graduate “with high distinction”; and the remaining 5 percent who complete at least 60 credit hours at Indiana University will graduate “with distinction.” The grade point averages necessary to achieve these levels of distinction vary slightly depending on class statistics. Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear cream and crimson fourragères at Commencement.

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

## Business Foundations Certificate Program

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

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

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

For more information, see an advisor in the Kelley School of Business Undergraduate Office, 801 W.

Michigan Street, BS 3024, Indianapolis, IN 46202-5151; phone (317) 274-2147. Information may also be obtained at [www.kelley.iupui.edu/mainstreet](http://www.kelley.iupui.edu/mainstreet).

## Honors Program

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

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

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

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

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

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

Students interested in applying for the Kelley Honors Program must:

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

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

For additional information, please contact:

JR Keller  
Assistant Director  
Career Placement Office and Kelley Honors Program  
Indiana University Kelley School of Business  
801 W. Michigan Street, BS4090  
Indianapolis, IN 46202-5151  
Phone: (317) 278-7842  
Fax: (317) 278-6126  
E-mail: [jk39@iupui.edu](mailto:jk39@iupui.edu)

## Internships and Experiential Learning

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

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

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

For additional information, please contact:

JR Keller  
Assistant Director  
Career Placement Office and Kelley Honors Program  
Indiana University Kelley School of Business  
801 W. Michigan Street, BS4090  
Indianapolis, IN 46202-5151  
Phone: (317) 278-7842  
Fax: (317) 278-6126  
E-mail: [jk39@iupui.edu](mailto:jk39@iupui.edu)

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

## Minor in Business

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

BUS A200 Foundations of Accounting  
BUS F300 Introduction to Financial Management  
BUS K201 The Computer in Business (with a C or higher)  
BUS L203 Commercial Law I  
BUS M300 Introduction to Marketing  
BUS P300 Introduction to Operations Management  
Either BUS D301 International Business Environment, BUS Z302 Managing and Behavior in Organizations, or BUS Z311 Leadership and Ethics in the Business Environment and BUS Z312 Human Resources and Negotiations.

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

## Outside Minors for Business Students

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

## Overseas Study Programs

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

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

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

## Second Bachelor's Degree

Normally, the holder of a bachelor's degree who wishes to pursue further education is encouraged to seek admission to a graduate program. For example, students interested in taking the additional courses necessary to sit for the C.P.A. exam are encouraged to apply to the Master of Science in Accounting Program. In certain cases, however, the undergraduate program of the Kelley School of Business may admit students who have already earned a bachelor's degree in an area other than business. In such cases, candidates must earn at least 30 additional credit hours in residence and meet the requirements of the Kelley School of Business and of their selected majors. The candidate will, of course, be exempt from any requirements already fulfilled in acquiring the first bachelor's degree.

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

## Student Organizations

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

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

**Computer Information Systems Club** The CIS Club involves students and Indiana University faculty within the Kelley School of Business and corporations worldwide.

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

**The Honors Academy** The Honors Academy prepares its members with the necessary skills to successfully transition from professional students to working professionals. A cross-section of academically high performing Kelley School of Business Indianapolis undergraduates and M.P.A. students interact to create opportunities for networking, community service, and leadership. Through advising and assistance, students return what they have learned to the school and professional community. In accomplishing these objectives, the academy hopes to produce responsible, socially conscious graduates who remain lifelong, active members.

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

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

**Marketing Club** All students concentrating in the field of marketing are eligible to join this organization, which is affiliated with the American Marketing Association. Its objectives are to further the individual welfare of its members; acquaint its members with practical situations in the marketing field; foster marketing research in the fields of advertising, retailing, and sales; and promote fellowship among marketing students and faculty. Outside speakers frequently address the club.

**Minorities in Business** Membership is open to all IUPUI students, but minority business students are particularly encouraged to participate. This

organization provides a support structure for business students with common concerns and objectives. Professionals from the corporate sector are frequent guest speakers.

## Society for Human Resource Management Our Mission

Our mission is to provide Kelley School of Business students with the opportunity to gain knowledge and insight into the effective management of personnel in the field of Human Resources Management through affiliation with the Human Resources Association of Central Indiana and the National Society of Human Resources Management organization.

### Requirements

ALL IUPUI students with an interest in Human Resources Management or Business Management are encouraged to join. As a member of Kelley School of Business SHRM Student Chapter you are required to join the Society of Human Resources Management national organization.

### Benefits of Joining

- Networking
- Free workshops and speakers
- Free HR magazine
- SHRM online access
- Access to private job boards

### Contact info

Club Advisor: Liz Malatestinic

## Kelley School of Business Indianapolis Student Government

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

### Mission Statement:

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

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

### Contact info

Club Advisor: Maureen Kinney: maukinne@iupui.edu  
Jaime Clougher: jcloughe@iupui.edu

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

# Undergraduate Curriculum

## Degree Requirements

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

1. Complete a minimum of 124 credit hours of college-level work. Of this number, at least 48 credit hours must be in business and economics courses, and a minimum of 56 credit hours must be in courses other than business and economics. A maximum of 9 credit hours of economics will be counted as general-education credits in meeting this requirement. (For special requirements for accounting majors, see “Departments and Majors” later in this bulletin.)
2. Complete the specific degree requirements of the Kelley School of Business as listed below.
3. Complete the last 30 credit hours of the degree program at IUPUI.
4. Complete a minimum of 50 percent of the major requirements on the IUPUI campus. This requirement applies to all courses listed for each curricular major.
5. Maintain a level of scholarship necessary to meet graduation GPA requirements. (See “Graduation Requirements.”)

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

Students who would like assistance in planning an academic program or clarification of degree requirements may consult an academic advisor in the Kelley School of Business by calling (317) 274-2147 to schedule an appointment. Students are strongly urged to meet with a Kelley academic advisor at least once each year.

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

## General-Education Requirements (Minimum of 56 cr.)

1. **Foundation Courses (12 cr.)**<sup>1</sup>
  - COMM R110 Fundamentals of Speech Communication (3 cr.)<sup>2</sup>
  - ENG W131 Elementary Composition I (3 cr.)<sup>2</sup>
  - MATH M118 Finite Mathematics (3 cr.)
  - MATH M119 Brief Survey of Calculus (3 cr.)
2. **Arts and Humanities (Minimum of 6 credit hours)**

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

  - Afro-American Studies (AFRO)
  - Art (HER-H)

- Classical Studies (CLAS-C)
  - Communications (COMM-T limit of 3 credit hours in COMM-T100)
  - English Literature (ENG-L)
  - Film Studies (FILM-C)
  - Folklore (FOLK)
  - History (HIST)
  - Labor Studies (LSTU)
  - Music (MUS-Z, excluding MUS-Z100)
  - Philosophy (PHIL)
  - Religious Studies (REL)
  - Women's Studies (WOST)
3. **Social Sciences (Minimum of 6 credit hours)**
    - Anthropology (ANTH)
    - Geography (GEOG)
    - Military Science (MIL) (Only 200-level or higher)
    - Political Science (POLS)
    - Psychology (PSY; except practicum)
    - Public and Environmental Affairs (ONLY SPEA-E; SPEA-H; SPEA-J; & SPEA-V-160, 161, 221, 264, 272, & 376)
    - Sociology (SOC)
  4. **Natural Sciences and Mathematics (Minimum of 5 credit hours)**
    - Astronomy (AST)
    - Biology (BIOL)
    - Chemistry (CHEM)
    - Forensic and Investigative Science (FIS)
    - Geology (GEOL)
    - Mathematics (MATH 153, 154, 164, & 200-level or above)
    - Physics (PHYS)

### 5. General-Education Electives

General-education courses are chosen from departments and schools throughout the university, excluding courses from the Kelley School of Business and the Department of Economics. The number of credit hours required in this category depends upon the manner in which the above requirements are met. At least 56 credit hours in general-education courses are required. (For special rules for accounting majors, see “Departments and Majors” in this bulletin.)

**Note:** The following courses do not count for credit toward any degree program in the Kelley School of Business: ENG W001 Fundamentals of English, ENG W130 Principles of Composition, MATH M001 Introduction to Algebra, MATH 001 Introduction to Algebra, MATH 110 Fundamentals of Algebra, and MATH 111 Algebra. As a general rule, remedial courses do not count for credit toward any degree program in the Kelley School of Business. Consult an advisor for specific information.

### 6. International Dimension Requirements

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

- A. Language courses: These courses must be at the 200 level or above in a language other than English or American Sign Language.
- B. International business and economics courses: Students can take BUS D301 The International Business Environment, BUS D302 International Business: Operation of International Enterprises, BUS F494 International Financial

Management, BUS L411 International Law, BUS M401 International Marketing, ECON E303 International Economics, ECON E325 Comparative Economic Systems, ECON E430 Introduction to International Economics, and ECON E495 Economic Development.

- C. Overseas study: Students can participate in approved overseas study programs. Participation in non-IU programs may be possible, but students must have prior approval from the Kelley School of Business.
- D. International focus: Several international courses are offered in various disciplines, such as geography, history, and political science. See the Kelley School of Business Program Office in BS3024 for a current list of approved international courses.

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

<sup>1</sup> Equivalent or approved substitute courses may be used to fulfill these course requirements. (See “Admission Requirements.”)

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

<sup>3</sup> BUS F301, BUS M301, and BUS P301 must be taken together as the Integrative Core. BUS X390 Integrative Experience (1 cr.) is required of transfer students who have completed all three courses of the Integrative Core at a campus other than IUPUI, IUPUC, or IU Bloomington. All prerequisites must be completed before beginning the Integrative Core. See an advisor if you have questions.

## Basic Business and Economics Requirements

### Freshman and Sophomore Years

BUS A100 Basic Accounting Skills (1 cr.)  
 BUS A201 Introduction to Financial Accounting (3 cr.)  
 BUS A202 Introduction to Managerial Accounting (3 cr.)  
 BUS K201 The Computer in Business (3 cr.)<sup>2</sup>  
 BUS L203 Commercial Law I (3 cr.)  
 BUS X100 Business Administration: Introduction (3 cr.)<sup>2</sup>  
 BUS X103 Business Learning Community (1 cr.)  
 BUS X204 Business Communications (3 cr.)<sup>2</sup>  
 ECON E201 Introduction to Microeconomics (3 cr.)  
 ECON E202 Introduction to Macroeconomics (3 cr.)  
 ECON E270 Introduction to Statistical Theory in Economics (3 cr.)

### Junior Year

BUS F301 Financial Management (3 cr.)<sup>3</sup>  
 BUS M301 Introduction to Marketing Management (3 cr.)<sup>3</sup>  
 BUS P301 Operations Management (3 cr.)<sup>3</sup>  
 BUS X320 Business Career Planning and Placement (2 cr.)  
 BUS Z302 Managing and Behavior in Organizations (3 cr.)  
 BUS Z311 Leadership and Ethics in the Business Environment (1.5)  
 BUS Z312 Human Resources and Negotiations (1.5) (depends on major)

### Senior Year

BUS J401 Administrative Policy (3 cr.)  
 BUS J411 Analysis of Business Decisions (3 cr.)

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

## Typical Program for Full-Time Students

A typical Kelley School of Business program for a full-time Indianapolis student (minimum total of 124 credit hours of college-level work) follows.

### SEMESTER I

First Year		Second Year		Third Year		Fourth Year	
ENG-W 131	(3 cr.)	BUS-A 201	(3 cr.)	BUS-F 301	(3 cr.)	International Dimension	(3 cr.)
MATH-M 118	(3 cr.)	BUS-K 201	(3 cr.)	BUS-M 301	(3 cr.)	Concentration	
History	(3 cr.)	BUS-L 203	(3 cr.)	BUS-P 301	(3 cr.)	requirements	
Social Science	(3 cr.)	ECON-E 201	(3 cr.)	Gen Ed Requirement	(3 cr.)	or electives	(11 cr.)
BUS-X 100	(3 cr.)	Humanities	(3 cr.)	BUS-Z 302	(3 cr.)	BUS-J 401	(3 cr.)
BUS-X 103	(1 cr.)	Science	(1-3 cr.)	BUS-X 320	(2 cr.)		

### SEMESTER II

First Year		Second Year		Third Year		Fourth Year	
BUS-A 100	(1 cr.)	BUS-A 202	(3 cr.)	BUS-Z 311	(1.5 cr.)	BUS-J 411	(3 cr.)
BUS-X 204	(3 cr.)	ECON-E 202	(3 cr.)	BUS-Z 312	(1.5 cr.)	Concentration	
MATH-M 119	(3 cr.)	ECON-E 270	(3 cr.)	International		requirements	
COMM-R 110	(3 cr.)	Gen Ed Requirement	(3 cr.)	Dimension	(3 cr.)	or electives	(12 cr.)
Social Science	(3 cr.)			Concentration -			
Science	(3-5 cr.)			requirements			
				or electives	(7 cr.)		
<b>Total Credits</b>	<b>32-34</b>	<b>Total Credits</b>	<b>28-30</b>	<b>Total Credits</b>	<b>30</b>	<b>Total Credits</b>	<b>32</b>

## IUPU Columbus

### Columbus Students Transferring to IUPUI

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

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

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

Students who plan to attend IUPU Columbus for specific courses and return to a campus other than IUPUI to complete their program should request that a temporary Intercampus Transfer be sent to IUPU Columbus. This transfer should specify the length of time to be spent at IUPU Columbus or list the course(s) that the student is authorized to complete.

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

For further information on business study at IUPU Columbus, contact:  
IUPU Columbus  
4601 Central Avenue  
Columbus, IN 47203-1769  
Phone: (812) 372-8266

## Departments and Majors

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

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

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

## Department of Accounting and Information Systems

### Accounting Major

The accounting curriculum prepares students for careers in auditing, corporate accounting and management consulting, governmental and nonprofit

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

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

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

Internships in business or government are available on a selective basis during the fall, spring, or summer. Fall is the ideal time to apply for an accounting internship, as the majority of public accounting internships are spring-semester positions. For further information about internships, contact the Kelley Career Placement Office, Business/SPEA Building 4090; phone (317) 278-7842.

### Major Requirements

#### Junior and Senior Years:

- BUS A311, BUS A312, BUS A325, BUS A328, BUS A337, BUS A424, and BUS X302
- Two accounting electives from the following: BUS A375, BUS A335, BUS A339, BUS A380, BUS A422, BUS A439, BUS A460, BUS A490, or another approved accounting or systems course.
- Nonaccounting concentration (9 cr.): Students must use these hours to build a three-course sequence that comprises a concentration. The concentration creates an expertise that is typically in a nonaccounting business area (e.g., international business or finance). However, a concentration that includes non-business courses (e.g., courses in criminal justice or computer technology) may be acceptable. This concentration might be obtained in a number of ways. For example, students might construct a three-course sequence in a particular area such as finance, computer information systems, or something similar. Information about *preapproved* concentrations may be obtained from the Kelley School of Business advisors. Students may construct their own concentration, but all proposed concentrations must have approval from an accounting or systems faculty member. Students also are encouraged to use this flexibility to double major in a business area or to earn an outside minor.

### CPA Exam Preparation

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

- A422 (Advanced Financial Accounting)
- A339 (Advanced Income Tax)
- A335 (Fund Accounting)

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

- A439 (Advanced Auditing)
- A460 (Information Systems Security Assurance)

### Internal Auditing Focus

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

- A344 (Internal Auditing, Enterprise Risk Management and Assurance)
- A469 (Information Systems Security Assurance)

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

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

## Department of Business Law

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

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

## Department of Finance

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

All students in the major must take a common core of three courses: BUS A310, BUS F303, and BUS F305.

These three courses provide a basic grounding in financial accounting systems, the capital and money markets, and corporate financial decision making. An understanding of these areas is necessary for someone who is planning a career in finance.

### Finance Major

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

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

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

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

### Major Requirements

#### Junior and Senior Years:

- Finance core requirements:
  - BUS A310
  - BUS F303
  - BUS F305
- Students select two of the following: BUS F402, BUS F420, BUS F446, and BUS F494
- Students select three of the following:
  - BUS A312, BUS A325, BUS A328, BUS R305, BUS R440, BUS R443, ECON E305, and ECON E470

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

In addition, double majors *must* take BUS A311 in lieu of BUS A310.

## Department of Management

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

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

### Management Major

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

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

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

### Major Requirements

#### Junior and Senior Years:

- BUS W430 and BUS Z340
- Four of the following (a minimum of two must be business courses):
  - BUS D301, BUS D302, BUS J404, BUS W311, BUS Z494, BUS Z404, and Z441
  - ECON E304
  - OLS 378
  - POLS Y302
  - PSY B370, PSY B374, and PSY B424
  - SOC R317 and SOC R478
  - SPEA V432
  - Any 400-level Kelley School of Business course approved by a business advisor

### Entrepreneurship Emphasis

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

The image of business in the United States is often one of mammoth national and multinational corporations. Too often the role of the entrepreneur and the importance of small businesses in the economy are overlooked. A vital cornerstone in sustaining the free-enterprise system is the continual birth of new enterprises and the identification, encouragement, and nurturing of entrepreneurial aspirations.

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

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

### Human Resource Management Major

This program is designed for students whose career objectives lie in the field of personnel management. From its early beginnings as a staff function involving the maintenance of records and the administration of benefit programs, personnel administration has grown to encompass the total development and deployment of human resources in organizations. While company titles may vary from vice president of industrial relations to vice president for organization planning

and development, few firms of any size or consequence today do not have a human resource management specialist reporting directly to the company's highest level. This practice reflects the awareness that the people who work in an organization are its greatest asset.

For this reason, the curriculum in human resource management is designed to acquaint the student with modern personnel management in its broadest sense. Included are both the traditional areas of personnel administration and labor relations (such as employment, management development, wage and salary administration, organizational planning, and contract negotiation) and developments in the behavioral sciences that have implications for a complete human resource management program.

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

### Major Requirements

#### Junior and Senior Years:

1. BUS Z340, BUS Z441, BUS Z443, and BUS Z445
2. Two of the following:
  - BUS S302, BUS W430, BUS Z404, and BUS X480
  - OLS 331

### International Studies Major

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

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

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

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

The international studies major consists of 9 credit hours of course work taken *in addition* to the international dimension requirement. These 9 credit hours can be selected from the four options used for the international dimension requirement. (See the "General-Education Requirements" section of this bulletin.)

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

## Department of Marketing

### Marketing Major

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

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

### Major Requirements

#### Junior Year

BUS M303

#### Junior and Senior Years

Select four courses from the list below:

BUS M401, BUS M402, BUS M405, BUS M407, BUS M412, BUS M415, BUS M419, BUS M426, and BUS P320

#### Senior Year

BUS M450

## Department of Operations

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

### Supply Chain Management

Many of today's most admired businesses—companies like FEDEX, Toyota, and Wal-Mart—dominate the competition using supply chains as competitive weapons. Supply chain management includes all the activities involved in planning, sourcing, making, and delivering goods and services between suppliers, manufacturers, intermediaries, and customers. Its major areas of study revolve around products, information, and cash flows between supply chain partners as well as balancing supply and demand, managing supplier and customer relations, improving processes, fulfilling orders, developing logistics and transportation networks, and controlling returns.

Our curriculum not only provides students with the knowledge and skills to successfully launch a career in supply chain management, but also prepares

graduates for advancement in terms of promotion and responsibilities. While some students concentrate on supply chain management, many others combine it with their interests in finance, marketing, information technologies, entrepreneurship, accounting, and international business as part of a double major. In most of today's fast-paced, complex, and increasingly global businesses, a fundamental understanding of supply chain management is often crucial to success.

### Major Requirements

#### Junior and Senior Years

1. BUS M412, BUS P320, BUS P421, and BUS P429
2. Three of the following: BUS S302, BUS S305, BUS S307, BUS S310, BUS M303, BUS M401, BUS M402, BUS M407, BUS M419, BUS W311, BUS Z404, BUS D301, BUS A325, BUS A337, BUS A310 or BUS A460, BUS F305, and BUS F494

## Undergraduate Courses

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

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

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

### Accounting and Information Systems

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

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

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

**A201 Introduction to Financial Accounting (3 cr.)** P: A100; sophomore standing. Provides balanced coverage of the mechanics, measurement theory, and economic context of financial accounting. Strikes a balance between a preparer's and a user's orientation, emphasizing that students must understand both how transactions lead to financial statements (preparer's orientation) as well as how one can infer transactions given a set of financial statements (user's orientation).

Relies on current real-world examples taken from the popular business press. The first part of the course introduces students to the financial accounting environment, financial statements, the accounting cycle, and the theoretical framework of accounting measurement. The second part of the course covers the elements of financial statements, emphasizing mechanics, measurement theory, and the economic environment. Students cannot receive credit for both A201 and A200.

**A202 Introduction to Managerial Accounting (3 cr.)** P: A100; sophomore standing. The course covers the concepts and issues associated with the accounting and the management of business. Particular emphasis is given to understanding the role of accounting in product costing, costing for quality, cost-justifying investment decisions, and performance evaluation and control of human behavior. Credit not given for both A202 and A200.

**A204 Introduction to Financial Accounting: Honors (3 cr.)** P: A100; sophomore standing. The course covers the concepts and issues associated with corporate financial reporting. Particular emphasis is placed on understanding the role of financial accounting in the economy and how different accounting methods affect the financial statement.

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

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

**A312 Intermediate Accounting II (3 cr.)** P: A311. Provides students with a thorough understanding of accounting for long-term liabilities and debt investment, stockholders' equity, and preparation of cash-flow statements. The course's first objective is to give students the tools necessary to understand and execute appropriate accounting procedures. The

course's second objective is to help students understand the process through which accounting standards are determined and to evaluate the outcomes of that process from the perspectives of managers, shareholders, auditors, and others. Students will learn to assess competing accounting theories and methods from multiple perspectives.

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

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

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

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

**A339 Advanced Income Tax (3 cr.)** P: A328. Advanced aspects of the income taxation of corporations, partnerships, and S-corporations.

**A375 Internal Auditing Process Controls (3 cr.)** P: BUS K201, BUS A201/202 OR BUS A200. This course introduces basic concepts of internal auditing, emphasizes business process controls, covers basic internal controls and how they relate to common business processes, covers how information technology relates to audit procedures and reports, covers the internal auditor's role in monitoring corporate controls, and involves hands-on experience with audit software.

**A380 Professional Practice in Accounting (1-3 cr.)** P: F301, M301, and P301; junior or senior standing in major area and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Students receive work experience in cooperating firms or agencies. Comprehensive written report required.

**A422 Advanced Financial Accounting (3 cr.)** P: A312; I-Core; senior standing. Generally accepted accounting principles as applied to partnerships, business combinations, branches, foreign operations, and nonprofits. Particular emphasis on consolidated financial statements.

**A424 Auditing (3 cr.)** P: A312; I-Core; senior standing. This course provides students with an understanding of (1) the auditing environment and professional ethics, (2) audit reports and the conditions under which alternatives are used, (3) basic auditing concepts, (4) audit evidence and

documentation, (5) analytical reviews, (6) the audit risk model, (7) review and documentation of internal controls, (8) audits of cycles, (9) statistical sampling, and (10) audit objectives and audit procedures for mechanized systems. Emphasis is on the conceptual development of the subject matter, the nature of professional practice, and the technology of auditing.

**A437 Advanced Managerial Accounting (3 cr.)** P: A325; I-Core; senior standing and consent of instructor. Objective of course is to provide students with advanced managerial accounting knowledge and skills. Emphasis is on strategic decision making and management control systems. Students will provide case analyses and presentations.

**A439 Advanced Auditing (3 cr.)** P: A424; I-Core; senior standing. Coverage of ethics for the accounting profession. Issues of legal liability. Audit program planning. Statistical sampling applications. Use of Electronic Data Processing (EDP) auditing.

**A460 Information Systems Security Assurance (3 cr.)** P: BUS A312; I-Core; senior standing. R: Business student of senior standing. This course covers the management and control security of an entity's information technology infrastructure and processes. Specific topics include information security risk identification and management; telecommunications; applications; operational security, physical security, and business continuity; and disaster recovery planning.

**A490 Independent Study in Accounting (1-3 cr.)** P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

## Computer Information Systems

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

**S302 Management Information Systems (3 cr.)** P: K201. Overview of management information systems (MIS) within a business context, with emphasis on end-user computing. Covers MIS theory and practice as they relate to management and organization theories; current trends in MIS; managerial usage of information systems; computer hardware, software, and telecommunications; information systems for marketing, finance, accounting, and other business areas; systems development process; and the role of microcomputers. Provides experiential learning by exposure to various decision-support tools for microcomputers.

**S305 Business Telecommunications (3 cr.)** P: S302. Introduces students to a wide range of telecommunications technologies, including local area networks, wide area networks, and the Internet, as well as uses of these technologies in the organization.

**S307 Data Management (3 cr.)** P: K201. Improves students' understanding of, and develops their skills in, the design and implementation of business databases using modern database management systems. Covers data structures and the conceptual, logical, and physical design of databases, as well as database implementation and general issues in business data management.

**S310 Systems Analysis and Design (3 cr.)** P: F301, M301, and P301; S307 or concurrent. Analysis of an organization and the subsequent design of computer systems to meet business requirements are at the heart of the computer information systems (CIS) field. This is the first in a two-course sequence (with S410) that addresses the multiphased process for developing information systems. Courses follow the system's development life cycle, although alternative methodologies are also covered. This first course covers the phases from information systems planning through the specification of structured system requirements in functional form (i.e., logical system design) and concentrates on methods, techniques, and tools used to determine information requirements and to document these requirements in a thorough and unambiguous form. Also introduces computer-aided software engineering (CASE) technology. Students learn the discipline of systems analysis and logical design through a hypothetical case situation.

**S410 Systems Implementation (3 cr.)** P: S310. Effective development of an information system depends on proper utilization of a broad range of information technology, including database management systems, operating systems, computer systems, and telecommunications networks. The second course in a two-course sequence (with S310) that addresses the multiphased process for developing information systems, this course covers the phases from physical system design through the installation of working information systems. Concentrates on using the results of systems analysis and design, typically documented in CASE technology, and either building or generating systems to meet these specifications. A semester-long field project and various hands-on exercises provide practical experience in building, testing, and installing a system.

**S430 Electronic Commerce Strategic Analysis (3 cr.)** P: F301, M301, and P301. This course will investigate how a variety of organizations (private, public, and nonprofit) use electronic commerce applications to reach their organizational goals. These applications will illustrate consumer-to-business, business-to-business, and intraorganizational electronic commerce in physical as well as digital products and services. The course will highlight the different business models underlying these electronic commerce applications and will discuss them from both an operational and strategic perspective.

**S435 Advanced Topics in Computer Information Systems (3 cr.)** P: S302 and consent of department chairperson. Variable topics course; topics offered will depend on student interest and faculty interest and expertise. Possible topics include telecommunications and networking, advanced systems development methods, data administration, and management of the information systems function.

**S490 Independent Study in Computer Information Systems (1-3 cr.)** P: S305, S307, and S310; consent of department chairperson and instructor. Supervised individual study and research in student's special field of interest. Student will propose the investigation to be completed. Comprehensive written report required.

## Business Law

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

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

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

**L203 Commercial Law I (3 cr.)** P: sophomore standing. The purpose of this course is to examine the legal framework for business activity and to explore how to manage that framework in a rapidly changing legal environment. The areas of the law studied include contracts, torts, employment law, intellectual property, forms of business enterprises, and the legal regulation of business competition. Credit is not given for both L201 and L203.

**L204 Commercial Law I: Honors (3 cr.)** P: sophomore standing. Includes the nature of law, torts, contracts, the sale of goods, and the legal regulations of business competition.

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

**L490 Independent Study in Business Law (1-3 cr.)** P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

## Finance

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

**F200 Foundations of Financial Management (Non-majors) (3 cr.)** P: sophomore standing. This course is designed to introduce the student to the basic decision models of financial management and to prepare the student to take an active role in financial decision making in the workplace.

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

**F300 Introduction to Financial Management (3 cr.)** P: BUS A200, BUS K201, BUS L203, ENG W131, and MATH 110 or higher-level math course. Offered to students for a minor in business. An extensive course dealing with a wide range of topics: the determinants of interest rates and the time value of money; the sources and uses of financial information; the structure, role, and regulation of the financial markets; monetary policy; the pricing of risk in the financial markets; the goals of investors; and how firms manage their financial affairs, including planning, budgeting, and decision making. The treatment of these topics will be both descriptive and analytical; there is a large vocabulary to be learned and a number of concepts and problems to be mastered. In addition, we will put this body of knowledge in the context of the current business and financial environment, both domestic and international.

**F301 Financial Management (3 cr.)** P: BUS A100, BUS A201, BUS A202, BUS K201, BUS L203, BUS X100, BUS X103 or BUS X203, and X 204; COMM R110; ECON E201, ECON E202, and ECON E270; ENG W131; and MATH M118 and MATH M119. Part of the Integrative Core, along with P301 and M301. Broad survey of finance for all business students. Provides a conceptual framework of a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

**F303 Intermediate Investments (3 cr.)** P or C: F305, A310; I-Core. Part of the finance core. Provides a rigorous treatment of the core concepts of investments for finance majors. Covers equity securities, fixed income securities, derivative securities, and international investments. Makes extensive use of spreadsheet modeling to implement financial models. Serves as a foundation for all 400-level finance electives.

**F304 Honors Financial Management (3cr.)** P: Students must meet the Option II admission criteria to take the Integrative Core courses, including course, GPA, and grade requirements. R: Business student of junior or senior standing. Section authorization is required. The course provides a conceptual framework of a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

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

**F365 Personal Financial Planning (3 cr.)** P: F301. General course oriented toward theory and application of personal financial planning topics, with focus on the process of accumulating and protecting wealth, with the goal of obtaining financial independence. Time value of money exercises and money management tools are utilized. Other topics examined include personal insurance issues, investments in private and public securities, retirement planning, and estate planning.

**F402 Corporate Financial Strategy and Governance (3 cr.)** P: A310 and F305; I-Core; senior standing. Advanced treatment of corporate financial management. Covers all major areas of corporate financial decisions: capital budgeting, dividends, capital structure, cash-flow projections, mergers, and acquisitions. Makes extensive use of spreadsheet modeling.

**F420 Equity and Fixed Income Investments (3 cr.)** P or C: A310, F305, F303; I-Core; senior standing. A detailed examination of the management of equity and fixed income investments. The analysis of individual securities, the formation of these securities into portfolios, and the use of derivative securities to modify the return/risk profiles of more traditional stock and bond portfolios will be discussed.

**F446 Bank and Financial Intermediation (3 cr.)** P: F305 and A310; I-Core; senior standing. The main topics are: (1) the economic role of financial intermediaries, with an emphasis on commercial banks; (2) the evolution of markets in which banks and other financial intermediaries operate; and (3) the regulation of commercial banks and other financial institutions.

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

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

## Real Estate

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

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

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

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

**R490 Independent Study in Real Estate and Land Economics (1-3 cr.)** P: consent of undergraduate program chairperson and instructor.

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

## Management

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

**J401 Administrative Policy (3 cr.)** P: I-Core; senior standing. Administration of business organizations: policy formulation, organization, methods, and executive control.

**J402 Administrative Policy: Honors (3 cr.)** P: I-Core; senior standing. Administration of business organizations: policy formulation, organizations, methods, and executive control.

**J404 Business and Society (3 cr.)** P: I-Core; senior standing. Examines major ethical theories as a basis for analyzing ethical behavior in the business environment. Investigates such issues as economic competition, discriminatory practices, manipulation of power, environmental conservation, and organizational cultures.

**J411 Analysis of Business Decisions (3 cr.)** P: J401, Z311, Z312, X320; I-Core; senior standing. Strategy is about determining and implementing a course of action to accomplish objectives to effectively compete and create sustainable competitive advantages for the organization in the marketplace. In this course, students will make business decisions over multiple time periods and examine their impact on the organization's qualitative and quantitative performance. The course is composed of two essential elements: "knowing" and "doing." The "knowing" involves the strategic concepts, techniques, and models applicable to strategic and functional management to help students make intelligent choices among the options available to the organization and its competitors. The student will learn these through assigned readings and discussions. The "doing" involves active participation in a total enterprise strategic management simulation. A team will determine the organization's objectives and goals, evaluate business situations, make decisions for the various functional areas, and examine the outcomes from these decisions as the team competes with other firms in the industry.

**J490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.)**

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

**W200 Introduction to Business and Management (3 cr.)** Business administration and management from the standpoint of a business firm operating in the contemporary economic, political, and social environment. This course will not be counted toward a business degree or minor.

**W311 New Venture Creation (3 cr.)** P: F301, M301, and P301. Primarily for those interested in creating a new business venture or acquiring an existing business.

Covers such areas as choice of a legal form, problems of the closely held firm, sources of funds, preparation of a business plan, and negotiating.

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

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

**Z200 Introduction to Human Resource Practices (Non-majors) (3 cr.)** P: sophomore standing. This course is designed to provide a basic overview of human resources practices and principles that all managers need to be aware of in today's business environment. Specifically, we will focus on employment laws and trends that affect firms of all sizes, as well as managerial practices that can positively impact an organization.

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

**Z304 Managing and Behavior in Organizations: Honors (3 cr.)** P: junior standing. Integration of behavior and organizational theories. Application of concepts and theories toward improving individual, group, and organizational performance. Builds from a behavioral foundation toward an understanding of managerial processes.

**Z311 Leadership and Ethics in the Business Environment (1.5)** P: junior standing. This course will explore the interrelated areas of business leadership and business ethics. We will examine examples of leadership and ethical crises, and investigate the ethical, political, economic, and social considerations of various leadership decisions.

**Z312 Human Resources and Negotiations (1.5)** P: junior standing. This course is designed to provide students with critical managerial tools, including general principles of human resources management and negotiation skills, which will improve their interpersonal skills and their knowledge of the current legal environment in which they must effectively operate.

**Z340 Introduction to Human Resources (3 cr.)** P: junior standing. Introductory overview of human resources management. Special emphasis will be given to legal issues, diversity in the work force, and contemporary practices.

**Z404 Effective Negotiations (3 cr.)** P: Z340 and Z302; I-Core; senior standing. Exposure to the concepts of negotiations in both the national and international environments, including negotiation strategies and tactics, influence, third-party intervention, audience effects, nonverbal communication, and ethical and cultural aspects. Case studies, simulations, and guest speakers will be used throughout the course.

**Z441 Wage and Salary Administration (3 cr.)** P: Z340; I-Core; senior standing. Survey of problems faced by modern managers of compensation systems. In-depth look at the role of the company, government, union, and employee in the design and administration of total compensation systems. Describes current wage and salary systems and their advantages and disadvantages. Integrates theory and practice through case analysis.

**Z443 Developing Employee Skills (3 cr.)** P: Z340; I-Core; senior standing. Focuses on skills that relate to the acquisition and/or identification of knowledge, skills, and abilities among job applicants or current employees. Students will learn how to identify individuals who currently possess the knowledge, skills, and abilities (KSA) required to be effective members of contemporary organizations and how to identify specific training needs and formulate and implement programs designed to address observed KSA deficiencies.

**Z445 Human Resource Selection (3 cr.)** P: Z340; I-Core; senior standing. The ability to evaluate applicants and predict their future performance is a critical function in any organization that wishes to have a competitive edge over other firms. This course will provide students with an understanding of the technical components of selection, including how to determine which applicant characteristics should be examined, what procedures should be used to gather information, and how that information should be combined to identify qualified job applicants.

**Z490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.)** P: consent of undergraduate program chairperson and instructor. Supervised individual study and research in student's special fields of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

**Z494 Herman B Wells Seminar in Leadership (3 cr.)** P: I-Core; senior standing and consent of instructor. Open to Kelley School of Business seniors and selected seniors from other schools with high scholastic ability and promise of developing leadership qualities exemplified by Herman B Wells.

## International Business

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

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

government-business relationships. Economic development and business activities in differing political and cultural environments.

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

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

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

## Marketing

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

**M200 Marketing and Society: A Look at Roles and Responsibilities (3 cr.)** This course is offered for students pursuing a Business Foundations Certificate. The course will acquaint the student with basic marketing concepts, terminology, and applications. The use of marketing in a variety of industries will be explored. The course will also aid the student in becoming a more aware and intelligent consumer. Assignments and assessment will occur primarily through Oncourse, a Web-based educational support system. Lectures may be delivered via classroom, television, or the Web. This course will not count toward a business degree or minor.

**M300 Introduction to Marketing (3 cr.)** P: A200, K201, L203, ENG W131, and MATH 110 or higher-level math course. Offered to students for a minor in business. Examination of the market economy and marketing institutions in the United States. Decision making and planning from the manager's point of view; impact of marketing actions from the consumer's point of view. No credit toward a degree in business.

**M 301 Introduction to Marketing Management (3 cr.)** P: BUS A100, BUS A201, BUS A202, BUS K201, BUS L203, BUS X100, BUS X103 or BUS X203, BUS X204, COMM R110, ECON E201, ECON E202, ECON E270, ENG W131, MATH M118, and MATH M119. Part of the Integrative Core, along with F301 and P301. Marketing planning and decision making examined from firm's and consumer's points of view; marketing concept and its company-wide implications and integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy and implementation.

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

**M304 Honors Marketing Management (3 cr.)** P: Students must meet the Option II admission criteria to take the Integrative Core courses, including course, GPA, and grade requirements. R: Section authorization required. Marketing planning and decision making examined from the firm's and the consumer's points of view; marketing concept and its company-wide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy and implementation.

**M401 International Marketing (3 cr.)** P: M301; I-Core; senior standing. Covers world markets, their respective consumers, and their political/economic marketing environments. Examines the marketing issues required to meet the product, promotion, price, and distribution demands of a world market. Although the course has a global orientation, issues specific to exporting are discussed.

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

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

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

**M412 Physical Distribution Management (3 cr.)** P or C: M303 or consent of instructor; I-Core; senior standing. Management of product distribution systems within an organization. Traffic, inventory control, warehousing, and other activity centers are analyzed for improvement and related to overall systems performance. Order entry and the customer service variables of order-cycle time and reliability are examined in relation to the sales function. Includes analysis of the impact of physical distribution decisions on other functional areas.

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

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

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

**M430 Professional Selling (3 cr.)** P or C: M303 or consent of instructor; I-Core; senior standing. Focuses on the tactical and strategic aspects of the professional selling process, with particular emphasis on managing the large, complex sale. Topics include account entry strategies, effective investigative techniques, objection prevention, the client decision process, negotiation skills, and account development strategies. Participant interaction, role plays, work groups, and case studies will be used as learning tools.

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

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

## Operations and Decision Technologies

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

**K201 The Computer in Business (3 cr.)** Introduction to the role of computers and other information technologies in business (with emphasis on microcomputer applications). Provides instruction in both functional and conceptual computer literacy. Experimental exercises include learning about Windows-based spreadsheets (Excel), relational databases (Access), electronic mail, and Internet navigation tools. These hands-on labs emphasize application of these learned skills to solve a variety of business problems. The lectures focus on the use and application of technology (hardware, software, storage/multimedia, Internet history, Internet in business, database management systems, and security/privacy of data in this information age).

**K204 The Computer in Business: Honors (3 cr.)** Introduction to the role of computers in business, with emphasis on microcomputer applications. Experimental exercises include learning about Windows-based spreadsheets, database applications,

electronic mail, and Internet navigation tools. The lectures focus on the use and application of technology (hardware, software, networks, databases) and integrates current management topics (business applications, systems development, data management, computer ethics).

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

## P200 Foundations of Operations and Supply Chain Management (Non-majors) (3 cr.)

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

**P300 Introduction to Operations Management (3 cr.)** P: BUS A200, BUS K201, BUS L203, ENG W131, and MATH 110 or higher-level math course. Offered to students for a minor in business. The operations function is concerned with the activity associated with the production of goods and services. Provides an overview of operating decisions and practices in both manufacturing- and service-oriented firms. While no attempt is made to cover any particular area in depth, standard terms and concepts required to communicate effectively with operating personnel are introduced. No credit toward a degree in business.

**P301 Operations Management (3 cr.)** P: BUS A100, BUS A201, BUS A202, BUS K201, BUS L203, BUS X100, BUS X103 or BUS X203, BUS X 204, COMM R110, ECON E201, ECON E202, ECON E270, ENG W131, MATH M118, and MATH M119. A survey course concerned with the production and distribution of goods and services. Part of the Integrative Core, along with F301 and M301. Examines how a firm produces and delivers its goods and services, with consistent and acceptable levels of quality, in a cost-effective manner. The discussion covers a wide range of interrelated issues including quality and process improvement, forecasting, planning, resource management, customer service, scheduling, and layout and process design. A semester-long team project is the primary activity used to integrate the three core courses.

**P304 Honors Operations Management (3 cr.)** P: Students must meet the Option II admission criteria to take the Integrative Core courses, including course, GPA, and grade requirements. R: Business student of junior or senior standing. Section authorization required. A survey course concerned with the production and distribution of goods and services. Part of the Integrative Core, along with F304 and M304. Examines how a firm produces and delivers its goods and services, with consistent and acceptable levels of quality, in a cost-effective manner. The discussion covers a wide range of interrelated issues including quality and process improvement,

forecasting, planning, resource management, customer service, scheduling, and layout and process design. A semester-long, team project is the primary activity used to integrate the three core courses.

**P320 Supply Chain Management: Sourcing (3 cr.)** P: Integrative Core. Sourcing/purchasing has become a major source of economic benefit to most firms. This course provides a comprehensive look at this important area of supply chain management. The course examines the purchasing function in industrial firms. Topics include sourcing (domestic and international), specifications, standards; contract and pricing practices; negotiation; quality assurance and reliability; inventory management; value analysis; capital equipment buying; make-or-buy decisions; evaluation of purchasing performance; and ethics.

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

## General and Honors Courses

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

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

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

**X105 Business Administration Introduction: Honors (3 cr.)** Business administration from the standpoint of the manager of a business firm operating in the contemporary economic, political, and social environment. No credit for Kelley School of Business students when taken concurrently with or after the Integrative Core.

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

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

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

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

**X320 Business Career Planning and Placement (2 cr.)** P: junior standing. Assists students in obtaining positions consistent with career goals. Covers career planning, self-assessment, career options, organized employment campaigns, interviewing techniques, employment communications, alternate job search strategies, and career management. Involves in-depth work with resume software, electronic mail, and other communication tools. Session with corporate managers describing work issues and training programs. Also open to seniors in schools outside Kelley.

**X380 Professional Practice (1-3 cr.)** P: F301, M301, and P301; junior or senior standing in major area; and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Students receive work experience in cooperating firms or agencies. Comprehensive written report required.

**X390 Integrative Experience (1 cr.)** Integrative case exercise involving the finance, marketing, and operations functions; required of students who did not complete the Integrative Core course work (F301, M301, and P301) on the Bloomington or Indianapolis campuses.

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

**X401 Community Service Learning: Focus on Children (1 cr.)** P: authorization. Provides training, orientation, and reflection for student volunteers who are assigned to elementary school children during the enrolled semester. The course will briefly cover child development and issues related to at-risk children and

the agencies that serve them. A minimum of two hours per week of community service through a Kelley School of Business-approved program is required. The course is graded S/E.

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

**X480 Professional Practice (1-3 cr.)** P: F301, M301, and P301; junior or senior standing in major area; and consent of undergraduate program chairperson. Application filed through the coordinator of internships. Students receive work experience in cooperating firms or agencies. Comprehensive written report required.

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

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

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

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

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

## Kelley School of Business Administrators and Faculty, Bloomington and Indianapolis

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

### Administrative Officers

DAN SMITH, Ph.D., *Dean*

PATRICIA MCDUGALL, Ph.D., *Associate Dean of Faculty and Research*

FRANKLIN ACITO, Ph.D. *Associate Dean of Academic Programs*

PHILIP COCHRAN, Ph.D., *Associate Dean for Indianapolis Program*

TERESA KASE, *Assistant Dean of Finance and Operations*

### Faculty Emeriti

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

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

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

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

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

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

DeHayes, Daniel W., Jr., Ph.D. (*Ohio State University, 1968*), *Professor of Business Administration*

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

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

Dworkin, Terry M., J.D. (*Indiana University, 1974*), *Professor Emeritus of Business Law*

Fратиanni, Michele, Ph.D. (*Ohio State University, 1971*), *Professor Emeritus of Business Economics and Public Policy*

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

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

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

Green, R. Jeffery, Ph.D. (*University of Illinois, 1967*), *Professor Emeritus of Business Economics and Public Policy*

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

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

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

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

- Harnett, Donald L., Ph.D. (*Cornell University, 1964*), *Professor Emeritus of Operations and Decision Technologies*
- Hartley, Joseph R., D.B.A. (*Indiana University, 1957*), *Professor Emeritus of Business Administration*
- Hegarty, W. Harvey, Ph.D. (*University of North Carolina, 1972*), *Professor Emeritus of Business Administration*
- Helmkamp, John G., D.B.A. (*Indiana University, 1968*), *Professor Emeritus of Accounting*
- Hettenhouse, George W., Ph.D. (*Purdue University, 1970*), *Professor Emeritus of Finance*
- Klemkosky, Robert C., Ph.D. (*Michigan State University, 1971*), *Professor Emeritus of Finance*
- Leibman, Jordan H., J.D. (*Indiana University, 1979*), *Professor Emeritus of Business Law*
- Long, John D., D.B.A. (*Indiana University, 1954*), C.L.U., C.P.C.U., *Arthur M. Weimer Professor Emeritus of Business Administration*
- Marer, Paul, Ph.D. (*University of Pennsylvania, 1968*), *Professor Emeritus of International Business (Kelley School of Business) and Professor of Central Eurasian Studies (College of Arts and Sciences)*
- Martin, E. Wainright, Jr., Ph.D. (*Ohio State University, 1952*), *Professor Emeritus of Business Administration*
- Miller, Joseph C., Ph.D. (*University of Wisconsin, 1971*), J.D. (*University of Chicago, 1963*), *Professor Emeritus of Marketing*
- Muth, John F., Ph.D. (*Carnegie Mellon University, 1962*), *Professor Emeritus of Operations Management*
- Novit, Mitchell S., Ph.D. (*University of Michigan, 1966*), *Associate Professor Emeritus of Personnel and Organizational Behavior*
- Ogan, Pekin, Ph.D. (*University of North Carolina, 1974*), *Professor Emeritus of Accounting and Information Systems*
- Olshavsky, Richard W., Ph.D. (*Carnegie Mellon University, 1967*), *Professor Emeritus of Marketing*
- Patterson, James M., Ph.D. (*Cornell University, 1961*), *Professor Emeritus of Marketing*
- Perkins, William C., D.B.A. (*Indiana University, 1966*), *Professor Emeritus of Information Systems*
- Pfister, Richard L., Ph.D. (*Massachusetts Institute of Technology, 1959*), *Professor Emeritus of Business Economics and Public Policy*
- Phillips, Michael J., S.J.D. (*George Washington University, 1981*), *Professor Emeritus of Business Law*
- Powell, C. Randall, Ph.D. (*Ohio State University, 1973*), *Clinical Professor Emeritus of Business Administration*
- Raber, Nevin W., M.A.L.S. (*Indiana University, 1952*), *Assistant Professor Emeritus of Business Administration*
- Ryan, William G., M.B.A. (*Harvard University, 1956*), *Assistant Professor Emeritus of Business Administration*
- Salamon, Gerald L., Ph.D. (*Ohio State University, 1971*), *Professor Emeritus of Accounting*
- Scott, William E., Jr., Ph.D. (*Purdue University, 1963*), *Professor Emeritus of Personnel and Organizational Behavior*
- Seawell, Lloyd Vann, D.B.A. (*Indiana University, 1958*), C.P.A., *Professor Emeritus of Accounting*
- Shaffer, Robert H., LL.D. (*Indiana University, 1985*), *Professor Emeritus of Business Administration (Kelley School of Business) and Professor Emeritus of Education (School of Education)*
- Simkowitz, Michael A., Ph.D. (*New York University, 1970*), *Professor Emeritus of Finance*
- Smerk, George M., Jr., D.B.A. (*Indiana University, 1963*), *Professor Emeritus of Transportation*
- Stephenson, P. Ronald, Ph.D. (*Ohio State University, 1966*), *Professor Emeritus of Marketing*
- Stockton, R. Stansbury, Ph.D. (*Ohio State University, 1956*), *Professor Emeritus of Business Administration*
- Suellow, James E., Ph.D. (*University of Wisconsin, 1965*), *Professor Emeritus of Business Economics and Public Policy*
- Summers, John O., Ph.D. (*Purdue University, 1968*), *Professor Emeritus of Marketing*
- Thorelli, Hans B., Ph.D. (*University of Stockholm, Sweden, 1954*), E. W. Kelley Professor Emeritus of Business Administration
- Waldman, Joseph M., D.B.A. (*Indiana University, 1966*), *Professor Emeritus of Business Administration*
- Waters, L. Leslie, Ph.D. (*Indiana University, 1987*), *University Professor Emeritus of Transportation and Business History*
- Wentworth, Jack R., D.B.A. (*Indiana University, 1959*), *Arthur M. Weimer Professor Emeritus of Business Administration*
- Williams, Edgar G., D.B.A. (*Indiana University, 1952*), *Vice President Emeritus of Indiana University and Professor Emeritus of Business Administration*
- Faculty**
- Acito, Franklin, Ph.D. (*State University of New York at Buffalo, 1976*), *Associate Dean of Academic Programs and Professor of Marketing*
- Akaiwa, Frank, M.B.A. (*Indiana University, 1994*), *Lecturer in Operations and Decision Technologies*
- Albright, S. Christian, Ph.D. (*Stanford University, 1972*), *Professor of Operations and Decision Technologies and K201/X201 Coordinator*
- Andrew-Mohr, Joelle, M.S. (*Indiana University, 1999*), *Program Director, Kelley Direct*
- Andrews, Jonlee, Ph.D. (*University of Wisconsin-Madison, 1992*), *Clinical Associate Professor of Marketing, Director of the Center for Brand Leadership, and Associate Chair of MBA Program*
- Bailey-Hughes, Brenda, M.A. (*Ball State University, 1991*), *Senior Lecturer in Business Communication*
- Baldwin, Timothy T., Ph.D. (*Michigan State University, 1987*), *Professor of Business Administration, Co-Director of the MBA Sports and Entertainment Academy, LDI Faculty Chair, and Eveleigh Professor of Business Leadership*
- Banks, Karen, M.S. (*Indiana University, 1995*), *Lecturer in Operations and Decision Technologies*
- Bastianelli, Ann L., M.B.A. (*Indiana University, 1982*), *Lecturer in Marketing*
- Baye, Michael R., Ph.D. (*Purdue University, 1983*), *Bert Elwert Professorship in Business, Professor of Business Economics and Public Policy, and Adjunct Professor Economics (College of Arts and Sciences)*
- Beneish, Messod Daniel, Ph.D. (*University of Chicago, 1987*), *Professor of Accounting and Sam Frumer Professor of Accounting*
- Bhattacharya, Utpal, Ph.D. (*Columbia University, 1990*), *Associate Professor of Finance*
- Birr, Martin J., M.B.A. (*Indiana University, 1987*), *Trustee Lecturer of Accounting*
- Blocher, James D., Ph.D. (*Purdue University, 1991*), *Associate Professor of Operations and Decision Technologies*
- Bonser-Neal, Catherine, Ph.D. (*University of Chicago, 1988*), *Associate Professor of Finance*
- 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 MBA Sports and Entertainment Academy*
- Brethauer, Kurt M., Ph.D. (*Indiana University, 1990*), *Chairperson of Doctoral Program, Associate 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*
- Brown, Darrell E., Ph.D. (*Union Institute, 2001*), *Clinical Associate Professor of Business Administration*
- Brown, Eve, J.D. (*University of California-Davis, 2005*), *Lecturer in Business Law*
- Brown, Sheri, M.B.A. (*Indiana University, 1996*), *Lecturer in Management*
- Buchholz, Laura, M.B.A. (*Indiana University, 1992*), *Lecturer in Marketing*
- Burke, Raymond R., Ph.D. (*University of Florida, 1985*), E. W. Kelley Chair of Business Administration and Professor of Marketing
- Burks, Angela, J.D. (*Boston University, 1996*), *Lecturer in Business Communication*
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- Cakirer, Kerem, Ph.D. (*University of Texas at Austin, 2007*), *Visiting Assistant Professor of Business Economics and Public Policy*
- Canada, Richard B., M.S. (*Indiana University, 1969*), *Lecturer in Marketing and Executive Director of the Center for Sales Studies and Market Intelligence*
- Carow, Kenneth A., Ph.D. (*Purdue University, 1993*), *Associate Professor of Finance and Undergraduate Program Chair for Indianapolis*
- Cattani, Kyle, Ph.D. (*Stanford University, 1997*), *Associate Professor of Operations Management*
- Chappell, Mary E., M.B.A. (*Indiana University, 1994*), *Director of External Affairs-Indianapolis and Adjunct Lecturer*
- Cochran, Philip L., Ph.D. (*University of Washington, 1973*), *Thomas Binford Chair in Corporate Citizenship and Professor of Management*
- Conway, Daniel, Ph.D. (*Indiana University, 1992*), *Clinical Associate Professor of Operations and Decision Technologies*
- Covin, Jeffrey G., Ph.D. (*University of Pittsburgh, 1985*), *Samuel and Pauline Glaubinger Professor of Entrepreneurship and Professor of Strategic Management*
- Cox, Anthony D., Ph.D. (*Indiana University, 1984*), *Professor of Marketing*
- Cox, Dena S., Ph.D. (*University of Houston, 1984*), *Professor of Marketing*
- Cox, Jennifer, M.A. (*Indiana State University, 1998*), *Visiting Lecturer in Business Communication*
- Craig, Byron, M.A. (*Indiana University, 2003*), *Visiting Lecturer in Business Communication*
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- Dalton, Catherine M., Ph.D. (*Indiana University, 1991*), *Professor of Strategic Management, David H. Jacobs Chair of Strategic Management, and Editor of Business Horizons*
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- Davidson, Lawrence S., Ph.D. (*University of North Carolina, 1976*), *Professor of Business Economics and Public Policy and Life Sciences Liaison*
- Dayton, Keith, M.B.A. (*Indiana Wesleyan, 1983*), *Senior Lecturer in Management*
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- Dennis, Alan, Ph.D. (*University of Arizona, 1991*), *John T. Chambers Chair of Internet Systems and Professor of Information Systems*
- Dhanaraj, Charles, Ph.D. (*University of Western Ontario, 1999*), *Associate Professor of Management*
- Dobos, Scott, M.B.A. (*University of Connecticut, 1996*), *Visiting Lecturer in Operations and Decision Technologies*
- Dollinger, Marc J., Ph.D. (*Lehigh University, 1983*), *Professor of Management*
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- Dreher, George F., Ph.D. (*University of Houston, 1977*), *Professor of Business Administration*
- Duhachek, Adam, Ph.D. (*Northwestern University, 2004*), *Assistant Professor of Marketing*
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- 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*), *Assistant Professor of Finance*
- Evans Groth, Nicole, M.I.S. (*Indiana University, 2004*), *Visiting Lecturer in Operations and Decision Technologies*
- Fedorikhin, Alexander, Ph.D., (*University of Iowa, 1998*), *Assistant Professor of Marketing*
- Fisher, Jeffrey D., Ph.D. (*Ohio State University, 1980*), *Director of the Center for Real Estate Studies, Charles H. and Barbara F. Dunn Professor of Real Estate, and Professor of Finance and Real Estate*
- Fisher, Joseph G., Ph.D. (*Ohio State University, 1987*), *Chairperson and Professor of Accounting*
- Fletcher, Kathy J., Ph.D. (*Indiana University, 1986*), *Senior Lecturer in Business Communication*
- Flynn, Barbara L., DBA (*Indiana University, 1984*), *Professor of Operations Management and Buskirk Professor of Manufacturing Management*
- Flynn, E. James, Ph.D. (*Indiana University, 1985*), *Clinical Professor of Management*
- Friga, Paul Nicholas, Ph.D. (*University of North Carolina at Chapel Hill, 2002*), *Clinical Associate Professor of Management and Co-Director of MBA Management Consulting Academy*
- Frisbie, Gil, M.B.A. (*Indiana University, 1969*), *Clinical Associate Professor of Marketing*
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- Glass, Kathrine, M.B.A. (*Indiana University, 1984*), *Visiting Lecturer in Accounting*
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- Grandorf, James N., M.B.A. (*Indiana University, 1964*), *Clinical Associate 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 Assistant Professor of Finance*
- Grimm, Robert, Ed.D. (*George Washington University, 1990*), *Clinical Associate Professor of General Business*
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- Guntay, Levent, Ph.D. (*University of Maryland at College Park, 2003*), *Assistant Professor of Finance*
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- Hauskrecht, Andreas, Ph.D. (*Freie University, 1995*), *Clinical Associate Professor of Business Economics and Public Policy*
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- Heese, Hans Sebastian, Ph.D. (*University of North Carolina, 2004*), *Assistant Professor of Operations Management*
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- Heron, Randall A., Ph.D. (*Purdue University, 1995*), *Associate Professor of Finance*
- Heslin, Thomas E., B.A. (*New York University, 1961*), *Clinical Professor of Business Administration*
- 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*
- Hite, Peggy A., Ph.D. (*University of Colorado, 1986*), *Professor of Accounting and Kelley and Mitte Scholars' Cultural Director*

- Hodder, Leslie Davis, Ph.D. (*University of Texas at Austin, 2001*), Assistant Professor of Accounting
- Holden, Craig W., Ph.D. (*University of California, Los Angeles, 1990*), Associate Professor of Finance and Barney Faculty Fellow
- Hopkins, Patrick E., Ph.D. (*University of Texas, 1995*), Associate Professor of Accounting
- Hu, Xinxin, Ph.D. (*University of Michigan, 2005*), Assistant Professor of Decision Sciences
- Hustad, Thomas P., Ph.D. (*Purdue University, 1973*), Professor of Marketing
- Ippolito, Mark E., M.B.A. (*Seton Hall University, 1976*), Senior Lecturer in Operations and Decision Technologies
- Jacobs, F. Robert, Ph.D. (*Ohio State University, 1979*), Professor of Operations and Decision Technologies
- Jaffee, Bruce L., Ph.D. (*Johns Hopkins University, 1971*), Professor of Business Economics and Public Policy
- Jain, Shailendra Pratap, Ph.D. (*New York University, 1995*), Assistant Professor of Marketing
- James, Jerry, M.B.A. (*University of Chicago, 1975*), Lecturer in Finance
- Jamison, Robert W., Ph.D. (*University of Texas at Austin, 1980*), Professor of Accounting
- Jennings, Robert H., Ph.D. (*University of Texas at Austin, 1981*), Professor of Finance and Gregg T. and Judith Summerville Chair
- Johnson, Eric N., Ph.D. (*Arizona State University, 1989*), Associate Professor of Accounting
- Johnson, Kari, B.M. (*Belmont University, 1997*), Lecturer in Operations and Decision Technologies
- Jones, Steven L., Ph.D. (*Purdue University, 1988*), Associate Professor of Finance
- Kamma, Sreenivas, Ph.D. (*State University of New York at Buffalo, 1987*), Associate Professor of Finance
- Kang, Heejoon, Ph.D. (*University of Washington, 1980*), Professor of Business Economics and Public Policy
- Kanning, Myron, M.B.A. (*Xavier University, 1975*), Lecturer in Management
- Keenan, Susan, B.A. (*Dartmouth College, 1982*), Lecturer in Accounting
- Keller, Christopher, J.D. (*University of Chicago, 1998*), Visiting Lecturer in Operations and Decision Technologies
- Keller, J. Howard, M.B.A., (*Indiana University, 1978*), Trustee Lecturer of Accounting
- Kelmer, Michele, M.A. (*Florida State University, 1996*), Visiting Lecturer in Business Communication
- Kennedy, Thomas G., J.D. (*Indiana University, 1971*), Clinical Associate Professor of Accounting
- Kesner, Idalene E., Ph.D. (*Indiana University, 1983*), Frank P. Popoff Professor of Strategic Management and Chairperson and Professor of Management
- Khatri, Vijay, Ph.D. (*University of Arizona, 2002*), Assistant Professor of Information Systems
- Kinser, Amy, J.D. (*Indiana University, 2001*), Senior Lecturer in Operations and Decision Technologies and K201/X201 Associate Course Coordinator
- Kinser, J. Eric, M.S. (*Indiana University, 2001*), Visiting Lecturer in Operations and Decision Technologies
- Kitzmler, Greg, M.B.A. (*Indiana University, 1981*), Lecturer in Marketing
- Ko, Dong Gil, M.B.A. (*George Washington University, 1993*), Assistant Professor of Information Systems
- Kolovou, Tatiana, B.S. (*Indiana University, 1989*), Lecturer in Business Communication
- Kreft, Steven Francis, Ph.D. (*West Virginia University, 2003*), Clinical Assistant Professor in Business Economics and Public Policy
- Krishnan, H. Shanker, Ph.D. (*University of Arizona, 1991*), Associate Professor of Marketing
- Kulsrud, William N., Ph.D. (*University of Texas at Austin, 1980*), Associate Professor of Accounting and Chairperson of the Master of Science in Accounting Program, Indianapolis
- Kuratko, Donald F., D.B.A. (*Southeastern Nova University, 1984*), Executive Director of JCEI, Jack M. Gill Chair in Entrepreneurship, and Professor of Entrepreneurship
- Lambert, Jane L., M.S.B.A. (*Indiana University, 1985*), Senior Lecturer in Accounting and Executive Director of Academic Programs
- Langvardt, Arlen W., J.D. (*University of Nebraska, 1981*), Chairperson and Professor of Business Law
- Larsen, Glen A., Jr., D.B.A. (*Indiana University, 1989*), Professor of Finance
- Lemper, Timothy, J.D. (*Harvard University, 2001*), Clinical Associate Professor of Business Law
- Lenz, R. Thomas, D.B.A. (*Indiana University, 1978*), Professor of Business Administration and Chairperson, Kelley Executive Partners
- Li, Dan, Ph.D. (*Texas A&M University, 2005*), Assistant Professor of International Business
- Li, Shibo, Ph.D. (*Carnegie Mellon University, 2003*), Assistant Professor of Marketing
- Lyles, Marjorie M., Ph.D. (*University of Pittsburgh, 1977*), Professor of International Strategic Management
- Lynch, Andrew, M.S. (*Columbia University, 1980*), Clinical Professor of Management
- Mabert, Vincent A., Ph.D. (*Ohio State University, 1973*), Professor of Operations and Decision Technologies and John and Esther Reese Professor
- MacKay, David B., Ph.D. (*Northwestern University, 1971*), Professor of Marketing (Kelley School of Business) and Adjunct Professor of Geography (College of Arts and Sciences)
- MacKenzie, Scott B., Ph.D. (*University of California, Los Angeles, 1983*), Professor of Marketing and Neal Gilliat Chair
- Madar, Barbara A., M.B.A. (*University of Pittsburg, 1993*), Lecturer in Marketing
- Mafi-Kreft, Elham, Ph.D. (*West Virginia University, 2003*), Clinical Assistant Professor of Business Economics and Public Policy
- Magid, Julie M., J.D. (*University of Michigan, 1993*), Associate Professor of Business Law
- Magjuka, Richard J., Ph.D. (*University of Chicago, 1986*), Associate Professor of Business Administration, Director of Distance Education, and Chairperson of Kelley Direct
- Maines, Lauren A., Ph.D. (*University of Chicago, 1990*), Associate Professor of Accounting
- Malatestinic, Elizabeth, M.S. (*Indiana University, Northwest, 1979*), Lecturer in Management
- Mallor, Jane P., J.D. (*Indiana University, 1976*), Professor of Business Law and Eveleigh Professor of Business
- Mantell, Susan, Ph.D. (*University of Cincinnati, 1994*), Associate Professor of Marketing
- Massey, Anne P., Ph.D. (*Rensselaer Polytechnic Institute, 1991*), Professor of Information Systems
- Maxwell, John W., Ph.D. (*Queen's University, Canada, 1992*), Chairperson and Professor of Business Economics and Public Policy
- McCoy, Doug, M.B.A. (*Indiana University, 1988*), Visiting Lecturer in Finance
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