

**802. Environmental Analysis**  
Spring. 1 credit.

R: Open only to MBA students in the Program in Integrative Management.

Faculty supervised analysis of the student's employing organization. Customer and competitor analysis. Legal and financial environment. Human resource issues.

**803. Strategic Analysis**  
Fall. 1 credit.

R: Open only to MBA students in the Program in Integrative Management.

Faculty supervised analysis of the student's employing organization. Strategy formulation and policy integration.

**811. Financial Accounting Concepts**  
Summer. 2(2-0)

R: Open only to MBA students in the Program in Integrative Management.

Financial reporting issues from a user's perspective. Measurement, valuation, and reporting concepts and issues. Analysis and use of financial accounting information for decision making.

**812. Managerial Accounting Concepts**  
Fall. 1.5(1.5-0)

P: PIM 811. R: Open only to MBA students in the Program in Integrative Management.

Accounting information for decision making and control: cost behavior patterns, activity-based costing, cost allocations, budgeting, transfer pricing, and accounting controls. Application of course concepts to work environment.

**813. Information Systems**  
Fall. 1.5(1.5-0)

R: Open only to MBA students in the Program in Integrative Management.

Information, process, and technology architectures of corporate information systems. Role of information in organizational control and decision making. Methods for evaluating effectiveness of information systems. Application of course concepts to the work environment.

**821. Managerial Economics**  
Summer. 2(2-0)

R: Open only to MBA students in the Program in Integrative Management.

Analysis of the firm: demand and revenues, optimal production, cost minimization, profitability and pricing, and market structures.

**831. Managerial Legal Environment**  
Spring. 1.5(1.5-0)

R: Open only to MBA students in the Program in Integrative Management.

The U.S. legal system. The interrelationship of law and ethics. Regulation of business by courts, state and federal statutes, and governments. Applications of course concepts to work environment.

**841. Corporate Finance**  
Fall. 1.5(1.5-0)

P: PIM 811. R: Open only to MBA students in the Program in Integrative Management.

Valuation techniques for bonds and stocks. Investment decisions by firms. The relation between risk and return. Pricing models for risk. U.S. capital markets. Application of course concepts to work environment.

**842. Managerial Finance**  
Spring. 1.5(1.5-0)

P: PIM 811, PIM 841. R: Open only to MBA students in the Program in Integrative Management.

Market efficiency, capital budgeting, security issues, dividend policy, capital structure, and bankruptcy costs. Agency problems between different stakeholders and option pricing. Application of course concepts to work environment.

**850. Analysis and Decision Models**  
Summer. 2(1.8-4)

P: STT 315. R: Open only to MBA students in the Program in Integrative Management.

Models to support decision making: applications of regression analysis, decision analysis, simulation, forecasting, and project management.

**852. Organization Design**  
Fall. 1.5(1.5-0)

R: Open only to MBA students in the Program in Integrative Management.

Assessing tasks, environments, and technology to organize and implement corporate and business unit strategies. Assessing distinctive competencies in organizations to deal with dynamic environments. Application of course concepts to work environment.

**853. Human Resource Management**  
Spring. 1.5(1.5-0)

R: Open only to MBA students in the Program in Integrative Management.

Strategic organizational issues associated with managing the labor market to acquire, develop, and compensate human resources. Application of course concepts to work environment.

**861. Marketing Systems**  
Fall. 1.5(1.5-0)

R: Open only to MBA students in the Program in Integrative Management.

Marketing decision making within global, customer, economic, ecological, and competitive environments. Gathering and analyzing information. Developing strategies as guides for the organization. Developing operational marketing plans. Application of course concepts to work environment.

**862. Customer and Competitor Analysis**  
Spring. 1.5(1.5-0)

P: PIM 861. R: Open only to MBA students in the Program in Integrative Management.

Assessment of consumer and organizational buying behavior processes and competitive environments. Competitive strategies and customers' needs, wants, motivations, and behaviors throughout the value-added chain. Application of course concepts to work environment.

**870. Materials and Logistics Management**  
Fall. 1.5(1.5-0)

R: Open only to MBA students in the Program in Integrative Management.

Development of strategies within the supply chain. Interrelationships among purchasing, manufacturing, operations, and logistics management to enhance economic competitiveness. Application of course concepts to work environment.

**871. Change and Innovation**  
Summer. 4.5(3.6-1.8)

R: Open only to MBA students in the Program in Integrative Management.

Analytic, decision making, and planning concepts and tools for development of new innovative products and services. Management of technology within changing processes and global environments.

**872. Strategy in a Global Environment**  
Fall. 6(6-0)

R: Open only to MBA students in the Program in Integrative Management.

Strategies and operations within the firm's global political, economic, cultural, and competitive environment. Identifying, evaluating, and assessing business environments. Managing integrated operations to achieve and maintain competitive advantage. Application of course concepts to work environment.

**873. Cross-Functional Management Issues**  
Fall, Spring, Summer. 3(3-0)

A student may earn a maximum of 9 credits in all enrollments for this course.

R: Open only to MBA students in the Program in Integrative Management.

A cross-functional analysis of a topic in business such as total quality management, quality of work life, global management, or impacts of new manufacturing.

**887. Describing the Healthcare Industry**  
Spring. 3(3-0)

R: Open only to MBA students in the Program in Integrative Management.

The healthcare industry's unique economics, legal aspects, industry structure, market forces, and management challenges. Evolving concepts of products and quality. Social vs market forces. Managing organizations constituted of diverse, often competing, often quasi-autonomous stakeholder groups.

**888. Change and Innovation in the Healthcare Industry**  
Summer. 3(3-0)

R: Open only to MBA students in the Program in Integrative Management.

Current forces driving change in the healthcare industry: economic, social, regulatory, and competitive. Predicting change and impacts on the industry. "Managed care" as a generic market restructuring strategy. Roles of technology and systems innovation in the industry.

**889. Strategic Positioning in the Healthcare Industry**  
Fall. 3(3-0)

R: Open only to MBA students in the Program in Integrative Management.

Charting a firm's future in the healthcare industry. Finding and implementing the firm's fit with the market. Gaining competitive advantage in the industry. The scope of the firm's market. The roles of alliances and acquisitions.

**INTEGRATIVE STUDIES IN  
ARTS AND HUMANITIES IAH**

**College of Arts and Letters**

**201. United States and the World (D)**  
Fall, Spring. 4(4-0)

R: Designated score on English placement test or completion of a Tier I writing course. Concurrent registration in writing tutorial required for students receiving 1.0 or 1.5 in Tier I writing course.

Major issues in development of US society and culture, presented in international and comparative context. Influences from native Americans, Europeans, Africans, and Asians. Organized historically, with thematic emphasis on literature and the arts.

**211A. Area Studies and Multicultural Civilizations: Africa (I)**  
Spring. 4(4-0)

P: IAH 201.

Arts and humanities of Africa: literature, art, music, religion and philosophy presented in historical context. Selected regions, cultures, and themes. Variable by term.

**211B. Area Studies and Multicultural Civilizations: Asia (I)**  
Fall, Spring. 4(4-0)

P: IAH 201.

Arts and humanities of Asia: literature, visual arts, music, religion and philosophy presented in historical context. Selected regions, cultures, and themes. Variable by term.

## Descriptions — Integrative Studies in Arts and Humanities of Courses

### 211C. *Area Studies and Multicultural Civilizations: The Americas (D)* Fall, Spring. 4(4-0)

P: IAH 201.

Arts and humanities of the Americas: literature, visual arts, music, religion and philosophy presented in historical context. Selected regions, cultures, and themes. Variable by term.

### 211D. *Area Studies and Multicultural Civilizations: The Middle East (I)* Fall. 4(4-0)

P: IAH 201.

Arts and humanities of the Middle East: literature, visual arts, music, religion and philosophy presented in historical context. Themes variable by term.

### 221A. *Great Ages: The Ancient World (I)* Fall, Spring. 4(4-0)

P: IAH 201.

Arts and humanities of the ancient world examined through the frame of urban and intellectual life. Literature, visual arts, music, religion and philosophy presented in historical context. Selected regions and themes, variable by term.

### 221B. *Great Ages: The European Renaissance* Fall of odd-numbered years. 4(4-0)

P: IAH 201.

Arts and humanities of Renaissance Europe: literature, visual arts, music, religion and philosophy presented in historical context. Selected themes, variable by term.

### 221C. *Great Ages: The Modern World (I)* Fall, Spring. 4(4-0)

P: IAH 201.

Arts and humanities of the modern world, examined through the frame of urban and intellectual life. Literature, visual arts, music, religion and philosophy presented in historical context. Selected regions and themes. Variable by term.

### 231A. *Themes and Issues: Human Values and the Arts and Humanities* Fall, Spring. 4(4-0)

P: IAH 201.

Values of individualism, responsibility, love, community, and rationality. Students are introduced to diverse methods and materials from the arts and humanities.

### 231B. *Themes and Issues: Moral Issues and the Arts and Humanities* Fall, Spring. 4(4-0)

P: IAH 201.

Human conflict and moral dilemmas, addressed through diverse methods and materials from the arts and humanities.

### 231C. *Themes and Issues: Roles of Language in Society (D)* Fall, Spring. 4(4-0)

P: IAH 201.

Language as the medium of culture in various societies. Power and social identity as manifested through language. Students are introduced to diverse methods and materials from the arts and humanities.

### 241A. *Creative Arts and Humanities: Music and Society in the Modern World (D)* Fall of even-numbered years. 4(4-0)

P: IAH 201.

The arts and humanities of the modern world through the prism of music. Music traditions and methodologies in their historic context. Relationship of music creativity to societies in which it has been produced.

### 241B. *Creative Arts and Humanities: Philosophy in Literature* Spring. 4(4-0)

P: IAH 201.

Philosophy and literature, relationships to each other and to societies in which they were produced. Themes such as the meaning of life, God and the problem of evil, and the nature of knowledge. Authors such as Voltaire, Dostoevsky, Wright, and Atwood examined from a variety of perspectives.

### 241C. *Creative Arts and Humanities: Cultural and Artistic Traditions of Europe* Fall, Spring. 4(4-0)

P: IAH 201.

European artistic and cultural movements and styles, introduced through works of art, music, literature, philosophy and religion. Presented in historical context. Specific eras and works variable by term.

### 241D. *Creative Arts and Humanities: Theater and Society in the West* Spring. 4(4-0)

P: IAH 201.

Artistic creativity seen through the prism of theater. Presented in historical context. Influences from art, literature, music, and religion. Focus on translation of social visions into dramatic art. Plays and themes variable by term.

### 241E. *Creative Arts and Humanities: The Creative Process* Spring of even-numbered years. 4(4-0)

P: IAH 201.

Philosophical, religious and historical foundations for understanding the process of creation in visual arts, theatre, music and literature. Variations across eras and societies.

### 241F. *Creative Arts and Humanities: Traditions in World Art (I)* Fall. 4(4-0)

P: IAH 201.

Aesthetic qualities of painting, sculpture and architecture within historical contexts across major civilizations. Visual forms in relation to belief systems and musical and literary traditions.

## INTEGRATIVE STUDIES IN BIOLOGICAL SCIENCE ISB

### College of Natural Science

#### 200. *History of Life*

Fall, Spring, Summer. 3(3-0)

P: MTH 103 or MTH 110 or MTH 116 or MTH 120 or concurrently or designated score on mathematics placement test.

Life from its origin to the dawn of human history. Living things as both the products of evolutionary processes and as a major force driving evolution and altering the environment of planet earth.

#### 202. *Applications of Environmental and Organismal Biology*

Fall, Spring, Summer. 3(3-0)

P: MTH 103 or MTH 110 or MTH 116 or MTH 120 or concurrently or designated score on mathematics placement test.

Historical and recent development of ideas about behavior, ecological, and evolutionary processes. Critical evaluation of the use and misuse of human understanding of nature, emphasizing recent findings.

#### 202L. *Applications of Environmental and Organismal Biology Laboratory*

Fall, Spring, Summer. 1(0-2)

C: ISB 202.

Problem solving activities based on observation and the analysis of empirically derived data from environmental and organismal biology.

#### 204. *Applications of Biomedical Sciences*

Fall, Spring, Summer. 3(3-0)

P: MTH 103 or MTH 110 or MTH 116 or MTH 120 or concurrently or designated score on mathematics placement test.

Historical and recent development of knowledge about cellular developmental or genetic processes. Critical evaluation of the use and misuse of scientific discoveries in these areas.

#### 204L. *Applications of Biomedical Science Laboratory*

Fall, Spring, Summer. 1(0-2)

C: ISB 204.

Problem solving activities based on observation and interpretation of selected biological systems in relation to medical science.

#### 206H. *Human Biology and Society*

Fall, Spring. 3(3-0)

P: MTH 103 or MTH 110 or MTH 116 or MTH 120 or concurrently or designated score on mathematics placement test.

Conceptual and technological advances in biology. Ethical, legal, social and economic issues which accompany these advances.

## INTEGRATIVE STUDIES IN PHYSICAL SCIENCE ISP

### College of Natural Science

#### 201. *Concepts of Reality through Physical Science*

Fall, Spring, Summer. 3(3-0)

P: MTH 110 or MTH 116 or MTH 120 or MTH 124 or MTH 201 or STT 200 or STT 201 or concurrently or designated score on mathematics placement test.

Historical and recent development of our understanding of the physical world. Selected topics from the physical sciences, their relationship to one another and to other areas of culture.

#### 201L. *Concepts of Reality through Physical Science Laboratory*

Fall, Spring, Summer. 1(0-2)

C: ISB 201.

Problem solving activities based on observation and interpretation of selected physical systems.

#### 203. *Geology of the Human Environment*

Fall, Spring, Summer. 3(3-0)

P: MTH 110 or MTH 116 or MTH 120 or MTH 124 or MTH 201 or STT 200 or STT 201 or concurrently or designated score on mathematics placement test.

The scientific method in geological studies: its impact on the human environment and history, and on cultural, social, philosophical, and political decisions.

#### 203L. *Geology of the Human Environment Laboratory*

Fall, Spring, Summer. 1(0-2)

C: ISB 203.

Exercises in the scientific method applied to earth materials and their impact on society.