

**826 Enterprise Information Systems**  
 Spring. 3(3-0) Interdepartmental with Accounting. Administered by Department of Accounting and Information Systems. R: Open only to MBA students and master's students in Accounting or approval of department. Not open to students with credit in ITM 414.

Analysis, design and use of enterprise systems. Importance of enterprise system fit and reengineering of the enterprise. Implementation risks and organizational returns. Use of enterprise software.

**911 Doctoral Seminar in Information Systems**  
 Fall. 3(3-0) RB: Master's degree in business, computer science, telecommunication or engineering.

Seminar in management information systems for new doctoral students and researchers new to the field.

**912 Information Technology Transactional Perspectives**

Spring of even years. 3(3-0) Interdepartmental with Telecommunication. RB: Graduate level microeconomics course R: Open only to doctoral students.

Multiple perspectives on relationships between organizations and information technology. Information processing, communications and management strategy approaches. Economic perspectives.

**913 Seminar in Information Systems Design Science**

Spring of odd years. 3(3-0) RB: (ITM 911)

Research in design science in information systems. Ontological issues in design science research.

**914 Behavioral Aspects of Information Systems**

Fall. 3(3-0) RB: Two prior courses in information systems. R: Open to doctoral students in the College of Business or approval of college.

Information Systems theory from a behavioral and social science perspective.

**917 Research Methods in Information Systems**

Fall. 3(3-0) RB: (MSC 905) Graduate courses in Philosophy of Science, Intermediate Statistics. R: Open only to doctoral students in the College of Business or College of Communication Arts and Sciences or approval of college.

Research methodologies utilized to study information systems phenomena from social science, computational science and clinical approaches. Critique information systems literature from various methodological perspectives.

## INTEGRATIVE PIM MANAGEMENT

### The Eli Broad College of Business and The Eli Broad Graduate School of Management

**800 Managerial Skills**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Approaches to effective group management in business organizations. Creating, maintaining, and leading work groups.

**801 Firm Analysis**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Faculty supervised analysis of the student's employing organization. Organization and financial structure. Information, accounting, operating, and marketing systems.

**802 Environmental Analysis**

Spring. 1(1-1) 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(1-1) 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. 1(1-1) 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(1-1) RB: (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(1-1) 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. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Economics of the firm, with applications. Supply and demand, production and cost, competitive markets, pricing with market power, strategic behavior.

**822 Macroeconomics for Managers**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Determinants of national income, employment, and inflation. Macroeconomic environment of business: business fluctuations, fiscal and monetary policy, international capital flows, and forecasting macroeconomic data.

**831 Managerial Legal Environment**

Spring. 1(1-1) 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(1-1) RB: (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(1-1) RB: (PIM 811 and 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. 1(1-1) RB: (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(1-1) 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**

Fall. 1(1-1) 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.

**855 Strategic Management**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Determination of the strategic direction of the firm in a global, complex, and volatile environment. Analysis of the management of strategic actions and processes within and across firm boundaries. Integration of environmental factors and organizational functions in the analysis of management problems.

## Integrative Management—PIM

**862 Customer and Competitor Analysis**  
Spring. 1(1-1) RB: (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.

**863 Marketing Systems**  
Fall. 1(1-1) 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 marketing information. Developing strategies to guide the organization and operational market plans. Application of course concepts to work environment.

**870 Supply Chain Management**  
Fall. 1(1-1) 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. 1(1-1) 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 International Business**  
Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

International, comparative, and cross-cultural perspectives in business. Markets and implications for managers. Global opportunity assessment, currency risk, and operational considerations.

**873A Current Business Issues: Finance**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics.

**873B Current Business Issues: Marketing**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics.

**873C Current Business Issues: Supply Chain**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics.

**873D Current Business Issues: International Business**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics.

**873E Current Business Issues: Business Law**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics.

**873F Current Business Issues: Management**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics.

**873G Current Business Issues: Information Systems**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics regarding information systems issues.

**873I Current Business Issues: Accounting**  
Fall, Spring, Summer. 1(1-1) 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.

Perspectives on current and emerging topics regarding accounting issues.

**874 The Global Marketplace**  
Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Commercial, economic, cultural, and political aspects of global environments. Exposure to leading executives and government representatives of major trading partners. Develop a comparative framework for competitive strategy in a multi-country context. Field trip required.

## INTEGRATIVE STUDIES IN ARTS AND HUMANITIES IAH

### Center for Integrative Studies in Arts and Humanities College of Arts and Letters

**201 United States and the World (D)**  
Fall, Spring. 4(4-0) P:M: Completion of Tier I writing requirement. R: Concurrent registration in AL 201 (Writing Tutorial) required for students receiving 1.0 or 1.5 in Tier I writing course.

Major issues in development of U.S. 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.

**202 Europe and the World (I)**  
Fall, Spring, Summer. 4(4-0) P:M: Completion of Tier I writing requirement. R: Open only to undergraduate students. Concurrent registration in AL 201 (Writing Tutorial) is required for students receiving 1.0 or 1.5 in Tier I course.

Cultural encounters and political relationships between Europeans and people(s) from other regions of the world since 1500 as shown through study of written texts, literature, the visual arts, music, and other forms of expression. Examples from Europe and several continents.

**203 Latin America and the World (I)**  
Fall, Spring, Summer. 4(4-0) P:M: Completion of Tier I writing requirement. R: Concurrent registration in AL 201 (Writing Tutorial) required for students receiving 1.5 or 1.0 in Tier I writing course.

Major issues in the development of Latin American societies and cultures, presented in global perspective. Influences from indigenous peoples, Europeans, Africans, and others. Organized thematically and historically, through study of written texts, literature, and the arts.

**204 Asia and the World (I)**  
Fall. 4(4-0) P:M: Completion of Tier I writing requirement. R: Concurrent registration in AL 201 (Writing Tutorial) required for students receiving 1.5 or 1.0 in Tier I writing course.

Major issues in the development of Asian societies and cultures and their interaction with other regions of the world since 1600. Topics from East, Southeast, and South Asia. Organized thematically and historically, through study of written texts, the arts, and other forms of expression.

**206 Self, Society, and Technology (D)**  
Fall, Spring. 4(4-0) P:M: Completion of Tier I writing requirement. R: Open only to undergraduate students. Concurrent registration in AL 201 (Writing Tutorial) is required for students receiving 1.0 or 1.5 in Tier I course.

Exploration in how technology affects and is affected by our conceptions of ourselves, relations with others, and our ideals. Approaches and materials from philosophy, literature, art, music, and history as well as the natural sciences.

**207 Literatures, Cultures, Identities (I)**  
Fall, Spring, Summer. 4(4-0) P:M: Completion of Tier I writing requirement. R: Concurrent registration in AL 201 (Writing Tutorial) required for students receiving 1.5 or 1.0 in Tier I writing course.

Explorations in how literature reflects, creates, and challenges cultural and individual identities. Approaches and materials from literature, philosophy, the arts, religion, and history. Selected themes and issues, variable by term.

**208 Music and Culture (I)**  
Fall, Spring. 4(4-0) P:M: Completion of Tier I writing requirement. R: Concurrent registration in AL 201 (Writing Tutorial) required for students receiving 1.5 or 1.0 in Tier I writing course.

Relationships between music and culture. Organized historically, geographically, or thematically, through study of written texts, music, the visual arts, and other forms of expression. Selected topics, variable by term in content and approach.