

**INTEGRATIVE  
MANAGEMENT**

**PIM**

The Eli Broad College of Business  
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 Organizational Analysis**  
Fall. 1(1-1) R: Open to students in the Master of Business Administration in Integrative Management.  
Faculty supervised analysis of the student's employ- ing organization. Organization and financial struc- ture. Information, accounting, operating, and market- ing systems.
- 802 Integrative Case Competition**  
Spring. 1(1-1) R: Open to students in the Master of Business Administration in Inte- grative Management.  
Development of and participation in a significant case study integrating strategy, marketing, finance, human resource, and other business management issues.
- 803 Leadership Development**  
Fall. 1(1-1) R: Open to students in the Mas- ter of Business Administration in Integrative Management.  
Assessment and analysis of individual characteris- tics associated with effective leadership. Identifying personal strengths that are important for developing one's leadership potential. Planning for further capi- talization on these strengths.
- 804 Strategic Vision**  
Spring, Summer. 1(1-1) R: Open to students in the Master of Business Administration in Integrative Management.  
Supervised analysis of the student's employing organization, including interviewing the CEO or visible leader.
- 811 Financial Accounting Concepts**  
Summer. 1(1-1) R: Open only to MBA stu- dents in the Program in Integrative Man- agement.  
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**  
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 cost- ing, 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 infor- mation in organizational control and decision mak- ing. Methods for evaluating effectiveness of infor- mation systems. Application of course concepts to the work environment.
- 814 Financial Statement Analysis and Corporate Governance**  
Summer. 1(1-1) R: Open to students in the Master of Business Administration in Inte- grative Management.  
Stewardship and valuation role of accounting in capital markets. Financial statement analysis and corporate governance.
- 821 Managerial Economics**  
Summer. 1(1-1) R: Open only to MBA stu- dents in the Program in Integrative Man- agement.  
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 stu- dents in the Program in Integrative Man- agement.  
Determinants of national income, employment, and inflation. Macroeconomic environment of business: business fluctuations, fiscal and monetary policy, international capital flows, and forecasting macroe- conomic data.
- 831 Legal Environment of Business**  
Spring. 1(1-1) R: Open only to MBA stu- dents in the Program in Integrative Man- agement.  
The U.S. legal system. 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. Invest- ment 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 stake- holders and option pricing. Application of course concepts to work environment.
- 850 Analysis and Decision Modeling**  
Summer. 1(1-1) RB: STT 315 R: Open only to MBA students in the Program in Integra- tive Management.  
Models to support decision making: applications of regression analysis, decision analysis, simulation, forecasting, and project management.

- 852 Negotiation**  
Spring. 1(1-1) R: Open to students in the Master of Business Administration in Inte- grative Management.  
Dynamics of negotiation and conflict resolution using negotiation to manage people and interpersonal relations. Developmental processes, stages, and types of conflict. Conflict management and resolu- tion.
- 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. Analy- sis of the management of strategic actions and processes within and across firm boundaries. Inte- gration of environmental factors and organizational functions in the analysis of management problems.
- 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 environ- ments. Gathering and analyzing marketing infor- mation. Developing strategies to guide the organiza- tion 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 Innovation of Products and Services**  
Summer. 1(1-1) R: Open to students in the Master of Business Administration in Inte- grative Management.  
Analytic, decision-making, and planning concepts and tools for development of new innovative prod- ucts and services. Strategic management of techno- logical innovation within changing market environ- ments.
- 872 International Strategies**  
Summer. 1(1-1) R: Open to students in the Master of Business Administration in Inte- grative Management.  
International, comparative, and cross-cultural per- spectives in business. Markets and implications for managers. Global opportunity assessment, currency risk, and operational considerations.

## Integrative Management—PIM

**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.

**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.

**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.

**875 Supply Chain Management II**  
Summer. 1(1-1) R: Open to students in the Master of Business Administration in Integrative Management.

Advanced supply chain management strategies and applications. Integration of purchasing, manufacturing, operations and logistics in a global market.

**876 Ethics in the Workplace**  
Fall. 1(1-1) A student may earn a maximum of 2 credits in all enrollments for this course. R: Open only to Weekend MBA students.

Ethical dimensions of decision making in the business environment.

**881 Leadership Communications**  
Summer. 1(1-1) R: Open to students in the Master of Business Administration in Integrative Management.

Development of managerial level business communication skills. Communication strategy development. Message creation and delivery of messages in oral and written form.

**891 Special Topics in 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 Weekend MBA students.

Faculty-supervised study in special topics relevant to business executives.