

Management

Subject abbreviation: MGT
The A. Gary Anderson
Graduate School of Management

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 and The A. Gary Anderson Graduate
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Professor Emeritus

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Sattar Mansi, Ph.D.

Assistant Professors

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 Rami Zwick, Ph.D.

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 Jorge Silva-Risso, Ph.D.

Assistant Professors

Andrea Godfrey, Ph.D.
 Seok-Woo Kwon, Ph.D.
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Lecturer

Raj Singh, Ph.D.

Graduate Program

Through The A. Gary Anderson Graduate School of Management, The School of Business Administration (SoBA) offers two professional graduate programs leading to the Master of Business Administration (M.B.A.) degree. The Master of Business Administration (M.B.A.) program is offered at the UCR campus. The school also offers an Executive Master of Business Administration (E.M.B.A.) program at the UCR Palm Desert Graduate Center.

Admission Applications for the traditional M.B.A. program are accepted for fall, winter, and spring entry. The program is open to eligible students from all undergraduate majors. Quantitative methods (business calculus, linear algebra) is a prerequisite to the program. Qualified students who have not taken this prerequisite course may be admitted, but must meet this requirement during their first two quarters in residence. Admission to the graduate program is based on several criteria including the quality of previous academic work, scores on the Graduate Management Admission Test (GMAT), letters of recommendation, and managerial experience.

Applications for the Executive M.B.A. program are accepted throughout the year for fall entry only. Successful candidates should demonstrate progressive personal achievement including leadership ability and experience, particularly mid- to senior-level professionals who have the opportunity to complete the E.M.B.A. program on alternative weekends (Friday and Saturdays) over a 20-month period without interrupting their career.

Course Work The M.B.A. program can be completed in two years on a full-time basis or in three to four years on a part-time basis. In the 80-unit program (20 courses), all students take 36 units in a common body of knowledge that consists of courses in quantitative analysis, managerial economics, financial accounting, finance, operations and management science, information systems, organizational behavior and theory, strategic management, and marketing management. Thereafter, students complete a required internship, 28-36 units selected from electives, a management synthesis course, and a thesis or an industry-based case project (in the management synthesis class MGT 238). All students must complete a non-degree credit

workshop in communications, leadership, teams, and ethics.

Electives are selected with the assistance of a faculty advisor to meet individual educational and career goals. Electives are offered in areas such as accounting, entrepreneurial management, finance, human resources management, international management, management science, management information systems, marketing, and production and operations management. The program is flexible to meet individual student interests, and students are also encouraged to take courses in related disciplines such as economics, statistics, computer science, and sociology.

The school has a working agreement with the Department of Psychology for collaborative training of doctoral students in consumer behavior/marketing

Normative Time to Degree for Both Programs
 7 quarters.

Master of Business Administration

Candidates for the M.B.A. are required to complete all the general requirements specified in the Graduate Studies section of this catalog.

The program conforms to Plan I or Plan II.

Plan I (Thesis) For thesis work, a maximum of 8 units of credit is granted. The thesis is a two or more quarter research endeavor to be initiated during a student's final year in the program. It is expected that most students will develop theses related to advanced work in their electives. The format and other details of the thesis must meet the requirements of the Graduate Division of UCR.

Plan II (Comprehensive Examination) Students who elect Plan II must complete an industry-based group case analysis as part of the management synthesis course. This case serves in lieu of a comprehensive final examination. Students whose case analyses are deemed "not acceptable" are given one additional quarter to revise them to an "acceptable" level.

Executive Master of Business Administration Program

The E.M.B.A. program is a self-supported program that is offered at the Richard J. Heckmann International Center for Entrepreneurial Management at the UCR Palm Desert Graduate Center (PDGC) with three one-week residential courses. The first residential permits students to become acquainted with their academic community; they are assigned to balanced work-study groups. The second residential is an international trip set during the middle of the program designed to expose students to current "Global Strategy" as well as other economic issues. The final residential concludes the program by focusing on individual professional development planning strategies. Successful completion of this program results in the awarding of the M.B.A. degree.

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This program focuses on an interdisciplinary structure with a specific focus on general management. Admission is based on an assessment of all materials gathered through the application process. These materials include and are not limited to official transcripts, test scores, professional experience, letters of recommendations, and a personal interview for admission into the E.M.B.A. program.

Course Work E.M.B.A. courses and program events are open for enrollment and participation only for those students admitted to the E.M.B.A. program. A student may not receive credit for an E.M.B.A. course unless admitted into the E.M.B.A. Program.

The course work for the E.M.B.A. program is designed to be completed in less than 20 months. This is a full-time program attended in an accelerated fashion. Candidates spend extended time in the classroom with fewer visits to campus. The E.M.B.A. program requires a total of 80 units with a minimum grade point average of 3.0 in the core and overall. All students must complete a nondegree credit workshop in communications, leadership, teams, and ethics.

Common Core Courses are identified as the following: Organizational Behavior, Information Systems, Financial Accounting, Statistics, Managerial Economics, Marketing, Financial Management, Operations Management, Business Policy & Strategy, Entrepreneurial Management, Corporate Finance & Investment, Human Resource Management, Marketing Strategy, Logistics & Supply Chain Management, and Negotiation for Managers.

Electives in the second year are drawn from traditional functional areas and emerging business themes, such as: Supply Chain Management, Web Commerce, Empirical Finance, Audit & Assurance, and Behavior Decision Research.

Executive Coaching The E.M.B.A. program uses a common background of group and individual coaching to integrate course materials, improve learner effectiveness, and create a career action plan. At the conclusion of the program, student action plans are presented.

Graduate Courses

MGT 200. Organizational Behavior and Theory (4)

Lecture, 3 hours; extra reading, 1.5 hours; outside projects, 1.5 hours. Prerequisite(s): MGT 404 or consent of instructor. Enhances student understanding of complex organizational life using multiple perspectives at the micro and macro levels. Addresses theories and research pertaining to organizational structure, culture, group dynamics, interpersonal relations, and social psychological factors with the goal of developing students' capabilities for diagnosing organizational problems and identifying appropriate solutions.

MGT 201. Quantitative Analysis (4) Lecture, 3 hours; discussion, 1 hour. Prerequisite(s): MGT 403 or equivalent; familiarity with Microsoft's Excel spreadsheet software. Addresses the process of generating

decision-making information from data and solving management problems using common computer tools. Covers problem identification and formulation, model selection and use, and interpretation of the results of statistical analysis. Topics include estimation, hypothesis testing, analysis of variance, simple and multiple regression, time series, and forecasting. May not be taken for degree credit by students in statistics undergraduate or graduate programs.

MGT 202. Financial Management (4) Lecture, 3 hours; extra reading, 1.5 hours; outside projects, 1.5 hours. Prerequisite(s): MGT 201, MGT 211, or equivalents. Provides a foundation in theories of finance. Topics include time value of money, security valuation, financial institutions, theories of risk measurements, managing a firm's investment decisions, capital structure, and sources of financing for a firm.

MGT 203. Economics for Management (4) Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 403 or equivalent. A study of the use of microeconomics and macroeconomics in managerial decision making. Topics include demand and supply, production and cost functions, competition, labor supply, national income accounting, aggregate output, interest rates, fiscal and monetary policy, inflation, economic growth, and business cycles.

MGT 204. Cost and Management Accounting (4)

Lecture, 3 hours; outside projects, 3 hours. Prerequisite(s): MGT 211 or equivalent. A study of accounting information for managerial planning and control. Topics include managerial applications for product costing, budgeting, and performance evaluation; accounting techniques for modern manufacturing systems; activity-based accounting and cost management; international cost accounting systems; and the behavioral implications of accounting information.

MGT 205. Information Systems (4) Lecture, 3 hours; laboratory, 1 hour; outside projects and extra reading, 2 hours. Prerequisite(s): graduate standing; familiarity with basic computer operations and software packages. Examines the operation and management of information systems as applied to the business environment. Topics include hardware, software, databases, decision support, and systems analysis. Software packages are used to integrate information systems concepts and business applications.

MGT 207. Operations Management for Competitive Advantage (4)

Lecture, 3 hours; outside projects and extra reading, 3 hours per week. Prerequisite(s): MGT 201, spreadsheet skills. Focuses on managing the activities involved directly in the creation of products and services, such as design, production, and distribution. Provides managers with the skills and tools to analyze, optimize, and improve production processes for competitive advantage. Explores issues through lectures, cases, and videos pertaining to various industries.

MGT 208. Business, Government, and Society (4)

Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): graduate standing. Provides a managerial perspective on the relationship between business and its external stakeholders. Primary focus is on the impact of public policy on business and the management of public issues in a global environment. Case studies and teamwork are emphasized.

MGT 209. Marketing Management (4) Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 403 or equivalent. Analyzes the marketing process, the environment within which it operates, institutions involved, and the functions performed. Examines the relationships and trends in a market-based economic system. Develops concepts and terms applied to marketing decisions from the perspective of a manager.

MGT 210. Human Resources Management (4) Lecture, 3 hours; outside projects and reading, 3 hours. Prerequisite(s): MGT 200. Introduces methods for managing the firm's human resources within the context of regulatory and economic conditions and changing workforce demographics. Topics include recruitment and selection, compensation and reward systems, employee development and appraisal, and information systems for meeting HRM objectives.

MGT 211. Financial Accounting (4) Lecture, 3 hours; outside research, 3 hours. Prerequisite(s): graduate standing or consent of instructor. Covers financial accounting concepts and the analytical tools needed to understand and interpret financial statements. Examines the uses of financial accounting information.

MGT 215. International Comparative Management (4)

Lecture, 3 hours; outside projects and readings, 3 hours. Prerequisite(s): graduate standing. Comparative analysis of significant management practices. The impacts of cultural, political, social, and economic factors on decision making within the international arena are examined.

MGT 216. Managing a Diverse Work Force (4) Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 200 or consent of instructor. Covers management issues arising from a work force that is increasingly diverse in terms of gender, race, age, ethnicity, culture, and health status. Topics include participation patterns and career development, stereotyping, communication styles, work-family conflicts, reasonable accommodation and other legislative requirements.

MGT 217. Management-Labor Relations (4)

Lecture, 3 hours. Prerequisite(s): MGT 210 or equivalent and consent of instructor. The social forces leading to collective employee action in public and private institutions are examined in light of labor legislation, labor law, labor economics, collective bargaining, and the aspirations of social groups.

MGT 218. Ethics in Management (4)

Lecture, 3 hours. Examines ethical dilemmas faced by managers and organizations and extends decision analysis to include the ethical dimension present in most policy decisions. Seeks to increase the students' ability to identify and respond to ethical issues in organizations, including such areas as affirmative action, bribery, deception, working conditions, product safety, environmental impact, and international relations.

MGT 220. Negotiations for Managers (4)

Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): graduate standing or consent of instructor. Develops student understanding of the theory and processes underlying a broad spectrum of negotiation problems. Students attain competence in negotiations by applying analytic and interpersonal skills learned from readings and lectures to negotiation exercises and debriefings.

MGT 221. Decision Making Under Uncertainty (4)

Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 207 or consent of instructor. Introduces basic tools for using data to make informed managerial decisions under uncertainty. Addresses modeling, performance evaluation, and optimization of systems with uncertain parameters. Topics include Markov chains, Markov decision processes, and probabilistic linear and dynamic programming. Applications are drawn from operations, finance, marketing, and other management fields.

MGT 222. Organization Development and Change (4)

Lecture, 3 hours. Prerequisite(s): MGT 200 or consent of instructor. Stresses the initiation and management of organizational change through the use of applied behavioral science knowledge. Emphasizes the diagnosis of organizational problems followed by the development of an improved plan and the strategies and tactics for implementing that plan.

MGT 224. Managing for Quality Improvement (4)

Lecture, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 201 or consent of instructor. Discusses the operational aspects of quality improvement in manufacturing and service organizations. Focuses on the broader issues of total quality management, statistical process control, and the difficulties in implementing quality efforts in organizations.

MGT 225. Professional Accounting and Auditing Research (4)

Lecture, 3 hours; outside research, 3 hours. Prerequisite(s): graduate standing. Provides an in-depth examination of the professional accounting and auditing research process. Includes issue identification; location and evaluation of authority using online and electronic accounting, auditing, and tax research databases; developing conclusions and recommendations; and communication of research results.

MGT 226. Fraud and Forensics Auditing (4) Lecture, 3 hours; extra reading, 1.5 hours; outside projects, 1.5 hours. Prerequisite(s): MGT 204 or equivalent. Addresses forensic accounting and fraud examination in how it pertains to both civil and criminal matters. Develops a basic understanding of the characteristics of fraud, fraud prevention and detection, investigative techniques, asset recovery, and use of information technology.

MGT 227. Fixed-Income Securities and Markets (4) Lecture, 3 hours; extra reading, 1.5 hours; outside projects, 1.5 hours. Prerequisite(s): MGT 201. Covers analytical techniques related to fixed-income securities. Includes basic analytical tools in fixed-income markets. Topics include relative pricing of fixed-income securities, yield-curve estimation, securities with embedded options, and trading strategies. Utilizes interest rate swaps, mortgage-backed securities, and credit derivatives.

MGT 228. Consumer Behavior (4) Lecture, 3 hours; consultation, 1 hour. Prerequisite(s): MGT 209 or consent of instructor. Analyzes why people buy and examines purchase decision processes and outcomes. Studies current models of consumer behavior. Topics include brand equity, customer delight, global marketing, behavior modification, and strategic market analysis.

MGT 230. Databases for Management (4) Lecture, 3 hours; outside projects and readings, 3 hours. Prerequisite(s): MGT 205. Examines the features and capabilities of database management systems, including database classification, data structures, file organizations, evaluation, and management of database systems.

MGT 231. Corporate Finance (4) Lecture, 3 hours; extra reading, 1.5 hours; outside problem sets, 1.5 hours. Prerequisite(s): MGT 202. An intensive analysis of the effects of corporate financial policy decisions on firm value. Examines the interrelation of firm value, financing policy, investment decisions, and other considerations. Provides an understanding of the theoretical issues involved in the choice of these policies.

MGT 232. Derivatives and Asset Pricing (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 202. Explores the pricing of derivatives-based securities. Covers various topics in derivatives markets. Introduces pricing techniques for forwards, futures, options, swaps, and other derivatives. Utilizes empirical data and financial modeling.

MGT 233. Marketing Research (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 201, MGT 209; or consent of instructor. Examines how marketing-related data is gathered from individuals and organizations. Explores the importance of integrating problem formulation,

research design, questionnaire construction, and sampling so as to yield the most valuable information. Also studies the proper use of statistical methods and the use of computers for data analysis.

MGT 235. Strategic Management (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): graduate standing. Studies the formulation, implementation, and evaluation of business unit and corporate strategies and the organizational policies and managerial practices that support them. Applies theory to actual general management problems using cases, group exercises, and other simulations of strategic challenges.

MGT 236. Decision Making Under Certainty (4)

Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 207 or consent of instructor. Introduces basic tools for using data to make informed managerial decisions under certainty. Covers modeling and solution methods in network optimization, integer and nonlinear programming, and multiple criteria decision analysis. Examines applications and case studies in operations, logistics, finance, and marketing.

MGT 237. International Financial Management (4)

Lecture, 3 hours; extra reading, 1 hour; outside projects, 2 hours. Prerequisite(s): MGT 202. Focuses on the nature, risks, and management of foreign exchange exposure in a corporate setting. Covers trade and international investment theories. Topics include the international financial systems, balance of payments, foreign exchange markets, measurement of foreign exchange risk, hedging, international asset pricing, and trade financing.

MGT 238. Management Synthesis (4)

Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 200, MGT 201, MGT 202, MGT 203, MGT 205, MGT 207, MGT 209, MGT 211, MGT 235. A team-taught, integrative case course that focuses on managing the complex tasks of the total organization. Examines the interdependence of the functional areas of management. Student teams analyze cases involving several functional areas and recommend actions for improvement.

MGT 239. Simulation for Business (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 201, MGT 205. Introduces computer simulation as a tool for analyzing complex decision problems. Analyzes and discusses the theory and practice of modeling through simulation. Topics include modeling uncertainty and collecting input data, basic simulation principles, Monte Carlo simulation techniques, model verification and validation, and analysis of simulation output. Examines applications in manufacturing, finance, health services, and public policy.

MGT 240A. Taxation (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 211 or equivalent or consent of instructor. Covers federal income tax laws as they apply to individuals, partnerships, and corporations. Also discusses tax planning, tax policy, and other special tax issues.

MGT 240B. Advanced Taxation (4) Lecture, 3 hours; outside case analysis, 3 hours. Prerequisite(s): MGT 240A or equivalent. Articulates advanced topics in federal taxation and tax planning. Explores many facets of the complex body of tax law including tax research, alternative minimum tax, investment losses, employee compensation, corporate distributions, and federal transfer taxes.

MGT 241. Accounting Systems and Control (4) Lecture, 3 hours; extra reading, 1.5 hours; outside projects, 1.5 hours. Prerequisite(s): MGT 204 or equivalent. A study of the design and implementation of internal

control systems. Emphasizes auditing, accounting information systems, ethical and trust systems, and related issues.

MGT 243. Product Development (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 209 or consent of instructor. Develops a framework for the development of product concepts through new product introduction. Emphasis is given to tactical and strategic decisions in product positioning and policy. Relies on extensive computer-based analysis.

MGT 244. Corporate Risk Management (4) Lecture, 3 hours; written case analyses and reports, 3 hours. Prerequisite(s): MGT 202. Provides an overview of derivative financial instruments. Focuses on the use of derivatives to manage risk in a corporate setting. Utilizes the case-method to develop strategies and policies for managing the risk exposure of an enterprise, as well as to assess the relations between risk management and value creation.

MGT 245. Financial Statement Analysis (4) Lecture, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 211 or consent of instructor. Explains the role of financial statement analysis in an efficient capital market. Data from financial statements of major corporations is analyzed to develop skills necessary to interpret financial accounting information. Designed for future professionals who will be intensive users of financial accounting reports (e.g., security analysts, credit analysts).

MGT 246. Entrepreneurial Management (4) Lecture, 3 hours; outside projects, 3 hours. Prerequisite(s): MGT 202, MGT 209; or consent of instructor. Study of the entrepreneurial process, its challenges, and the driving forces behind it—the managerial skills, mental attitudes, and basic knowledge necessary for creating and growing a new venture. Topics include opportunity assessment; building the management team; marshalling capital and other critical resources; and harvest strategies.

MGT 247. Advertising Management (4) Lecture, 3 hours. Prerequisite(s): MGT 228 or consent of instructor. Examines the role and use of advertising within the marketing function. The models and research methods appropriate to the field will be explored with special attention given to objective setting, copy decisions, media decisions and budgeting. Social/economic issues are also examined.

MGT 248. Global Marketing (4) Lecture, 3 hours; outside research, 2 hours; extra reading, 1 hour. Prerequisite(s): MGT 209 or consent of instructor. Analyzes global markets and opportunities. Provides an understanding of global environments and the marketing management required to meet the demands of global markets in a dynamic setting.

MGT 249. Pricing Strategy (4) Lecture, 3 hours; consultation or discussion, 1 hour. Prerequisite(s): MGT 209 or consent of instructor. The concepts of competitive pricing, price leadership, price discrimination, price warfare, and the strategic implication of skimming versus penetration strategies with respect to the experience curve will be developed.

MGT 250. Marketing Channels and Sales Force (4)

Lecture, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 209. Examines decisions related to distribution channels and sales force. Discusses how to select the most appropriate marketing channel. Channel management topics include distribution intensity, power, control, and channel conflict. Covers issues in sales-force management, compensation, structure, and size.

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MGT 251. Market Assessment (4) Lecture, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 209. Examines advanced topics in marketing, with emphasis on quantitative tools to aid marketing decision making. Topics include demand and market-share forecasting, conjoint analysis, market segmentation and cluster analysis, brand positioning and competitive market structures, and assessing market response to price, advertising, promotion, distribution, and sales force.

MGT 252. Investments and Portfolio Management (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 202. Discusses standard asset pricing models, portfolio theory, and empirical uses of securities data. Addresses pricing in the capital markets and empirical issues in testing asset pricing models. Other topics include risk-adjusted portfolio performance, term structure, bond pricing, and bond portfolio management.

MGT 253. Internet Marketing (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 209 or consent of instructor. Examines the role of the Internet in an organization's overall marketing framework. Discusses marketing applications of personalization, traffic generation, online search, community, online experience, and other current Internet-enabled marketing techniques. Emphasizes Internet retailing.

MGT 254. Internet Retailing Project (4) Lecture, 3 hours; extra reading, 1.5 hours; outside projects, 1.5 hours. Prerequisite(s): MGT 209; consent of instructor. A practical examination of the Internet retailing customer chain from a managerial perspective. Involves special-topic lectures, directed readings, active discussion, and student presentations. Culminates in a class-written book comprised of chapters focusing on team-developed solutions to industry problems. Course is repeatable to a maximum of 8 units.

MGT 257. Marketing Strategy (4) Seminar, 3 hours; consultation, 1 hour. Prerequisite(s): MGT 209 or consent of instructor. A framework is developed for strategic marketing planning. Topics emphasized include market audits and futures research, product-market identification, product portfolio balancing, target market strategy, and integrated marketing program planning. Relies heavily on an extensive computer-based market simulation.

MGT 258. Logistics and Supply Chain Management (4) Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 207 or consent of instructor. Studies the integration of value-creating elements in supply, procurement, manufacturing, distribution, and logistics processes, using information technologies as a main enabler. Topics include distribution networks, demand management, sourcing, transportation, pricing, supply chain coordination, information technology, and e-business.

MGT 259. Operations Planning and Control (4) Seminar, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 207. A study of the design of systems used for controlling assets, planning, and scheduling in manufacturing and service operations. Includes analysis of operating systems and discussion of planning and scheduling methods, heuristics, and interfaces with MRP and JIT inventory systems. Emphasizes the importance of integration, flexibility, and automation of the operation system.

MGT 260. Contemporary Issues in Management (4) Seminar, 30 hours per quarter; individual study, 30 hours per quarter. Prerequisite(s): graduate standing or consent of instructor. Focuses on recent developments and selected topics in contemporary management practices. Discusses innovative practices in areas such as marketing, finance, accounting,

information technology, production, and distribution. Includes presentations by students, invited scholars and business professionals. Course is repeatable as topics change to a maximum of 8 units.

MGT 261. Contemporary Issues in Entrepreneurship (4) Seminar, 30 hours per quarter; individual study, 30 hours per quarter. Prerequisite(s): graduate standing or consent of instructor. Addresses current issues and innovations in entrepreneurial management to develop a broad understanding of the interrelationship among all functions of management, including marketing, finance, accounting, information technology, production, and distribution. Discusses topics such as family business management, entrepreneurial marketing, managing growth, strategies for innovation, and market entry and exit decision making.

MGT 262. Advanced Topics in Management (4) Seminar, 30 hours per quarter; outside research, 30 hours per quarter. Prerequisite(s): graduate standing or consent of instructor. Intensive study of selected topics in management. Includes readings, discussion, and presentation of research. Requires completion of an analytical research paper based on recent advances in management strategy. Topics include leadership, change, value creation, and innovations in strategies related to the functional areas of management. Course is repeatable as topics change to a maximum of 8 units.

MGT 263. Advanced Topics in Entrepreneurship (4) Seminar, 30 hours per quarter; outside research, 30 hours per quarter. Prerequisite(s): graduate standing or consent of instructor. Explores various topics relevant to the development of entrepreneurial skills in a variety of management functions, including marketing, finance, and operations. Includes lectures, case studies, presentations by entrepreneurs, and exercises to provide students with a realistic understanding of entrepreneurial challenges.

MGT 264. Information Systems Resources Management (4) Seminar, 3 hours; outside research, 2 hours; extra reading, 1 hour. Prerequisite(s): MGT 205 or consent of instructor. Provides an understanding of the issues, strategies, and tactics involved in managing information systems in large organizations. Topics include cost allocation, capacity planning, congestion problems, and distributed information systems. Relies heavily on case studies.

MGT 265. Decision Support and Expert Systems (4) Seminar, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 205, MGT 207; or consent of instructor. Covers advanced topics in management support systems, including problem theory, decision support, and expert systems. Examines key issues involved in using information systems for decision making. Explores how information systems are used to solve management problems.

MGT 266. Project Management (4) Seminar, 3 hours; extra reading and project, 3 hours. Prerequisite(s): MGT 207 or equivalent. Addresses issues of project planning and control. Topics include differences between projects and production systems; project selection; project teams; breakdown structures of organization and work; scheduling and budgeting; resources management; project control and evaluation; and current project management software.

MGT 267. Applied Business Forecasting (4) Seminar, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 201 or equivalent. Provides experience in developing forecasting models and applying them to problems in marketing, production, inventory management, business economics, and other fields. Discusses issues in data acquisition, data analysis,

modeling of relations between variables, trend analysis, and seasonal forecasting. Uses case studies and applications from a variety of management areas.

MGT 268. Entrepreneurial Finance and Venture Capital (4) Seminar, 3 hours; extra reading, 1 hour; case studies, 2 hours. Prerequisite(s): MGT 202. Covers financing of nonpublic and early-stage venture. Includes financial modeling, cash needs assessment, valuation, deal structure, financing alternatives, and harvesting.

MGT 269. The New Venture and the Business Plan (4) Seminar, 3 hours; outside research, 2 hours; case study preparation, 1 hour. Prerequisite(s): MGT 246 or consent of instructor. Focuses on the entrepreneurial process from conception to birth of a new venture. Explores the process of developing an opportunity assessment, structuring and rewarding the founding management team, and marshalling necessary critical resources through the development of a full-scale business plan.

MGT 270. Corporate Social Responsibility (4) Lecture, 3 hours; extra reading, 3 hours. Prerequisite(s): graduate standing. Addresses managerial and ethical issues in the social, political, and legal environments of business. Focuses on strategies that firms employ to enhance performance, given their multiple stakeholders (e.g., consumers, suppliers, government, local communities, activists, nongovernmental organizations). Uses domestic and international cases to illustrate the strategic use of corporate social responsibility.

MGT 272. Global Strategy and Management (4) Seminar, 3 hours; outside projects, 3 hours. Prerequisite(s): MGT 200, MGT 202, MGT 209; or consent of instructor. Provides an overview of the strategic issues that multinational firms and managers encounter in a global marketplace. Topics include the globalization of the world economy, mode of entry into markets, analysis of political risk, global strategic alliances, and competing in emerging economies.

MGT 274. Special Topics in Finance (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 202. Explores the latest developments in theoretical and empirical finance. Topics include asset pricing, performance evaluation, derivative securities, market microstructure, corporate finance, and corporate control and governance.

MGT 276. Financial Strategy and Corporate Control (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 202. Covers the nexus among finance, strategy, governance, and corporate control. Examines the theory and empirical evidence for models of corporate financial policy and the market for corporate control. Emphasizes critical evaluation of the evidence for different models of corporate financial policy.

MGT 277. Advanced Financial Accounting (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): BUS 165C or equivalent (may be taken concurrently). Covers advanced financial accounting and reporting practices. Emphasizes topics such as consolidated financial statements, branch accounting, foreign transactions, segment reporting, partnership accounting, and accounting for nonprofit organizations.

MGT 278. Auditing and Assurance Services: Theory and Practice (4) Seminar, 3 hours; outside research, 3 hours. Prerequisite(s): BUS 165B or equivalent. An in-depth examination of audit processes and procedures. Develops audit judgment skills through the identification and resolution of issues associated with the auditing practice.

MGT 280. Business Issues in Electronic Commerce (4)

Seminar, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 205 or consent of instructor. Provides an understanding of the various business strategies, management issues, and pertinent technologies related to electronic commerce. Explores several of the problems surrounding electronic commerce including security issues, privacy, encryption, safeguarding of intellectual property rights, acceptable use policies, and legal issues.

MGT 281. Systems Analysis and Design (4)

Seminar, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 205, MGT 230; or consent of instructor. Provides an understanding of the systems development life cycle with emphasis on the analysis and design phases. Familiarizes students with the tools and processes used by system developers to analyze, design, and construct computer-based systems. Provides experience in analyzing and designing a computer-based system.

MGT 282. Business Data Communications (4)

Seminar, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 205. Provides insight into the role of telecommunications in business, with an emphasis on information management. Specific topics include data communications (hardware components, interfaces, and link protocols), architecture and technology (protocols, local area networks, and emerging digital services), and network management (control and security).

MGT 284. Issues in Asian and American Business Interactions (4)

Seminar, 3 hours; individual study, 3 hours. Prerequisite(s): graduate standing or consent of instructor. Studies American and Asian business interactions, including international trade, outsourcing, joint-venture agreements, foreign direct investments, and multinational organizations. Develops an understanding of the opportunities for business and trade between American and Asian organizations and the skills required to manage resources and successfully implement multinational business strategies.

MGT 285 (E-Z). Special Topics in Management (4)

seminar, 3 hours per week or 30 hours per quarter; assignment of the remaining hours varies from segment to segment. Prerequisite(s): graduate standing; consent of instructor. Additional prerequisites are required for some segments of this course; see the School. Covers topics not contained in a regular course. Topics are announced at the time of offering.

MGT 290. Directed Studies (1-6) Prerequisite(s): consent of instructor. Directed studies and research in selected problems or theories of management for advanced graduate students to pursue special areas of interest. Graded Satisfactory (S) or No Credit (NC). Course is repeatable.

MGT 297. Directed Research (1-6) Prerequisite(s): consent of instructor. Directed research in selected problems of management for graduate students with special research interests. Graded Satisfactory (S) or No Credit (NC). Course is repeatable.

MGT 298-I. Fieldwork in Management (1-4) Field, 3-12 hours; consultation, 1 hour. Prerequisite(s): consent of instructor. Supervised field experience culminating in a final report or other academic component. May be repeated for up to 8 units of credit toward the degree.

MGT 299. Research for Thesis or Dissertation (1-12)

Prerequisite(s): consent of instructor. Graded Satisfactory (S) or No Credit (NC). Course is repeatable.

Professional Courses

MGT 302. Apprentice Teaching (1-4) Seminar, 1-4 hours. Prerequisite(s): limited to departmental teaching assistants; graduate standing. Supervised individual instruction in teaching including monitoring of teaching assistant's activities and regular consultation with assistant concerning teaching responsibilities. Graded Satisfactory (S) or No Credit (NC). May be repeated; not for degree credit.

MGT 403. Review of Quantitative Methods for Management (4) Lecture, 3 hours; laboratory, 1 hour; individual study, 2 hours. Prerequisite(s): graduate standing. Reviews quantitative concepts and techniques related to the various functional areas of management. Topics include properties of functions, systems of equations and matrices (linear algebra), differentiation and integration (calculus), and basic probability concepts. Not for degree credit. Satisfactory (S) or No Credit (NC) grading is not available.

MGT 404. Communications, Leadership, Teams, and Ethics (2) Lecture, 7 hours per quarter; workshop, 28 hours per quarter. Prerequisite(s): graduate standing. Uses case discussions, presentations, and theoretically informed readings to develop communication, presentation, and leadership skills; examine the principles of effective teamwork; and introduce representative ethical issues confronting managers. Not for degree credit.

Marxist Studies Minor

College of Humanities, Arts, and Social Sciences

Joseph Childers, Ph.D., Chair
Thomas Patterson, Ph.D., Acting Chair
HMSS 2109
(951) 827-1829;
www.marxiststudies.ucr.edu

Committee in Charge

Edna Bonadich, Ph.D. (Sociology/Ethnic Studies, Emeritus)
Christopher Chase-Dunn, Ph.D. (Sociology)
Joseph Childers, Ph.D. (English)
Jennifer Doyle, Ph.D. (English)
Carole Fabricant, Ph.D. (English)
Christine Gailey, Ph.D. (Women's Studies)
Michael Kearney, Ph.D. (Anthropology)
Victor Lippit, Ph.D. (Economics)
Brian Lloyd, Ph.D. (History)
Bernd Magnus, Ph.D. (Philosophy, Emeritus)
B. Toby Miller, Ph.D. (Media and Cultural Studies)
Ken Rogers, Ph.D. (Art History)
Georgia Warnke, Ph.D. (Philosophy)
Stephen E. Cullenberg, Ph.D.
Dean, College of Humanities, Arts, and Social Sciences, ex officio

The Marxist Studies minor integrates courses from various disciplines in order to examine the theory and main applications of Marxism in the social sciences and humanities disciplines.

Requirements for the minor (24 units)

1. Theory, method, and history of thought requirement
 - a) ECON 115
 - b) PHIL 153

2. Four courses from the following dealing with applications of Marxist studies in various fields:

- a) ANTH 131
- b) CPLT 180X
- c) ECON 175
- d) POSC 160
- e) WRLT 170/ETST 170

See Minors under the College of Humanities, Arts, and Social Sciences in the Colleges and Programs section of this catalog for additional information on minors.

Materials Science and Engineering

Subject abbreviation: MSE
The Marlan and Rosemary Bourns
College of Engineering

Alexander A. Balandin, Ph.D., Chair
Advising Office, A159C Bourns Hall;
(951) 827-3647 (ENGR)
www.engr.ucr.edu/mse

Program Committee

Alexander A. Balandin, Ph.D., (Electrical Engineering)
Sakhrat Khizroev, Ph.D., (Electrical Engineering)
Mart Molle, Ph.D. (Computer Science and Engineering)
Nosang Myung, Ph.D. (Chemical and Environmental Engineering)
Cengiz Ozkan, Ph.D. (Mechanical Engineering)
Valentine Vullev, Ph.D. (Bioengineering)

Major

The B.S. degree in Materials Science and Engineering is offered jointly by the five participating departments of The Marlan and Rosemary Bourns College of Engineering. The program aims to produce students who are effective team players in materials engineering or related engineering, science or managerial positions, who use and improve on their skills in the job; who can enter into graduate or professional degree programs; and who are responsible engineers, professionals or scientists demonstrating ethical and professional responsibility and continuing to learn through a variety of educational experiences.

The program aims to produce graduates who:

- can apply knowledge of the scientific and engineering principles underlying major elements of materials engineering -- the structure, properties, processing, and performance of materials
- can design and conduct experiments relevant to materials science and engineering as well as analyze and interpret experimental data
- can identify, formulate, and solve materials selection and design problems