

Henry W. Bloch School of Business and Public Administration

UMKC 2007-08 Graduate and Professional Catalog (1.0)

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Henry W. Bloch School of Business and Public Administration

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Introduction

Degree Programs

The Bloch School offers the degrees of bachelor of business administration (B.B.A.), bachelor of science in accounting (B.S. in accounting), master of business administration (MBA), master of public administration (M.P.A.) and the master of science in accounting (M.S. in accounting). Within the MBA program there is an Executive MBA (EMBA) offering. Additionally, the School has two joint degree programs with the UMKC School of Law, the J.D./MBA and the J.D./M.P.A. degrees, and also participates in the Interdisciplinary Ph.D. program. For those students who are enrolled in non-business undergraduate degree programs at UMKC, the Bloch School offers a business minor.

History

The University has offered business courses since 1933. In 1953, with the support and encouragement of the Kansas City community, the School of Business Administration was established. Since that time, the Bloch School has grown to a student body of 1,400 and a faculty of approximately 45 professional educators. In January 1988, the School was renamed for Henry W. Bloch, co-founder of H&R Block, and moved into a newly expanded building.

Mission

The Henry W. Bloch School of Business and Public Administration supports the mission of the University of Missouri-Kansas City and provides high quality professional education for a changing world.

The Bloch School offers undergraduate, graduate, executive and other outreach programs responsive to business and community needs. These programs are delivered through a curriculum combining a solid preparation in basic management functions with the skills of leadership, entrepreneurship, strategic decision-making and an understanding of the technological and global environment. The School's faculty is committed to teaching, scholarship and service, and to continuously improving a learning environment that brings discipline to the real-world challenges of management practice.

Accreditation

The Bloch School is accredited by AACSB International - The Association to Advance Collegiate Schools of Business and by the National Association of Schools of Public Affairs and Administration (NASPAA).

Advising and Student Services

Staff in the Student Services Office, room 115 of the Bloch School, assist students in applying for admission, planning programs and registering for courses. Students in the M.P.A. and M.S. in accounting programs are advised by faculty. Graduate students must be advised prior to enrolling in their first semester. Additionally, students in the master of science in accounting program must be advised each semester. Advising information can be found at <http://www.bloch.umkc.edu/current-students/student-services/advising/index.aspx>. Faculty of the School's four curricular departments are also available to discuss students' programs.

Scholarships

The Bloch School offers numerous scholarships for students enrolled in Bloch degree programs. Information and applications are available on the Bloch School Web site at <http://www.bloch.umkc.edu/current-students/bloch-scholarships/index.aspx>. March 1 is the deadline for the majority of these scholarships, which are awarded for the following academic year. For information on loans, grants and other financial aid, contact the UMKC Financial Aid and Scholarships Office.

Internships

Students who want to experience work opportunities while in school are encouraged to take their learning beyond the classroom through internships. For-credit internships typically carry one hour of credit and are graded on a credit/no credit basis. To earn academic credit, students should identify a Bloch School faculty member qualified and willing to supervise an internship, complete an internship form available on the Bloch School Web site at <http://www.bloch.umkc.edu/current-students/student-services/forms/index.aspx> and enroll in an approved internship course. Interested students may contact the UMKC Career Services Office for more details about internship opportunities.

GRA/GTA Appointments

A limited number of graduate research assistant and graduate teaching assistant positions are available for graduate-level students in a Bloch degree program. Applications are available at <http://www.bloch.umkc.edu/graduate/graduate-assistantships/index.aspx>. Complete applications are placed on file and made available for faculty review.

International Study Abroad

Bloch School students have the opportunity to study abroad for credit. Students may study for a semester, an academic year or in a special summer program at business schools in Europe. The Bloch School maintains bilateral exchange agreements with business schools in the United Kingdom, France, Germany, Mexico and Spain. Students who are interested in study abroad opportunities should contact the Bloch School Student Services Office, the Bloch School Center for International Business or the UMKC Center for International Academic Programs.

Student Organizations

Beta Alpha Psi

UMKC's Epsilon Delta chapter of Beta Alpha Psi, the national scholastic and professional accounting fraternity, provides opportunities for self-development and association among student members, practicing accountants and accounting faculty. Activities include technical programs presented by members and professionals, tutoring, taxpayer assistance, field trips and social events.

Bloch School Student Association

The Bloch School Student Association (BSSA) elects a board of directors to represent the student body on various campus and school administrative committees and sponsors a number of activities and events.

Entrepreneurship and Innovation Club

The Ei Club facilitates the growth of entrepreneurship and innovation across the entire UMKC campus and the Kansas City metropolitan area. The club offers networking opportunities with business leaders, entrepreneurs, inventors and academics; seminars and lunches with successful entrepreneurs; training in public speaking; internship opportunities; advising in entrepreneurship and innovation; and the opportunity to compete in the Institute for Entrepreneurship and Innovation's annual business plan competition.

Delta Sigma Pi

Delta Sigma Pi, the nation's largest professional business fraternity, is open to students interested in all fields of business. Through professional speakers and seminars, developmental workshops and interactive social events with business leaders, faculty members and prominent alumni, the fraternity provides students an excellent opportunity to explore the business environment while still concentrating on academics.

Financial Management Association

The Financial Management Association serves as a medium for students to become acquainted with finance practitioners and their activities. FMA also highlights what industry expects from new graduates and how students can best prepare themselves to become successful professionals in today's job market.

Students in Free Enterprise

SIFE is one of the largest student organizations in the world with teams on more than 1600 college and university campuses in the U.S. and in more than 40 countries throughout the world. Working together as a team, SIFE students apply their classroom experiences to develop and implement educational outreach programs that educate individuals in their communities about the principles of market economics, success skills, entrepreneurship, financial literacy and business ethics. At the end of the year, the teams present their year's efforts and compete at regional competitions, with the winners going on to the national and international competitions.

Honor Societies

Beta Gamma Sigma is a national honor society for students in business administration and accounting, including students, faculty, members of the administrative staff, alumni and honorary members. Membership is by election from graduate students in the upper 20 percent of their graduating class, with a grade-point average of at least 3.5, and seniors in the top 10 percent of their graduating class.

Pi Alpha Alpha is a national honor society that recognizes and honors students with high academic achievement in public administration. Students who have a grade-point average of at least 3.7 for a minimum of 18 semester hours toward the M.P.A. are eligible for membership. Invitations are extended to qualified students each spring.

Special Programs and Centers

Center for International Business

Bloch School
5110 Cherry Street
(816) 235-5259
<http://www.bloch.umkc.edu/centers-institutes/center-for-international-business/index.aspx>

The Center for International Business at the Bloch School promotes and supports academic study and research in international business. The objectives of the Center include: (1) developing and maintaining international course offerings that support the curricula for the B.B.A., MBA and the EMBA programs; (2) promoting and supporting Bloch School faculty and student involvement in academic exchange programs with international partner business schools throughout the world; (3) maintaining the International Business Information Research Directory (IBIRD) with Web site links to important country and subject information sources; and (4) engaging in liaison and outreach activities with UMKC and Kansas City organizations involved in international activities.

Institute for Entrepreneurship and Innovation

Bloch School
4747 Troost Avenue
(816) 235-6200
<http://www.entrepreneurship.bloch.umkc.edu/>

The mission of the Institute for Entrepreneurship and Innovation (IEI) at UMKC is to inspire, nurture and empower students across all disciplines to become entrepreneurs and innovators. World-class faculty at the cutting edge of researching, creating and disseminating knowledge in entrepreneurship drive the development of the curriculum and the students' educational experience. IEI's goal is that experiential learning will be the basis for all Institute programs, beginning with the Entrepreneurship and Innovation Boot Camp and carrying through to the development of commercial ventures in the Enterprise Development Laboratory.

KCSOURCELINK

Bloch School
The Institute for Entrepreneurship and Innovation
4747 Troost Avenue
(816) 235-6500
<http://kcsourcelink.com>

KCSOURCELINK connects a network of more than 140 resource providers in the Kansas City region that offer business-building services for small business success. Its mission is to help small business grow and prosper by providing business owners easy access to needed services. Aspiring and existing business owners are referred to the appropriate resource through the hotline number and Web site.

Midwest Center for Nonprofit Leadership

Bloch School
5110 Cherry Street
(816) 235-2305
<http://bsbpa.umkc.edu/mwcnl/>

The Midwest Center for Nonprofit Leadership is the Bloch School's education and outreach center dedicated to building the capacity of nonprofit public service organizations in the Midwest. The Center's mission is to enhance the performance and effectiveness of nonprofit organizations and their leaders through high-quality, community-oriented education, research and facilitation services. Center faculty, fellows and students support nonprofit organizations as educators, advisers and facilitators in areas such as governing board development, management development, strategic planning, strategic organizational and financial management, and the leadership of major change initiatives. The Center also operates a Nonprofit Resource Center that is open to students and all members of the community.

UMKC Small Business and Technology Development Center

Bloch School
The Institute for Entrepreneurship and Innovation
4747 Troost Avenue
(816) 235-6063
<http://www.bloch.umkc.edu/sbdc>

The Missouri Small Business Development Centers, a partner with the University of Missouri Extension business development programs, educate individuals to successfully start, run and grow small and entrepreneurial businesses that build a viable economic base, improve lives and enhance communities. The SBTDC provides counseling in topics such as business plan development, financial management, marketing and more. Training programs include start-up, business plans, accounting, cash flow, management and marketing. Information and technology resources include computerized patent, trademark and copyright searches; exporting leads; product design, testing and quality control; manufacturing studies; and plant layout. The SBTDC helps both established businesses and those that are just beginning.

Missouri and Heartland Procurement Technical Assistance Centers

Bloch School
The Institute for Entrepreneurship and Innovation
4747 Troost Avenue
(816) 235-2891
<http://www.moptac.net>
<http://www.heartlandptac.org>

PTAC's work nationwide to provide businesses with the marketing know-how and technical tools they need to obtain and perform successfully under federal, state and local government contracts. PTAC consultants match government agencies that need products to the companies that can deliver them and assist the company with bidding and contracting. The consultants also help with government registrations and certifications.

Graduate Programs**Admission Requirements**

Admission to Bloch School graduate programs is based on evaluation of qualifications. Applicants to the MBA and M.S. in accounting programs are considered for admission based on their scores on the Graduate Management Admission Test (GMAT), undergraduate grade-point averages and other criteria

established by the faculty. Applicants to the Executive MBA (EMBA) program are considered for admission based on educational record and career history, quality and length of professional and managerial experience, strength of required personal interview and one written essay, two references and support of employer. A GMAT score is not required for application to the EMBA program, but may be requested by faculty. Applicants to the M.P.A. program are considered for admission on the basis of undergraduate grade-point average and Graduate Record Examination (GRE) scores (verbal and quantitative sections). The emphasis in health services administration in the M.P.A. program has additional admission requirements. Application materials describing these requirements can be found on the Bloch School Web site at <http://www.bloch.umkc.edu>

Most classes are offered on weekday evenings. Selected courses may be offered in an intensive weekend format. EMBA courses are offered on alternating weekends.

Retention and Graduation Requirements for Graduate Students

All students enrolled in any of the Bloch School graduate programs (MBA, EMBA, M.S. in accounting and M.P.A.) must maintain a minimum 3.0 grade-point average (GPA) in all courses for which graduate credit is given. Students with GPAs that fall below the minimum 3.0 are placed on probation and are allowed two successive semesters (including the summer semester, if enrolled) to restore their GPAs to the required 3.0 level. No course with a grade below B- (2.7), in any 300- or 400-level course, or below C (2.0) in any 5000-level course or above, will count toward any advanced degree program; however, the grade will be included in the calculation of the student's GPA. Eighty percent of the credits for the degree must be passed with a grade of B (3.0) or better.

An official program of study must be filed with the Bloch School Student Services Office once an emphasis area has been declared. For the M.P.A. program, this must occur once a student has reached 18 hours. This form constitutes a contract and must be signed by the student, faculty adviser and department chair. Any changes to the program must be approved on a new form by the same three individuals.

Students are responsible for ensuring their course of study falls within the program guidelines. Students should contact the Bloch School Student Services Office for any updates to policies and program requirements. Updates to the programs can also be found on the Bloch School Web site at <http://www.bloch.umkc.edu>.

All students must file an application for graduation and program of study by the announced campus deadline during the student's last semester in the program (students are encouraged to submit these forms earlier if possible). This application and the program of study must be filed in order to obtain the degree. Both documents can be found on the Bloch School Web site at <http://www.bloch.umkc.edu/current-students/student-services/forms/index.aspx>.

Thesis

A thesis is not required, but may be desirable for any student with future interest in pursuing a doctoral degree. Any student wishing to prepare a thesis should consult a faculty adviser. Students may obtain a maximum of six hours of credit.

Transfer Credit

Students may transfer up to 20 percent of the graduate credit hours required for their program (for the MBA and M.S. in accounting, this applies only to courses beyond the core and is limited to six hours). Coursework must be from an accredited

institution, with a grade of B or better, and appropriate to the student's program. Also, the coursework must have been completed within seven years of completion of all requirements for the degree. Evaluation of transfer credit is done by faculty and requires documentation provided by the student.

Independent Study

Students are limited to a total of nine hours of BA 5595, BA 5597, BMA 5597, ENT 5591, ENT 5597, HA 5586, PA 5563, PA 5572, PA 5593, PA 5598, ACTG 5595, and/or ACTG 5597, to include no more than six hours of independent study/internship and no more than three hours of any one practicum, including the small business practicum. For the M.P.A. program, students are limited to a total of six hours, of which three credit hours can be an internship. Interested students should consult with an adviser in the Bloch School Student Services Office.

Student Learning Outcomes

Master of Business Administration (MBA)

The Bloch School MBA graduate will develop a professional perspective for a career in business, and will be able to:

- Communicate effectively in both oral and written forms.
- Develop an understanding of the functional skills of financial reporting, analysis, and markets; domestic and global economic environments of organizations; creation and distribution of goods and services; and human behavior in organizations; and their inter-relationship.
- Gain a perspective of ethical and global business issues.
- Understand the influence of political, social, legal and regulatory, and environmental and technological issues on business.
- Manage the impact of demographic diversity on organizations.
- Use and apply quantitative analysis skills.
- Demonstrate appropriate use of computerized business applications.

Executive Master of Business Administration (EMBA)

Graduates of the Bloch Schools EMBA program will gain the business knowledge skills needed to excel as executives, entrepreneurs, and leaders. The EMBA graduate will:

- Define, analyze and evaluate decisions through an integrated analysis by using tools found in the major disciplines in the fields of business.
- Devise solutions for a variety of business problems and issues by using cohesive and logical reasoning patterns.
- Conceptualize a complex issue into a coherent written statement and oral presentation.
- Integrate leadership ideas and insights gleaned from coursework and deftly apply these to complex leadership scenarios. In addition, our students will show a much greater awareness of their own leadership strengths and development areas, and will be engaged in the lifelong process of taking action to strengthen their leadership competencies.
- Be exposed to and will comprehend the forces and personalities that shape America's business policy by working effectively in business policy teams.

Master of Public Administration (M.P.A.)

Graduates of the Master of Public Administration will acquire organizational, leadership, and managerial knowledge and skills to effectively lead public service organizations. Specifically, the students will:

- Demonstrate analytical/decision-making skills, including the appropriate use of technology applications.

- Use administrative and organizational skills.
- Practice strong communication skills.
- Show an understanding of ethical issues in managing public service organizations.
- Demonstrate self-confidence as a leader to deal with the non-standard solution (often termed ambiguity).
- Develop the ability to work in teams and network with other public administrators.
- Develop an appreciation of diversity within communities.

Master of Science in Accounting (M.S. in accounting)

Graduates of the Master of Science in Accounting degree program will:

- Meet all requirements needed for entry into the profession.
- Demonstrate the essential knowledge, skills and abilities to work effectively in teams.
- Define, analyze and devise solutions for structured and unstructured problems and issues by using cohesive and logical reasoning patterns for evaluating information, materials, and data.
- Recognize and analyze ethical problems and choose and defend resolutions for practical situations that occur in accounting in accordance with the accountant's professional responsibility.
- Conceptualize a complex issue into a coherent written statement.

Master of Business Administration

The Bloch School offers a master of business administration (MBA) and an executive master of business administration (EMBA). Students enrolling in the MBA program are required to choose among eight emphasis areas, and their programs will consist of between 30 and 48 credit hours. Most MBA students attend evening courses on a part-time basis and admission is available in the fall, spring and summer semesters. EMBA students enter a cohort-based, lockstep program that offers an integrated curriculum with the themes of leadership, strategic thinking, and innovation woven throughout the program. This full-time program meets three times per month, (one Friday/Saturday and one additional Saturday) over a 21-month period, with admission taking place only in the fall.

MBA general administration courses stress the knowledge and skills needed to deal with an organization and its personnel. The functional courses (accounting, finance, production, economics and marketing, and information technology) develop specialized knowledge and skills. In addition, the MBA program stresses leadership and the related social and public responsibilities for those in business.

The Curriculum

The MBA degree requires a minimum of 30 hours and a maximum of 48 hours, depending upon the student's educational background. (Of the total 30-48 hours, 12-18 hours beyond the core must be outside the student's area of emphasis).

Students may pursue the MBA program full-time or part-time. Students who have completed the Bloch School B.B.A. or B.S. in accounting programs with grades of C or better in required courses, and who have met MBA admissions standards, may enter directly into the courses beyond the core of the MBA program and complete the degree requirements with 30 hours of coursework. Additionally, students who have completed an undergraduate business degree from an AACSB-accredited institution and have met the MBA admissions standards, are waived from the core with a grade of C or better in the equivalent undergraduate courses.

Students with prior coursework in business (C or better grades) may be exempted from up to 18 credit hours of the 48 required for the degree. Waivers and exemptions are determined based on documentation provided by the student.

Previous college work in business is not required, but students with no preparation in mathematics and computer applications must complete Math 110 and MIS 203.

1. Core Courses: 24 Hours

- ACTG 5517 Survey of Accounting
- BA 5501 Economics for Administration
- BA 5519 Operations Management
- BA 5531 Marketing
- BA 5532 Financial Management
- BDS 5508 Statistical Methods for Administrative Decisions
- BMA 5505 Organizational Behavior
- BMA 5510 Legal and International Environment of Business

2. Beyond Core Courses: 24-30 Hours

The minimum of 30 credit hours must be completed for the MBA degree, with additional hours possibly required based on educational background. The following must be completed:

- BMA 5537 Competitive Strategies
- Emphasis Area (12 hours)
- Electives (9-15 hours outside of emphasis)

MBA Emphasis Areas

The MBA program offers advanced study in eight emphasis areas:

- Entrepreneurship
- Finance
- General Management
- International Business
- Leadership and Change in Human Systems
- Management of Information Systems
- Marketing
- Operations Management

Each emphasis area is comprised of 12 hours. No more than 12 hours from any one area (beyond the core) can be used toward the MBA. For the most current information on emphasis areas, consult the Bloch School Web site at <http://www.bloch.umkc.edu/graduate/mba/mba-emphasis/index.aspx>.

Students can, with the consent of appropriate faculty, select any other Bloch courses that might fit within the emphasis areas listed below (courses outside the Bloch School require special approval). Students are strongly encouraged to work closely with an adviser in planning their programs so that the courses they choose will be of interest and benefit to them while fulfilling the requirements of the degree. Emphasis areas follow.

Entrepreneurship (12 hours)

Four courses selected from the following:

- ENT 5515 Entrepreneurship Boot Camp
- ENT 5525 Entrepreneurship: Managing Creativity and Innovation
- ENT 5535 Small Business Management and Entrepreneurship
- ENT 5541 Personal Entrepreneurial Strategy
- ENT 5542 Technology & New Ventures I
- ENT 5543 Technology & New Ventures II
- ENT 5545 Entrepreneurship and New Venture Creation
- ENT 5585 Venture Capital Finance and Investment

- ENT 5587 Seminar in Entrepreneurship
- ENT 5591 Small Business Management Practicum
- ENT 5597 Independent Research in Entrepreneurship
- Any other course approved by Entrepreneurship faculty.

Finance (12 hours)

- BA 5550 Advanced Financial Management Theory and Policies

Plus nine hours selected from the following:

- BA 5551 International Financial Management
- BA 5552 Financial Markets and Institutions
- BA 5553 Investment Analysis
- BA 5556 Management of Financial Intermediaries
- BA 5557 Derivative Securities
- BA 5558 Risk Management and Insurance
- BA 5559 Strategic Financial Management
- BA 5580 Seminar in Finance

General Management (12 hours)

Select one course from four of the following course areas: Leadership and Change in Human Systems, Law and Society, Strategy and Planning, International Business, or Entrepreneurship (a list of courses in each area is available on the Bloch School Web site at <http://www.bloch.umkc.edu/graduate/mba/mba-emphasis/index.aspx#gm>).

International Business (12 hours)

Four courses selected from the following:

- BA 5544 Supply Chain and Logistics Management
- BA 5551 International Financial Management
- BMA 5504 International Management
- BMA 5550 Operation of International Business
- BMA 5555 International Marketing
- BMA 5587 Seminar in International Management

Leadership & Change in Human Systems (12 hours)

Four courses selected from the following:

- BMA 5516 Leading Teams
- BMA 5533 Leadership and Change in Organizations
- BMA 5560 Strategic Human Resources
- BMA 5566 Strategic Staffing
- BMA 5567 Total Rewards Management
- BMA 5583 Leading With Integrity

Management of Information Systems (12 hours)

Four courses selected from the following:

- ACTG 5567 Information Systems Control and Audit
- ACTG 5569 Information Systems Consulting
- BDS 5528 Decision Support Systems
- BIS 5552 Data Base Management
- BIS 5554 Systems Analysis, Design and Engineering
- BIS 5556 Distributed Information Technology
- BIS 5558 Management and Economics of Computing
- BIS 5569 Information Systems Consulting
- BIS 5580 Seminar in Information Systems

Additional elective courses may be selected from the following:

- BA 5542 ERP - Enterprise Resource Planning Systems
- BA 5543 Project Management
- BA 5544 ERP - Supply Chain and Logistics Management
- BDS 5530 Introduction to Management Science
- BDS 5545 Forecasting Theory and Applications
- BDS 5546 Management Science II

Marketing (12 hours)

- BA 5575 Advanced Marketing Strategy

Plus nine hours selected from the following:

- BA 5539 Management in Direct Marketing
- BA 5560 Buyer Behavior
- BA 5561 Promotional Strategies in Marketing
- BA 5562 Marketing Research
- BA 5563 Direct Marketing Theory
- BMA 5555 International Marketing

Additional elective courses may be selected from the following:

- BIS 5552 Data Base Management
- BDS 5545 Forecasting Theory and Applications
- ECON 5525 Econometric Methods

Students may confer with a faculty member to select courses that concentrate in Marketing Research and Analysis, Direct Marketing, or other fields; students with an interest in Direct Marketing should complete the following courses: BA 5539, BA 5563, and BIS 5552. These are not, however, separate emphasis areas.

Operations Management (12 hours)

Required nine hours:

- BA 5542 ERP - Enterprise Resource Planning Systems
- BA 5543 Project Management
- BA 5544 ERP - Supply Chain and Logistics Management

Select one of the following:

- BA 5540 Service Operations Management
- BA 5541 Total Quality Management
- BA 5547 Contemporary Issues in Operations Management

Normally, two or more electives should be selected from the following:

- BDS 5530 Introduction to Management Science
- BDS 5545 Forecasting Theory and Applications
- ACTG 5556 Cost Management
- BIS 5502 Management of Information Systems

Note: Students should ensure that prerequisites are taken in the proper sequence. Prerequisites and program requirements may change. Consult the Bloch School Web site at <http://www.bloch.umkc.edu> for current information.

Executive MBA Program

<http://www.bloch.umkc.edu/graduate/emba/index.aspx>

The Bloch Executive MBA (EMBA) provides an intensive learning environment in which experienced professionals develop the business knowledge and leadership skills necessary for today's senior leaders. The program offers relevant and innovative experiences via a comprehensive integrated curriculum, field experiences, and residencies. It is distinguished by an emphasis on teamwork, hands-on projects, and learning activities that contribute substantial value to participants, employers and the larger community.

The 21-month program is taught in six, 12 week terms, and focuses on three core elements of leadership, strategic thinking and innovation. Four residencies focused on leadership, innovation, public policy and the global marketplace provide an in-depth understanding of the key factors that influence success. A variety of teaching formats, including case studies, group projects, interactive discussions and renowned guest lecturers provide a unique and stimulating learning environment.

Students enter the program in the fall in a cohort group that continues through the 21-month program. The advantages of a cohort experience are enhanced by multiple team-based assignments. Daylong sessions are held on Fridays and Saturdays in alternating weeks during the regular academic year.

Participants in the Bloch Executive MBA form a powerful network of high-caliber leaders from diverse industries and progress through the program as a cohort. This team approach allows for the sharing of multiple perspectives on diverse subjects. The 21-month program begins each September, and daylong classes meet just three days per month (one Friday/Saturday and one additional Saturday). Classes do not meet in the summer.

Participants are selected from a broad range of diverse industries, enabling enhanced collaboration and team-based problem solving. The Bloch Executive MBA is designed for experienced professionals who typically possess a minimum of 8 years of work experience, with significant management experience. Admissions decisions are based on a combination of a solid academic record, demonstrated professional achievement and evidence of a strong commitment to success. For further information, contact the Executive MBA program at, (816) 235-5659 or visit the Web site at <http://www.bloch.umkc.edu/graduate/emba/index.aspx>.

Prerequisites

To ensure that all students are knowledgeable of the same business basics, the program starts with on-line tutorials of preparatory material on key subject areas including: finance, accounting, statistics and economics. After reviewing the coursework, students who wish to spend additional time with faculty in any of these areas will have an opportunity to do so during evening sessions before the Leadership Week. Overviews of spreadsheet analysis and word processing will also be available.

Year One

Leadership Week

- Business Strategy Overview
- Financial Decisions and Societal Goals
- Decision Making with Uncertainty
- Team and Community Building

Term 1

- Financial Reporting Systems
- Leadership and Organizations
- Applied Statistical Methods
- Marketing Management

Term 2

- Organizational Finance
- Managerial Economics
- Operations Management for World Class Competitiveness
- Strategic Marketing

Term 3 (culminates in the Washington, D.C. Residency)

- Information Systems for Management Planning and Control
- Advanced Organizational Finance
- Power and Influence
- Public Policy Context for Business Decisions

Year Two

Leadership Week

- New Venture Creation and Product Innovation
- Managing a High-Growth Business

Term 4

- Strategic Management
- Managing People for Strategic Advantage: Design, Staffing and Development
- Aggregate Economic Analysis & National Policy
- Managing Quality and Suppliers for Competitive Advantage

Term 5

- Innovation & Entrepreneurship I -or- Organizational Valuation and Financial Modeling 1
- Management of Organizational Change
- Information Technology as a Strategic Tool
- Pricing Strategy for New and Ongoing Enterprises

Term 6 (culminates in the International Residency)

- Innovation & Entrepreneurship 2 -or- Organizational Valuation and Financial Modeling 2
- Global Initiatives in Management
- Legal Issues for Today's Leaders/Corporate Governance
- Integrated Business Strategies (Capstone)/Ethics

Note: Courses during the terms will be 12 weeks long.

Combined J.D./MBA Program

The Bloch School and UMKC School of Law offer the combined J.D. and MBA program. Students must satisfy the admission and degree requirements for each school. For further information, contact the School of Law or consult the Bloch School Web site at <http://www.bloch.umkc.edu/graduate/mba/jd-mba-joint-program/index.aspx>.

Master of Public Administration

Public service offers a career filled with excitement, challenge, and significance. Opportunities are numerous, ranging from positions in local, state, national and international agencies to those in health institutions and nonprofit organizations. There has never been a greater opportunity for public service leaders and executives who can apply their knowledge and skills to solving the most important leadership and community challenges facing these organizations in an increasingly complex and changing world. The master of public administration degree program is offered through the Department of Public Affairs.

The Curriculum

The M.P.A. degree will be awarded on completion of 36 semester hours, consisting of 21 hours of required core courses, 9 to 12 hours in a selected emphasis area and up to 6 hours of electives. An internship is recommended for any student without substantial work experience in public, nonprofit or health administration. Individual courses may be waived if a student presents evidence of adequate undergraduate study, but other courses for graduate credit must be substituted to meet the minimum of 36 hours.

Core Curriculum (21 hours)

The following courses are required for each student:

- PA 5510 Research Methods in Public Administration
- PA 5526 The Politics of Administration
- PA 5548 Leadership for Public Service
- BMA 5513 Economic Policy and Managerial Control -or- BA 5501 Economics for Administration
- PA 5525 Financial Accountability and Policy Development
- PA 5544 Program Evaluation & Analysis
- PA 5530 Capstone Seminar in Public Administration

Students selecting the health services administration emphasis have the following core requirements:

- PA 5510 Research Methods in Public Administration
- PA 5526 The Politics of Administration
- PA 5548 Leadership for Public Service
- PA 5530 Capstone Seminar in Public Administration
- HA 5578 The Evaluation and Control of Health Services
- HA 5571 Financial Management Issues in Health and Human Service Organizations
- HA 5585 Seminar in Health Services Administration: Economics of Health and Medicine

Electives (Up to 6 hours)

Elective courses may be selected from public administration, including courses in the student's chosen emphasis area. Courses may also be selected from political science, economics, psychology, sociology, as well as from other graduate fields with approval of the faculty adviser.

Emphasis Areas (9-12 hours)

Students seeking the master of public administration degree may specialize in five emphasis areas:

- Health Services Administration
- Nonprofit Management
- Urban Administration
- Strategic Human Resources
- Organizational Behavior

A student may also tailor a general or specific program in order to meet individual talents, needs or job requirements. Such a program must be developed in consultation with a faculty adviser. Each course is worth three credits unless otherwise noted.

Health Services Administration (9 hours)

- HA 465 Contemporary Issues in Urban Public Health
- HA 5575 Long-Term Care Policy and Administration
- HA 5577 Health Service Administration and the Health Professions
- HA 5585 Seminar in Health Services Administration
- HA 5586 Supervised Research in Health Services Administration (independent study or internship)

Nonprofit Management (12 hours)

- PA 455 Nonprofit Leadership Issues
- PA 495 Voluntarism, Philanthropy and the Nonprofit Sector in the United States
- PA 5551 Strategic Management in Nonprofit Organizations
- PA 5552 Community Organizations and Public Policy
- PA 5553 Legal Framework and Financial Management in Nonprofit Organizations
- PA 5555 Topics in Nonprofit Fundraising (1-2 hours each)
- PA 5556 Innovation in Nonprofit Management and Leadership
- PA 5598C Supervised Research in Nonprofit Management
- HA 5571 Financial Management Issues in Health and Human Services Organizations

Students choosing the nonprofit emphasis should choose **at least six** of their twelve emphasis area credit hours from among the following courses: PA 495, PA 5551, PA 5552, PA 5553, and PA 5556.

Urban Administration (9 hours)

Required:

- PA 5535 Urban Policy and Administration

Two courses selected from the following:

- PA 5536 Managing Urban Economic Development
- PA 5538 Comparative Urban Administration

- PA 5539 Urban and Regional Planning for Urban Administrators
- PA 5552 Community Organizations and Public Policy
- PA 5565 Topics in Community Economic Development (1 credit hour each)
- PA 5581 Seminar in Urban Administration
- PA 5598C Supervised Research in Urban Administration
- PA 5593 Internship*

* Students choosing the urban administration emphasis are allowed no more than three hours of internship to fulfill the emphasis area. Additional internship hours will count as electives.

Strategic Human Resources (9 hours)

Required:

- BMA 5560 Human Resources Management

Two courses selected from the following:

- PA 5570 Diversity in the Workplace
- BMA 5566 Strategic Staffing
- BMA 5567 Total Rewards Management
- BMA 5597B Independent Research in Human Resources

Organizational Behavior (9 hours)

Three courses selected from the following:

- BMA 5516 Leading Teams
- BMA 5533 Leadership and Change in Organizations
- BMA 5580 Seminar in Organizational Behavior
- BMA 5583 Leading with Integrity
- BMA 5597D Independent Research in Organizational Behavior

Note: Students should ensure that prerequisites are taken in the proper sequence. Prerequisites and program requirements may change. Consult the Bloch School Web site at <http://www.bloch.umkc.edu> for current information.

The B.A. (Urban Affairs)/M.P.A. Program

Students obtaining a B.A. in Urban Affairs in the College of Arts and Sciences may pursue early admission to the master's degree program in public administration and obtain a master's degree in one additional year. The program allows students to utilize some of the M.P.A. courses to satisfy urban affairs requirements, thereby reducing the number of courses needed to complete both degrees. Students interested in this option should contact Professor Robyne Turner in the Department of Public Affairs of the Bloch School or Professor Steven Driever, Director of the Urban Affairs program in the College of Arts and Sciences.

The B.B.A./M.P.A. Program

Students completing the bachelor of business administration may complete their M.P.A. degree in one additional year at UMKC (three semesters) if they meet entrance requirements for the public administration graduate program. For more information about this option, contact the Bloch School Student Services Office.

Combined J.D./M.P.A. Program

The Bloch School and the UMKC School of Law offer a combined J.D. and M.P.A. program. Students must satisfy the admission and degree requirements for each school. Students *fully admitted* to the School of Law are exempt from the GRE requirement for admission to the M.P.A. program. For further information, contact the School of Law or consult the Bloch School Web site at <http://www.bloch.umkc.edu/graduate/mpa/jd-mpa-joint-program/index.aspx>.

Master of Science in Accounting

Advances in technology and organizational sophistication – in corporations, not-for-profit organizations, government and public accounting – are causing dynamic changes in the accounting profession. Such developments require that the educational experience of the accountant be expanded.

Unified Five-Year Program

The approach of the Department of Accountancy to these expanded educational needs is a unified five-year program of study, leading to the bachelor of science in accounting and the master of science in accounting degrees. Students may pursue advanced study in accounting, audit, and taxation. The program is designed with flexibility to allow students the following options:

- Completion of the entire five years at UMKC.
- Entry into the program as an undergraduate transfer student.
- Entry into the program at the graduate level with completion of an undergraduate degree at another university.

Note: Full admission to the graduate program is available to applicants with accounting or non-accounting backgrounds.

The Curriculum

The master of science in accounting program encompasses advanced analysis in a variety of areas. The total hours required are dependent on the focus of the student's undergraduate coursework. Students may be exempt from certain course requirements based on prior business and accounting coursework and grades earned, with exemptions determined at the time of initial advising and enrollment. Students with no preparation in mathematics and computer applications must complete Math 110 and MIS 203.

M.S. in Accounting - Non-Accounting Undergraduates

This program is designed for students with little or no undergraduate accounting coursework. It provides comprehensive coverage of accounting topics necessary for a professional career in the field. Completion of the program also qualifies students for the various examinations leading to professional certification. Stage One identifies prerequisite accounting and business courses that provide the foundation for the Stage Two courses required for the M.S. in accounting degree. Stage One courses may be waived based on equivalent undergraduate coursework taken as part of a bachelor of business administration degree from UMKC or equivalent program. This program is outlined below.

Stage One

- ACTG 307/5556 Cost Management
- ACTG 310 Intermediate Accounting I
- or-
- ACTG 5558 Financial Accounting Theory
- ACTG 350 Accounting Systems & Controls
- ACTG 5517 Survey of Accounting
- BA 5501 Economics for Administration
- BA 5519 Operations Management
- BA 5531 Marketing
- BA 5532 Financial Management
- BDS 5508 Statistical Methods for Administrative Decisions
- BMA 5505 Organizational Behavior
- BMA 5510 Legal and International Environment of Business
- or-
- BMA 5506 Contract Negotiation and Dispute Resolution
- or-
- BMA 5508 Law of Business Associations

Stage Two

(30 credit hours beyond Stage One)

- ACTG 311 Intermediate Accounting II
- ACTG 5560 Introduction to Auditing
- ACTG 5559 Advanced Financial Accounting Theory
- ACTG 421 Governmental/Not-for-Profit Accounting
- ACTG 5557 Introduction to Income Taxation
- ACTG 5570 level course in Managerial Accounting
- ACTG 5570 level course in Financial Accounting
- ACTG 5570 level course in Auditing
- ACTG 5570 level course in Tax
- Approved Accounting elective, 5561 or higher

M.S. in Accounting - Accounting Undergraduate

Students with an undergraduate degree in accounting may complete the M.S. in accounting program in a minimum of 30 semester hours. Examples of focus areas which students may select follow:

Accounting/Audit Focus (30 hours)

	Hours
ACTG 5570 level courses in each of the following: managerial, financial, auditing and tax	12
Approved financial accounting or auditing electives (Accounting 5561 or higher)	6
Approved electives	12

Taxation Focus (30-33 hours)

	Hours
ACTG 5571, 5572, 5573, 5574, 5576	15
ACTG 5570 level courses in managerial, financial and audit	9
Approved electives	6-9

Note: Students should ensure that prerequisites are taken in the proper sequence. Prerequisites and program requirements may change. Consult the Bloch School Web site at <http://www.bloch.umkc.edu>.

Doctor of Philosophy

Through the Department of Public Affairs, and the Institute for Entrepreneurship and Innovation (IEI), the Bloch School participates in the Interdisciplinary Ph.D. program. Information about discipline-specific admission and program requirements may be found in the School of Graduate Studies section of this catalog. Those interested in doctoral study also may wish to contact the coordinators of doctoral studies for these programs, Dr. Nicholas Peroff, Public Affairs, at (816) 235-2341 and Dr. Mark Parry, IEI, at (816) 235-6724.

Accounting (ACTG) Courses

5517 Survey Of Accounting (3). An overview of financial and managerial accounting. The course introduces the various reports that are used by stockholders, creditors, and managers to assess company performance and evaluate financial health. In addition, techniques are presented that assist firm managers in planning, control, and decision-making activities.

5539 Accounting Information Systems For Management Planning & Control (2). This course covers the use of financial information in management decision-making. Topics include profitability and performance measurement issues, and activity-based management and decision support. Prerequisites: Admission to Executive MBA program

5556 Cost Management (3). A study of the principles and techniques of cost accounting with emphasis on the structure of cost accounting systems and the processing, summarizing, and reporting of cost information. Topics include various issues relevant for manufacturing and service organizations, and introduction of situations that requires the application of cost information to managerial settings. Prerequisite: ACTG 517 or equivalent. NOT open to students who have completed ACTG 307 or equivalent.

5557 Introduction To Income Taxation (3). An investigation of the structure of federal, state, and local taxation, along with an examination of the impact of

taxes on the management decision process. Prerequisite: ACTG 517 or equivalent. NOT open to students who have completed ACTG 408 or equivalent.

5558 Financial Accounting Theory (3). A study of the theory and practice of financial accounting with emphasis upon financial statement preparation and analysis of asset, liability, and equity measurement. Prerequisite: ACTG 517 or equivalent. NOT open to students who have completed ACTG 310 or equivalent.

5559 Advanced Financial Accounting Theory (3). A study of advanced topics in financial accounting. Topics include business combinations and financial statement consolidation theory and practice. Offered: Every Fall, Winter, and Summer

5560 Introduction To Auditing And Accounting Systems (3). Fundamentals underlying the design of accounting systems and the processing of accounting data. Current auditing standards and procedures are extensively investigated, with emphasis on the nature of internal control, audit evidence, and audit reports. Prerequisites: ACTG 350 & ACTG 558. Not open to students who have completed ACTG 405 or equivalent.

5561 Personal Financial Planning (3). A study of the personal financial planning process and environment, with the goal of training participants to prepare integrated financial plans. Topics addressed include an overview of insurance, retirement, investments, debt management, tax issues, estate planning and professional ethics. Prerequisite: ACTG 517 or equivalent.

5562 Financial Statement Analysis (3). A look at financial statements prepared by corporations for external use. The course provides students with the ability to organize, summarize, and understand corporate financial data for use in decision making. The subject matter should be especially useful for students considering careers in accounting, finance and financial services, and law. Prerequisite: ACTG 517 or equivalent.

5565 Advanced Accounting Systems (3). An in-depth analysis of various contemporary issues in accounting information systems. Prerequisite: ACTG 350 or its equivalent or permission of instructor.

5567 Information Systems Control And Audit (3). A study of the theory and practices employed to provide a secure computing environment. Potential threats to information systems as well as controls designed to counter those threats are emphasized. Prerequisite: One previous graduate course in accounting systems, management information systems, or computer science, or permission of the instructor.

5569 Information Systems Consulting (3). An application of systems concepts to the evaluation of information systems of local organizations. Student teams will analyze, document and make recommendations for the improvement of these systems, and will communicate their findings via written reports and oral presentations. Prerequisite: One graduate information systems course or permission of instructor.

5571 Individual Tax Problems (3). A study of substantive issues relating to individual taxation using the Internal Revenue Code and Regulations as sources. Topics include a detailed study of current issues such as alternative minimum tax, passive losses, and employee business expenses. Prerequisite: ACTG 409 or ACTG 557 or concurrent enrollment in ACTG 409.

5572 Tax Theory And Business Applications (3). A study of substantive issues relating to the taxation of business entities including multi-jurisdictional considerations. Topics include business formation and dissolution, business valuation, selection of business entity, compensation of employees, sales or exchanges of business property, and business tax credits. Prerequisite: ACTG 409 or ACTG 557 or concurrent enrollment in ACTG 409.

5573 Taxation Of Estates, Gifts, And Trusts (3). A study of substantive issues in the income taxation of estates and trusts and the taxation of estates and gifts using the Internal Revenue Code and Regulations as sources. Emphasis will be placed on lifetime and post-mortem planning techniques as well as compliance requirements. Prerequisite: ACTG 409 or ACTG 557 or concurrent enrollment in ACTG 409.

5574 Tax Accounting (3). A study of substantive issues relating to the accounting aspects of federal income taxation. Topics include methods of income and expense reporting, adoption of and change in accounting periods and methods, and annual accounting and transactional concepts. Prerequisite: ACTG 409 or ACTG 557 or concurrent enrollment in ACTG 409.

5575 Managerial Accounting: Issues, Tools And Analysis (3). A look at various tools used to assist in the planning, control, performance evaluation, and decision-making activities of managers. Contemporary issues that confront management are introduced where appropriate. Prerequisite: ACTG 307 or ACTG 556 or equivalent.

5576 Tax Research, Procedure And Practice (3). An introduction to research sources and methods with an emphasis on analysis and communication of conclusions. Administrative procedures of the Internal Revenue Service and the professional responsibilities of tax practitioners will also be addressed. Prerequisite: ACTG 409 or ACTG 557 or concurrent enrollment in ACTG 409.

5577 Advanced Auditing (3). An analysis of real-world cases of audit problems with emphasis on red flags, pressures auditors face, and serious implications of audit failure (both perceived and real) Prerequisite: ACTG 405 or equivalent

5578 Current Problems In Accounting (3). This course will focus on an in-depth exploration of specific problems including, but not confined to those accounting problems which have resulted in official positions being published or considered by the accounting profession. Prerequisite: ACTG 420 or equivalent or concurrent enrollment in ACTG 420.

5579 Theory Of Income Determination (3). This course will consider the historical and cultural development of accounting principles and the relationship of those principles to economic concepts of profit and cost. Consideration of the economic aspects of accounting measurements will provide a vehicle for exploring accounting problem areas in terms of both internal and external reporting needs. Pertinent literature in the field will be explored as a basis for both oral and written reports. Prerequisites: ACTG 420 or equivalent, or concurrent enrollment in ACTG 420.

5580 Financial Reporting Systems (2). Introduces generally accepted accounting principles and concepts along with the preparation and analysis of financial statements.

5595 Internship (1). An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Admission only by prior approval and consent of instructor. Offered: Every Fall, Winter, Summer

5597 Special Topics In Accounting (1-3). Study and research in areas of special interest under individual faculty direction. Areas are: (A) Financial Accounting; (B) Cost/Managerial Accounting; (C) Taxation; (D) Auditing; (E) Accounting Systems; (F) Other Topics. Students may complete a maximum of six hours of Accounting 597. Prerequisite: Preregistration consent of instructor.

5597A Special Topics In Accounting:Financial Accounting Theory (1-3).

5597B Special Topics In Accounting:Cost/Managerial Accounting Theory (1-3).

5597C Special Topics In Accounting:Taxation (1-3).

5597D Special Topics In Accounting:Auditing (1-3).

5597E Special Topics In Accounting:Accounting Systems (1-3).

5597F Special Topics In Accounting:Other Topics (1-3).

5597G Special Topics In Accounting:Personal Financial Planning (1-3).

Business Administration (BA) Courses

5501 Economics For Administration (3). This course is designed for graduate students in the School of Business and Public Administration. Topics include the theory and determination of national income, fiscal policy, monetary theory and policy, production and cost theory, and market structure.

5503 Economic Analysis For Management (3). A study of relationships between economic theory and management of the firm in a market economy. Demand, revenue, and cost interrelationships are examined in the context of various market structures encountered in the American economy. The theoretical framework developed is used further to analyze economic problems involving the firm and the public interest. Prerequisites: BA 501, BDS 530.

5504 Advanced Organizational Finance (2). This course systematically examines three recurring financial challenges: what resources to acquire or sell, how to finance a business, and how much cash to distribute to owners in the form of dividends or share repurchases. Each topic is viewed on the practical level of how each affects accounting measures of performance and on the conceptual level of whether each creates or destroys value. Prerequisites: Admission to the Executive MBA program.

5508 Financial Decisions And Societal Goals (0.5). Deals with the application of financial theory to cases in financial decision-making and relies upon the practical application of corporate financial models. Students will explore agency and signaling theories and their implications for organizational leaders and will come to understand the importance of corporate communications and its impact on firm value. Offered: Every Fall Prerequisites: Admission to Executive MBA Program

5515 Managerial Economics (0-2). This course studies the relationships between the economic theory and system as a whole and the ways in which their functioning is affected by the behavior of the interdependent sectors of which they are composed. Students will explore the major factors and determinants of economic prospects relevant to profit-maximizing production and pricing decisions for the firm.

5519 Operations Management (3). An integrating study focusing upon the models and methods of production and operations management. Managerial approaches to planning, scheduling, and controlling both product and service cost, quality, production, inventory, and distribution are studied. While both

quantitative and qualitative models are studied, an emphasis is given to quantitative methods of planning and controlling the operations function of organizations. Prerequisites: BDS 508, ACTG 517 or Equivalents.

5531 Marketing (3). The convergence of traditional and direct marketing into integrated relationship marketing, incorporating the new arena of electronic technology is the focus of this course. The emphasis is on the interface between an organizations' objectives, capabilities, resources and marketplace needs and opportunities; this is applied to all organizations, including those that produce products or services, and profit and non-profit organizations.

5532 Financial Management (3). An introduction to the role of financial management through the development of a conceptual framework appropriate for financial decision making. Generally, financial management is charged with the responsibility for obtaining and effectively utilizing the funds necessary for the operation of an enterprise. As such, the conceptual framework includes elements of financial planning (financial analysis, cash budgeting and profit planning), capital budgeting (rate of return and cost of capital), and basic considerations of alternative sources of funds. Prerequisites: ACTG 517, BDS 508, BA 501.

5539 Management In Direct Marketing (3). The organization, planning and control of direct marketing efforts as an integral part of an institution's total marketing program. A synthesis of direct marketing efforts with the institution's other major functional areas in order to achieve efficiently overall organizational objectives. Prerequisite: BA 531.

5540 Service Operations Management (3). This course focuses on the increasing importance and role of service in our economy. Topics studied are: the role of services in an economy, the nature of services, service strategy, the service delivery system, service facility location, the service encounter, service quality, productivity and quality improvement. Methods of process analysis in service organizations, methods improvement procedures, and work measurement techniques are developed to provide the basis for analyses of processes, layouts, and job design in a service organization. Prerequisites: BA 519 or BA 426 or consent of the instructor.

5541 Total Quality Management (3). An in-depth study of managing an effective system of quality in organizations. Coverage includes the key TQM concepts developed by Demming, Juran, and Crosby, and others, a quality process model, primary considerations in planning and implementing a quality process, and familiarization with the tools used to plan and manage quality throughout the organization.

5542 Erp-Enterprise Resource Planning Systems (3). Discusses the design and implementation of Advanced Manufacturing Technologies (AMT). This includes Just-In-Time (JIT) systems, Cellular and Flexible Manufacturing Systems (CM & FMS), Computer Integrated Manufacturing (CIM), and Enterprise Resource Planning (ERP) systems. It also explores the role that manufacturing plays in product development efforts and cross-functional teams. Other topics such as manufacturing strategy, maintenance, set-up and lot size reductions, group technology and focused factories, production and operations scheduling and control techniques, and the design of work systems are presented as well. Case Studies and group projects/presentations are used for instructional purposes. Students are also required to use the MAX software to perform an ERP system analysis. Prerequisites: BA 519 or equivalent.

5543 Project Management (3). Planning and control of projects, to include network models, risk analysis, time reduction, resource scheduling, leadership, and evaluation. Prerequisite: BA 519

5544 Erp-Supply Chain And Logistics Management (3). A study of integrated enterprise-wide supply chain management and logistics. Topics include integrating forecasting system design, inventory management, distribution requirements planning, supply chain management, purchasing and supplier/vendor networks, logistics, transportation network, and E-operations. Integrated enterprise-wide computer-based systems and network optimization are studied for both production and service operations. Prerequisite: BA 519 or consent of instructor.

5547 Contemporary Issues In Operations Management (3). An integrative study of technical issues of operations including manufacturing planning (MRP-II), Just-In-Time, comparative productivity analysis, advanced manufacturing engineering methods and systems including CAD/CAM/CIM, flexible manufacturing systems, artificial intelligence and expert systems, and their impacts on both service and product operations. Prerequisite: BA 519 or equivalent.

5550 Advanced Financial Management Theory And Policies (3). Advanced financial management covering topics such as working capital, financial structure, cost of capital, dividend policy and valuation. Discussions include both financial theory as well as financial policy. Includes exposure to literature central to the development of finance theory. Prerequisite: Six hours of finance coursework beyond BA 532.

5551 International Financial Management (3). This course analyzes present and future international financial market conditions and extends the decision-making tasks of financial management into the context of problems of

the international and foreign financial systems. The financial constraints of the international business environment and their effect on standard concepts of financial management are studied along with international currency flows, capital structure problems, working capital management, foreign investment, and international banking practices. Prerequisite: BA 532 or equivalent.

5552 Financial Markets And Institutions (3). A study of structure and operation of the major financial markets. The concept of flow of funds serves as the underlying mechanism bringing together the various private, public, and foreign sectors as they relate to the demand for and supply of loanable funds. Topics include consideration of short, intermediate, and long-term credit and equity market instruments; the level and structure of yields in financial assets; behavior of risk premiums; structure of financial institutions; and implications of alternate policy actions. Prerequisite: BA 532 or equivalent. Previous graduate coursework is recommended.

5553 Investment Analysis (3). Development of a theoretical framework applicable to the solution of problems related to creation and management of the investment portfolio. Consideration is given to the analysis of risk, functions of security markets, sources of information, evaluation of securities, and measurement of investment return. Prerequisite: BA 532 or equivalent.

5556 Management Of Financial Intermediaries (3). This course addresses the management operations of selected financial intermediaries including commercial banks and thrift institutions. Attention is given to asset-liability structure, the development and delivery of financial services, institutional structure, legal and regulatory factors, and the dynamics of the competitive environment. Prerequisite: BA 532 or equivalent.

5557 Derivative Securities (3). This course is designed to introduce students to the basic principles of financial risk management. The student should develop a working knowledge of issues regarding both the theoretical valuation and application of derivative securities. Applications will focus on techniques designed to manage financial risks in the corporate environment. Specifically, the course will focus on using futures, options, and swaps to hedge financial risks. Valuation issues will be explored to identify theoretical pricing fundamentals that can be applied toward valuing newly developed securities. Prerequisites: BA 501, BA 532, BDS 508, AND ACTG 517 or equivalents.

5558 Risk Management And Insurance (3). This course introduces students to the principles of personal and corporate risk management. Personal risk management topics include: Personal insurance planning, annuity investing, benefits plans, social security, and personal liability management. Corporate risk management topics include: Managing corporate risk, reducing risk through hedging, and legal liability risk.

5559 Strategic Financial Management (3). This non-quantitative, readings-based course seeks to impart the latest concepts in strategic financial theory and rational economic thought. Major financial and economic developments such as signaling theory and agency are applied to a wide variety of contemporary problems facing businesses, governments, and individuals. Prerequisites: BA 532 or equivalent.

5560 Buyer Behavior (3). A review of behavioral science concepts applicable to an understanding of constituent decision making. Special emphasis is placed on applications of these concepts, by the student, to problems of offer planning, pricing, distribution and promotion. Prerequisites: BA 531.

5561 Promotional Strategies In Marketing (3). Emphasis will be placed on the organization's persuasive communications to customers and prospective customers within a framework of the system of distribution. The central focus concerns how marketing management allocates the promotional mix within the organization's total marketing program. Topics will include the following: 1) promotional mix, 2) campaign strategies, 3) campaign coordination and 4) follow-up control of promotional programs. Prerequisite: BA 531.

5562 Marketing Research (3). This course requirement is designed to acquaint the student with the special problems of understanding and applying various measurement techniques to marketing problems. Specific topics to be investigated will depend upon the instructor's and the student's areas of interest and specific competencies. Prerequisites: BA 531, BDS 508.

5563 Direct Marketing Theory (3). Supervised research in direct marketing areas of special interest under individual faculty direction for the purpose of developing and validating direct marketing theories. Prerequisites: BA 539.

5565 Marketing Management (2). Addresses the role of marketing in meeting the objectives of value building within organizations. Students will use market planning as a tool to achieve the organization mission and strategic vision and will appreciate the value of marketing research in the decision making process. Prerequisite: Admission to Executive MBA Program Offered: Every Fall

5566 Operations Management For World Class (0-2). The study and application of the models, methods, and computer based systems of production and operations management. Managerial approaches to planning, scheduling, and controlling product and service cost, time, quality, production, inventory and distribution are examined. ERP systems, Just-In-Time, Total Quality

Management, Time Based Competition, Supply Chain Management, e-commerce, and other contemporary topics in operations management are introduced in this survey course. The course studies both product and service oriented organizations for general applicability.

5568 Organizational Finance (0-2). Focuses on the fundamental tools of financial analysis used in the valuation of corporate investment projects, as well as tools for the valuation of the organization as a whole. Primary topics covered will include financial statement analysis, forecasting and sustainable growth, discounted cash flow analysis, the valuation of corporate securities, the firm's financing decision, and capital market efficiency.

5570 Policy And Administration (3).

5573 Business Strategy Overview (0.5). Provides an overview of approaches to business strategy rooted in economic modeling and analysis. The focus is on identifying and developing strategic sensibilities that executives confront in the face of complexity and uncertainty. Prerequisite: Admission to Executive MBA Program Offered: Every Fall

5575 Advanced Marketing Strategy (3). This course focuses on advanced marketing skills and practical techniques for defining and meeting the needs of the chosen market. The emphasis is on key drivers of marketing effectiveness, including creating a market-oriented culture, customer-focused information systems, the relationship of various components of marketing, and the response to marketing variables. A variety of pedagogical approaches, including applied projects, may be employed. Prerequisites: BA 531

5576 Strategic Marketing (0-2). This course examines those market-based issues that have broad implications for strategy, such as market sizing, brand and competitive set, and product life cycles. Among strategies and business models discussed will be those tailored to start-ups and growing businesses, as well as businesses in mature and declining markets, with special emphasis on the challenges of differentiation in highly competitive industries.

5580 Seminar In Finance (3). Advanced work in each of the above areas—Financial Management, Investment Analysis, and Financial Markets and Institutions would form the basis for the Seminar. Each topic selected would provide the opportunity for an investigative study on the part of the student. Major problems, hypotheses, and cases, together with the literature addressing the specific topic, would serve as the spring-board for classroom activity. Both written and oral reports would be required. Prerequisites: BA 532 or equivalent and consent of the instructor.

5595 Internship (1-3). An opportunity for students to integrate their academics studies via employment with a business/organization in the community. Admission only by prior approval and consent of instructor. Offered: Every Fall, Winter, Summer

5597 Independent Research In Business Administration (1-6). Study and research in areas of special interest under individual faculty direction. Admission to (A) Quantitative Analysis, (B) Finance, (C) Management Information Systems, (D) Marketing, (E) Production and Operations Management, (F) Unspecified, of student whose programs of study and research abilities warrant intensive study of either (1) the problems of practices characteristic of a particular industry or (2) advanced theory in the areas of a specialized management function. Prerequisite: Consent of instructor.

5599 Thesis (1-9).

5899 Required Graduate Enrollment (1).

Business Decision Sciences (BDS) Courses

5501E Introduction To Management Science (1-3). The design and application of scientific models for managerial decision making. Students will be introduced to linear programming, decision theory, utility, and other management science topics, and will become familiar with their application to the areas of production, logistics, inventory policy, advertising, maintenance, financial decision, etc. It is assumed that students have acquired basic skills in electronic spreadsheets and college algebra. Enrollment limited to those admitted to EMBA. Must take 3 hours to qualify for prerequisite for advanced courses. Must take 3 hours (BDS 530 or BDS 508) to qualify for program completion.

5508 Statistical Analysis In Business (3). Data analysis and statistical inference in the context of business management. Communication of analysis and conclusions using text, numbers, and graphics is emphasized. Understanding the conceptual framework of probability and statistics as it relates to statistical tests and procedures is emphasized more than computational methods. Most of the work will be done using a computer spreadsheet. The course includes the topics of estimation, tests of hypotheses, analysis of variance, and multiple regression. Prerequisite: College Algebra.

5509 Applied Statistical Methods (2). Investigates the use of detailed sample data for purposes of estimating, predicting, forecasting, and explaining correlations among varied observations. Students will apply the concepts of probability theory, central tendency, sampling, inference, modeling, and forecasting to help solve managerial problems and support decision processes. Prerequisite: Admission to Executive MBA Program Offered: Every Fall

5510 Decision Making With Uncertainty (0.5). Introduces formal decision process structures, descriptive statistics, and elementary probability theory as the basic tools for representing uncertainty in business. Powerful examples are used to translate these to the decision-making challenges of contemporary leaders. Prerequisite: Admission to Executive MBA Program Offered: Every Fall

5512 Statistical Quality Control (3). A study of statistical methods of assuring and assessing quality in all organizational settings. Topics include methods of statistical process control (SPC), acceptance sampling (AS), Shewhart control charts, design of experiments (DOE) including those of Taguchi, and statistical theory of analyses popularized by Deming, Juran, and others. Where appropriate, the probability and the statistical theory of these methods are studied. Prerequisite: BDS 508 or a first statistics course, or equivalent

5520 Sampling And Experimental Design (3). Principles of sampling, properties of estimators and strategies for improving efficiency. Relationship between the design of an experiment and the testing of hypotheses using analysis of variance. Sampling topics include simple, stratified, multistage, cluster and systematic sampling. Experimental design topics include factorial designs and the treatment of randomization, nesting and confounding. Prerequisites: BDS 508 or equivalent.

5528 Decision Support And Expert Systems (3). The packaging and delivery of models, knowledge bases, data bases, and graphics to interactive software to support managerial decision making. Decision support systems via spreadsheet modeling. Artificial intelligence applications in business. May include a number of computer-oriented assignments. Prerequisite: BDS 508 and BIS 502.

5530 Decision Analysis And Modeling With Spreadsheets (3). The modeling of business decisions in operations, finance and marketing, and the analysis of models using optimization, computer simulation, and decision theory. Modeling and analysis are conducted using the medium of a computer spreadsheet. The course focuses on the creation, critical evaluation, and improvement of models, as well as written and oral communication of analysis and conclusions. Prerequisite: BDS 508.

5545 Forecasting Theory And Applications (3). A study of the essential concepts, theoretical basis and applications of alternative forecasting methods. Typical methods included are smoothing and decomposition time-series methods, regression methods, econometric models, single and multiple series autoregressive/moving average methods (ARIMA methods of Box-Jenkins). Prerequisite: BDS 508.

5548 Multivariate Statistical Methods (3). Theory and managerial applications of multiple regression analysis, multivariate analysis of variance, discriminant analysis, factor analysis and canonical correlation. Computations via statistical software and spreadsheets. Prerequisite: BDS 508 or equivalent.

5581 Seminar In Quantitative Research Methods (3). The seminar is provided for students who have achieved a level of competence in quantitative analysis which will allow them to undertake independent research activity. Each student will have the responsibility for pursuing a research project under the supervision of the instructor and of reporting the progress and results before the seminar. Prerequisite: The level of competence in statistical method or some other related quantitative area might be presumed on the basis of 6 to 9 hours of course work in such areas.

5681 Multivariate Statistical Methods-II (3). Theoretical and research applications of MANOVA, Canonical Correlation, Multi-Discrimination Analysis, Factor Analysis, and introduction to Structural Equation Modeling using appropriate software. Students are expected to undertake a major research project during this class and to apply appropriate multivariate statistical analysis to their chosen academic research topic. Prerequisite: BDS 548 Offered: Every Winter

Business Information Systems (BIS) Courses

5502 Management Information Systems (3). Fundamental concepts of hardware, software, networking, system life cycle, enterprise systems, and strategic systems in a business context. Techniques in programming and web publishing.

5529 Decision Support Systems (3). Information systems to support decision makers in organizations. Influences of cognitive biases and group think on decision makers. Identification of both potential uses of information technology to support decision makers and potential effects of information technology on the decision making purposes. May include a number of computer-oriented assignments. Prerequisite: BIS 502 or equivalent.

5552 Data Base Management (3). Data administration, including theory of relational databases and projects using relational data management packages. Data modeling and information engineering. Entity-relationship modeling. Database design, normalization, data dictionaries, distributed databases,

database servers, data quality assurance, data integrity, SQL. May include a number of computer-oriented assignments. Prerequisite: BIS 502.

5554 Systems Analysis, Design And Engineering (3). Tools for documenting information system requirements and design and implementation methods. Organization of software projects. Classes and objects. Requirements analysis fundamentals and methods. System specifications. Documentation and diagramming standards. Tool selection. Programming languages and methodology. Costs and schedule estimation. Project management. Program verification, metric, debugging and testing. Internal control issues. May include a significant project. Also offered as Accounting 566. Prerequisite: BIS 502.

5556 Distributed Information Technology (3). Basics of data communication and telephony with how these are used to achieve business advantage. Voice, data and video communications. Networks, distributed computing, EDI, inter-organizational systems, and electronic commerce. Using Internet applications and running Internet services. Prerequisite: BIS 502.

5558 Management And Economics Of Computing (3). Procurement and management of computer systems. Economics of hardware and software. Cost-benefit analysis. Software acquisition, RFQs, RFPs, contract terms and conditions. Enduser computing. Organizational location and staffing of computing. Distributed processing versus central DP center. Capacity planning. Contribution of computing to business objectives. Control, audit, and security of information technology. Legal and ethical perspectives. Computer center operations. Business policies about computing. International issues. May require a significant term paper. Prerequisite: One previous course in computer science or information systems.

5569 Information Systems Consulting (3). An application of systems concepts to the evaluation and implementation of information system. Student teams will analyze, document and make recommendations for the improvement of these systems, and will communicate their findings via written reports and oral presentation. Project management concepts will be covered as well. Course content might be actual projects for local organizations, or it might be a simulation of consulting engagement. Prerequisites: Instructor Permission

5580 Seminar In Information Systems (3). This seminar is provided for students interested in exploring advanced BIS topics not covered in the regularly offered courses. The content of this seminar may change from one offering to the next. Prerequisite: BIS 502.

Business Management and Administration (BMA) Courses

5504 International Management (3). Examination of the management of contemporary international business organizations through a study of the political, economic, social and technological factors and their relationship and impact upon the administrative activities and strategies of the international firm.

5505 Organizational Behavior (3). A study of individual, group, and organizational behavior and processes. Examination of social and behavioral sciences methods and theories which apply to the understanding of administrative social systems. Classroom activities will utilize lectures, laboratory training, and clinical cases.

5506 Contract Negotiation And Dispute Resolution (3). This course surveys the conceptual framework for negotiating legally binding contracts and examines contemporary institutions and processes for resolving contractual disputes. Particular attention will be given to identifying and appreciating strategies, practices, and specific rules by which binding contractual rights and duties are determined in the United States and in international jurisdictions. Working independently and in teams, students will assimilate the legal rules and negotiation strategies and apply them to common business transactions and disputes. Most business professionals face opportunities to negotiate and to resolve conflicts. This course provides students the solid preparation to maximize those real-life opportunities that arise in their management careers.

5508 Law Of Business Associations (3). Working individually and in teams, students study the legal rules that govern most common business relationships. These include the rules for creating and managing agency and partner relationships, LLC and other new joint ventures, as well as public and closely-held corporations. Student teams follow local public companies as they prepare and conduct their annual meetings and conduct mock negotiations to form a new business venture. Prerequisites: None.

5510 Legal And International Environment Of Business (3). This course provides an essential introduction to the domestic and international environment of business. Particular attention is given to the comparative historical development, cultural, economic, legal and political context for the conduct of business in the U.S. and abroad. Topic include international trade, international management, alternative modes of international operations, international finance and exchange rates, international marketing, international human resources, international business strategy, protection of property interest, including worldwide protection of intellectual property, private

contracts, multilateral agreements, dispute resolution systems and the influence of government trade.

5513 Economic Policy And Managerial Control (3). Analysis of the industrial foundations and economic institutions of modern times. The politics of industrial control, including power relationships in economic nationalization and planning. Theory of managerial industrialism and business enterprise.

5516 Leading Teams (3). This course is designed to increase the student's understanding of team processes in organizational settings and to contribute to the student's ability to build and lead high-performing teams. The class will be utilized as a laboratory for the exploration of team leadership theory and research. Prerequisite: BMA 505.

5533 Leadership And Change In Organizations (3). Study of the dynamics of leadership and change in organizational contexts with attention to both theory and practice. Classroom activities can include lectures, case discussions, group presentations, and experiential activities. Prerequisite: BMA 505, PA 548 or consent of instructor.

5536 Strategic Management (3). A consideration of current problems of significance to the administrator and appropriate decision-making procedures relevant to the firm as a whole. Prerequisites: Completion of or concurrent with completion of Stage I requirements.

5537 Competitive Strategies (3). Study of the processes of formulating and implementing competitive management strategies. Analytical techniques appropriate to the firm, the market or the industry will be emphasized. Major individual and/or group papers analyzing existing organizations will be required. Prerequisites: Must be taken in the student's final semester of the program.

5546 Successful E-Commerce Strategies (3). The course focuses on major factors that influence success in electronic commerce-E businesses must deliver customer value and make a contribution to profit. Knowledge and ability to implement initiatives dealing with supply chain management (manufacturer, distributor, retailer), selecting business partners, effective marketing (customer acquisition and retention) are some of the topics covered in the class. The course will also focus on understanding customer value chain and successful, profitable e-business strategies. Drawing on success and failures in the market, we will describe key drivers for developing an e-business that will add up to real value and sustainable profit.

5550 The Operation Of International Business (3). The course reviews the basic decision-making and operations taking place within international business. Attention will be given to export/import activities of firms including global marketing & sourcing, transportation, finance, customs clearance, & legal issues such as intellectual property rights & agent/distributor agreements. Prerequisite: BMA 510.

5555 International Marketing (3). This course focuses on marketing problems confronting international business managers and the ways they may be analyzed and resolved. The course content includes concepts and techniques useful in international marketing; effects of national differences on marketing practices; organization for international marketing; and strategy formulation for international markets. Prerequisites: BA 531 and BMA 510.

5557 Leadership And Organizations (2). Focuses on how organizations work and how leaders can set direction, marshal resources, and build support to move initiatives forward. The course provides tools and tactics for assessing organizations needs and constraints through multiple lenses, and assessing one's own leadership strengths and weaknesses for development and alignment with organization needs. Prerequisite: Admission to Executive MBA Program Offered: Every Fall

5560 Strategic Human Resources (3). This course will provide an overview of the theory, research and practices used to strategically align human resource policies and practices with the overall goals and objectives of organizations. The course will highlight ways in which HR policies and practices affect and are affected by organizations' environments and culture. Emphasis will be placed on high performance and innovative work practices. Particular attention will be given to assessing internal and external conditions and contexts in which HR policies and practices maximize effectiveness.

5566 Strategic Staffing (3). This course presents theoretical frameworks and practical applications for determining optimal person-organization fit and person-job fit within organizations. Emphasis will be placed on integrating recruitment and selection strategies and practices with overall business strategies. The importance of strategically planning and implementing recruitment and selection processes will be addressed as it relates to various organizational contexts, including environmental threats and opportunities, organizational size, structure, and climate.

5567 Total Rewards Management (3). This course presents both theory and practice for designing effective rewards systems within organizations. Compensation. (including base pay and incentives). Benefits and performance management will be covered from a strategic perspective. Characteristics of the work environment, such as recognition, work/life balance, and culture will also be considered in terms of their contribution to the total rewards systems.

5577 Team And Community Building (0.5). Kicks off the EMBA program to create relationships among the participants and faculty that facilitate and accelerate learning and to introduce students to the concepts and material in the leadership curriculum. Prerequisite: Admission to Executive MBA Program Offered: Every Fall

5580 Seminar In Organizational Behavior (3). Students will do research under the direction of a member of the faculty. Results of the research will be presented to a seminar composed of students and faculty. Students will be required to read original sources and demonstrate advanced competence in relating theory to a body of descriptive data. Prerequisite: BMA 505 OR PA 548

5582 Managing People For Strategy Execution (0-2). The focus of this course is producing, for an organization, a sustainable competitive advantage through the effective management of people-the human resources of the organization.

5583 Leading With Integrity (3). Examination of the personal and ethical underpinnings of leadership, with special attention to issues of values, faith, and spirit. Activities will include discussion of readings and cases, personal exploration, and a weekend workshop near the end of the term. Student teams will choose a topic, write a paper, and make a class presentation. Prerequisite: Consent of the instructor.

5587 Seminar In Management And Administration A To G (1-6). A course on advanced and/or new topics in one of the following areas of Management Administration: (A) International, (B) Human Resources, (C) Law, (D) Organizational Behavior, (E) Strategic Management, (F) Entrepreneurship and (G) Unspecified. This course is designed to facilitate at least one of two purposes, an initial offering of a new course (prior to formal approval) or an initial and possibly final offering of new topics. New topics include those that are contemporary, cutting-edge, or advanced topics that are not currently covered by existing courses. Prerequisites: Various, including permission of instructor

5587D Seminar In Organizational Behavior (1-6).

5588 Power, Influence, And Negotiation (2). This course seeks to enhance an important component of leadership success: political savvy and influence. The course presents conceptual models, applications, and tactical approaches to help you understand political dynamics in organizations and develop ethical strategies to enhance your credibility and influence. The class uses a variety of vehicles, including readings, case studies, guest speakers, and self-assessment tools. Prerequisites: Admission to the Executive MBA program.

5589 Strategic Management I (1). Strategic Management I is the first course in a two-part series entitled, "The EMBA Project", and is intended to provide opportunity to a) sensitively develop an agreement with the client based on EMBA curriculum/concepts, client needs, and team interests; b) undertake a project that fits those parameters; and c) assist the client company in implementation (or planning thereof) of the project findings. The projects are intended to provide opportunity for the EMBA students to develop strategic, organizational, and operation insights. Prerequisites: Admission to the Executive MBA program.

5597 Independent Research (1-6). Study and research in areas of special interest under individual faculty direction. Areas are (A) International, (B) Human Resources, (C) Law, (D) Organizational Behavior, (E) Strategic Management, (F) Entrepreneurship and (G) Unspecified. Prerequisite: Consent of instructor

5599 Thesis (1-9).

Entrepreneurship (ENT) Courses

5515 Entrepreneurship Boot Camp (3). This course is designed to provide students with an understanding of the process for identifying and evaluating entrepreneurial opportunities. Students will also learn how strategy, marketing, financial, legal matters, and cash flow impact opportunities in terms of execution and growth and how to position a new firm for success. The course will encourage students to reflect on their own entrepreneurial potential and to evaluate entrepreneurship as a potential career path. Even those who do not feel that they are entrepreneurs will benefit by discovering how to function more effectively in entrepreneur-led organizations. Furthermore, those responsible for technical innovation and business development within existing organizations should find this course helpful. This course is open to all UMKC graduate students.

5525 Entrepreneurship: Managing Creativity And Innovation (3). The course examines the nature of creativity and innovation and how entrepreneurship involves the ability to identify market opportunity based on new ideas. Detailed attention is given to the entrepreneurial process: the concepts, skills, know-how and know-who, information, attitudes, alternatives and resources that entrepreneurs need to manage creativity in the process of creating something with tangible economic value.

5535 Small Business Management And Entrepreneurship (3). This course focuses on the nature of the entrepreneurial organization; its volatility and flux, where standard operating procedures are lacking and organizational structure, culture and leadership style are created anew each day. Successful small business management requires that a series of developmental challenges be identified and addressed if the venture is to succeed.

5541 Personal Entrepreneurial Strategy (3). This course is a cooperative offering between UMKC, University of Kansas, and Rockhurst University and is taught at Kauffman Legacy Park. The course applies the case method to allow the student to learn about the entrepreneur and the entrepreneurial process, understand the sacrifices and benefits of being an Entrepreneur, and develop professional skills relevant to entrepreneurial activity. Prior approval required for enrollment. Prerequisites: BA 531, BA 532, BMA 506.

5542 Technology And New Ventures (Tnv)I (3). This course will build skills needed to create successful, high-value enterprises with technology. Emphasis will be on markets for technology, and venture capital. Case studies will emphasize the information technologies and energy/environmental technologies. Prerequisite: None

5543 Technology And New Ventures (Tnv)II (3). This course will draw upon the skills developed in ENT 542 to enable student teams to prepare business plans for new ventures they might actually like to start. The information technologies and energy/environment will be emphasized, but students are welcome to propose any technologies. Prerequisites: ENT 542, Technology and New Ventures I

5545 Entrepreneurship And New Venture Creation (3). The objective of this course are: (1) to build personal appreciation for the challenges and rewards of entrepreneurship in an independent mode by examining/simulating its environment; (2) to present and examine, through the use of complex case studies and high level guest/lectures, economic, legal and managerial mechanisms proven useful in creating new wealth; and (3) to foster continued development of venture ideas, suitable as career entry options or for investments, using a tutorial approach to business plan development, presentation and evaluation. Suggested Prerequisites: BA 531, BA 532, BMA 506, and one of the following. ENT 525, ENT 535, or ENT 541.

5545E Innovation And Entrepreneurship I (3). (two-course sequence) Covers the entrepreneurial and innovation process from conception to birth of the new business. It looks at both process and people involved in assessing ideas, exploiting opportunities, and converting concepts into high-growth businesses. Application of these processes will be extended to both start-ups and well as new business groups within existing organizations, with an emphasis on nurturing a climate of innovation. Students will identify opportunities for high-growth potential new enterprises, develop a business plan, and present their plans to a panel of potential investors and/or senior managers. Topics covered include organization form, funding sources, the start-up team, and the product launch.

5545IE Innovation And Entrepreneurship (3). (two-course sequence) Covers the entrepreneurial and innovation process from conception to birth of the new business. It looks at both process and people involved in assessing ideas, exploiting opportunities, and converting concepts into high-growth businesses. Application of these processes will be extended to both start-ups and well as new business groups within existing organizations, with an emphasis on nurturing a climate of innovation. Students will identify opportunities for high-growth potential new enterprises, develop a business plan, and present their plans to a panel of potential investors and/or senior managers. Topics covered include organization form, funding sources, the start-up team, and product launch.

5585 Venture Capital Finance And Investment (3). This course is designed for students who wish to learn about or become involved in the venture capital market as investors or intermediaries in emerging growth companies seeking capital. With this goal, the course will define the venture capital market and where it fits relative to other sources of capital, examine how private equity funds are raised and structured, how investments are sourced, selected, and negotiated, and the role of the value-added investor through investment to liquidity. The course presents and provides applications for various frameworks of valuing and structuring investment opportunities. Suggested Prerequisites: BA 531, BA 532, BMA 506, and one of the following ENT 525, ENT 535, or ENT 541.

5587 Seminar In Entrepreneurship (1-6). A course on advanced and/or new topics. This course is designed to facilitate at least one of two purposes: an initial offering of a new course (prior to formal approval) or an initial and possibly final offering of new topics. New topics include those that are contemporary, cutting edge, or advanced topics that are not currently covered by existing courses. Prerequisite: Various, including permission of instructor.

5587F Seminar In Entrepreneurship (1-6). A course on advanced and/or new topics. This course is designed to facilitate at least one of two purposes: an initial offering of a new course (prior to formal approval) or an initial and possibly final offering of new topics. New topics include those that are contemporary, cutting edge, or advanced topics that are not currently covered by existing courses. Prerequisite: Various, including permission of instructor.

5591 Small Business Management Practicum (3). An integrated management course designed to examine the principles of business management applicable to solving the problems of small and medium size businesses and assisting in their development. Prerequisite: Completion of stage I requirements.

5597 Independent Research (3). Study and research in Entrepreneurship under individual faculty direction. Prerequisite: Consent of instructor

5681 Multivariate Statistical Methods-II (3). Theoretical and research applications of MANOVA, Canonical Correlation, Multi-Discrimination Analysis, Factor Analysis, and introduction to Structural Equation Modeling using appropriate software. Students are expected to undertake a major research project during this class and to apply appropriate multivariate statistical analysis to their chosen academic research topic. Prerequisite: BDS 548 Offered: Every Winter

5682 Structural Equation Modeling (3). This course presents structural equation modeling (SEM) including a review of regression and the study of path analysis, including model specification, methods of estimation, recursive and non-recursive models, direct, indirect, and total effects, methods of estimation, single and multi-group analyses, moderators, mediators, structural equation model specification, identification, methods of estimation, second-order factor analysis, and the assessment of causal structure. Students are expected to continue a research project started in IEI 681. Prerequisite: IEI 681 Offered: Every Fall

5683 Mathematical Models For Entrepreneurship (3). the purpose of this course is to provide an introduction to mathematical models in entrepreneurship and related disciplines. Classes will focus on the use of mathematical models to characterize the nature of various entrepreneurship-related decisions in complex environments. For each topic considered (e.g. R&D investment decisions, new product entry, diffusion, and marketing mix variables), a few articles have been chosen. Presentations and discussions are designed to help students understand and critique existing models and to stimulate the development of new theoretical viewpoints. Prerequisite: Doctoral standing or with instructor's permission. Offered: Every Winter

5691 Doctoral Seminar In Theoretical Foundations Of Entrepreneurship I (3). IEI 691 is designed as a broad survey of major topics in the field of entrepreneurship. Its objective is to familiarize students with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered in the course include a theoretical overview, entrepreneurs, environment and organizational founding. Prerequisite: Doctoral standing Offered: Every Fall

5692 Doctoral Seminar In Theoretical Foundations Entrepreneurship II (3). IEI 692 is designed as a continuation of IEI 691 providing a broad survey of major topics in the field of entrepreneurship. Its objective is to familiarize the student with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered in the course include: entrepreneurship's links with other disciplines, venture capital and venture capitalists, new venture strategy, new venture performance, growth processes and challenges, and entrepreneurial networks and alliances. Prerequisite: IEI 691 Offered: Every Winter

5693 Technology, Innovation, And Entrepreneurship (3). This seminar will explore academic literature of technology innovation and entrepreneurship. Specific topics include emerging technologies, evolutionary theory, building capabilities based on networks, organizational learning, technological innovation, institutional economics, network externalities, knowledge transfer, technological trajectories and path dependencies. Prerequisite: Doctoral standing Offered: Every Fall

5694 Doctoral Seminar In Theories Of The Firm And Strategy (3). In this course, students will become familiar with and develop an in-depth understanding of the concepts, models, and paradigms that collectively form the foundation for strategic thinking. Students will develop the ability to critically integrate findings from strategic research programs. Employing an appreciation for the inter-disciplinary nature of strategic marketing and management, the purpose is to develop a keen awareness of major gaps that exist in the strategic literature. Students will strengthen the skills needed to conduct original strategic marketing research that can be published in the leading academic journals. Prerequisite: Doctoral Standing Offered: Every Winter

Health Administration (HA) Courses

5571 Financial Management Issues Health & Human Services Organizations (3)

This course is intended to provide an overview of the financial management problems of health and human services organizations. A broad range of topics is examined: financial statements, ratio analysis, cost accounting, reimbursement and pricing, management of working capital, budgeting and programming, capital financing, and cash management.

5575 Long-Term Care Policy & Administration (3). This course provides an overview of long-term care policy and administration, both for institutional and community-based services. Topics include public and private financing, regulatory systems, organization and management of care, and quality assurance. The course also emphasizes new developments in the field, such as managed long-term care systems, capitation and case mix reimbursement, and technologies for quality monitoring and assessment.

5576 Managed Care Institutions (3). This course, offered by staff of the National Care for Managed Care Administration, emphasizes current issues associated with the provision of health care services through different kinds of managed care institutions. Particular attention will be given to issues surrounding cost-containment, quality of care, contracts, and regulation. Much of the discussion will focus on HMO's.

5577 Health Service Administration And The Health Professions (3). The development of the health professions and occupations is examined as their internal and external relationships influence the structure of health care organizations and the services provided to clients. The focus of the course is on problems that administrators may encounter as they attempt to negotiate services for clients, build professional coalitions, and provide leadership within or outside health care institutions.

5578 The Evaluation And Control Of Health Services (3). This course focuses on developing evaluative skills associated with controlling the level and costs of health services. Epidemiologic concepts are introduced using clinical and community health examples. The concept of "at-risk" clients and populations are reviewed, and various attempts to measure risk are assessed. Issues relating to quality assurance are discussed, along with several examples of cost-effectiveness analysis.

5585 Seminar In Health Services Administration (3). Intensive study and examination of selected contemporary issues and problems. Emphases include theoretical relationships and premises, social philosophy, current research and literature, methods of investigation and analysis, and dilemmas of administrative leadership. The focal point of this course changes from term to term.

5585A Seminar In Health Services Administration (3).

5586 Supervised Research In Health Services Administration (3). Supervised research into either a current problem or process of health services administration. Topics are selected in conference with supervisor, who will also guide the student in other stages of the project. The emphasis is usually on field research.

Public Administration (PA) Courses

5509 Government Contracting (3). A comprehensive introduction to the field of government contracts which identifies and analyzes the types of price, cost and incentive contracts; bidding, negotiation; warranties; change orders; cost recovery; terminations and other concepts found in federal procurement for the purpose of developing familiarity with these practices as well as examining the impact of government procurement practices on national economic policy and technological development.

5510 Research Methods In Public Administration (3). This introductory course focuses on quantitative empirical research design and statistical analyses in relation to public administration issues and concerns.

5524 Public Policy Context for Business Decisions (2). This course is designed to provide intensive exposure to the forces and personalities in Washington, D.C. that shape America's business policy. EMBA participants learn how to understand and anticipate the impact of public policy on their businesses and how to become more effective participants in the national decision-making process. Prerequisites: Admission to the Executive MBA program. Offered: Winter

5525 Financial Accountability And Policy Development (3). Modern fiscal policy and its administrative implications to planning, budgeting, revenue administration, accounting and appraisal, and the process for assuring accountability in the development, timing, and execution of public programs. Prerequisite: PA 510.

5526 The Politics Of Administration (3). This course will introduce the subject of public administration from a political perspective. Special attention will be given to an examination of the administrative branch of government. More specifically, the course will focus on the demands directed to administrators from various sectors of the political system, ways in which administrators respond to those demands, and methods available for the analysis of public policies that help us assess the impacts that flow from administrators' actions.

5530 Capstone Seminar In Public Administration (3). This course examines theories of public organizational design, structure and change, including various issues in the administration of public organizations. Questions of professional ethics and management in the public interest are also considered. This is the final course in the MPA core curriculum. Prerequisites: PA 525, PA 526, PA 544, PA 548 or concurrent enrollment.

5535 Urban Policy And Administration (3). An examination of the formulation and administration of policies by urban governments. The course examines (a) the historical and intergovernmental contexts for decision making by urban governments, (b) the governmental forms and political processes employed in making these decisions, and (c) the various urban problems and service delivery issues which require decisions in the contemporary city.

5536 Managing Urban Economic Development (3). This course explores what managers in the public, nonprofit and private sectors need to know about urban economic development. Topics include (a) theories of urban economic development, (b) varying forms of development (e.g., attraction of new industries, Central Business District development, neighborhood economic development), (c) policy managerial tools for stimulating development, and (d) issues of equity in economic development.

5539 Urban And Regional Planning For Urban Administrators (3). This course is designed to provide students in urban administration with a comprehensive overview of the planning process. Course topics include a review of planning and the problems of effective planning implementation.

5544 Program Evaluation And Analysis (3). Survey of the tools and procedures for evaluating and analyzing policies and programs in the public sector, including nonprofit and human services organizations. Consideration of such topics as definition of goals, developing measures of effectiveness, evaluation research designs, benefit-cost analysis, and the special problems of rational analysis in a political environment. Prerequisite: PA 510.

5548 Leadership For Public Service (3). The two core purpose of this course are for students to learn about effective and ethical leadership, and for students to understand and develop their own capacity for leadership. The course is organized around three general themes: 1) leadership as relations with subordinates, including issues of work motivation; 2) leadership as lateral relations, including organizational politics and conflict management and resolution; and 3) leadership as influence in the organization's environment.

5551 Strategic Management In Nonprofit Organizations (3). This is an advanced management course in the nonprofit management emphasis. Following review of the legal and economic uniqueness of private, nonprofit organizations, the course helps students develop a strategic management framework and apply the key concepts to the management of nonprofit organizations. Recommended prerequisites: PA 495 and PA 548.

5552 Community Organizations And Public Policy (3). This course includes examination of both neighborhood organizations and organizations intended to promote other communities of interest. In relation to neighborhood organizations, topics considered include the varieties of neighborhoods, the role of neighborhood organizations in local politics, the use of neighborhoods in administrative and political decentralization and federal policy toward neighborhood issues. In relation to other community organizations, topics considered include the basis of such organizations, their roles in public affairs and their effects on policy processes.

5553 Legal Framework & Financial Management Of Nonprofit Organizations (3). Utilizing a comparative approach the course examines the legal basis and tax treatment of private, nonprofit organizations in the U.S. Related topics also considered include concepts of fund and cost accounting, budgeting processes, earned income strategies, employee compensation and benefits practices, laws and regulations affecting lobbying, competition with business and unrelated business income tax.

5555 Topics In Nonprofit Fundraising (1-3). In order to flexibly treat the variety of strategies and techniques of charitable fundraising, these courses will usually be offered in variable credit hour segments, covering traditional and emerging fundraising topics. Each semester, two two-credit-hour segments and two one credit-hour segments will be offered. The two credit hour courses - "Organizing for Successful Fund Raising" and "Creating and Implementing the Annual Development Plan" - cover the basics of fund raising. The one-credit hour courses allow students to explore several different issues related to fund raising such as direct marketing and planned giving. These courses are recommended for nonprofit management students. Prerequisite: None.

5555A Top In Nnrprt Fndrsng: Organizing For Successful Fund Raising (1-3).

5555B Top In Nnrprt Fndrsng: Creatng & Implemntng Annual Devlpmt Plan (1-3).

5555C Top In Nnrprt Fndrsng: Dircr Mrkting & Dircr Mail In Fund Raising (1-3).

5555D Top In Nnrprt Fndrsng: Planned Giving & Major Gift Solicitation (1-3).

5555E Top In Nnrprt Fndrsng: Cntmprary Trnds/Ethcl Issues In Fund Raising (1-3).

5555F Top In Nnrprt Fndrsng: Prospect Research And Proposal Writing (1-3).

5555G Topics In Nonprofit Fundraising (1-3).

5556 Innovation In Nonprofit Management And Leadership (3). This course provides an opportunity for students in the nonprofit management specialization to examine "breaking" innovations in nonprofit management and leadership. Intra- and inter-sectoral collaborative strategies and total quality management are illustrative examples. Other topics will be considered as warranted. This course is recommended for students who have completed PA 525, PA 548 and at least six hours of nonprofit management course work.

5565 Topics In Urban Administration (1-3). To flexibly treat the variety of strategies, information, and techniques in urban administration and leadership, these courses will be offered in variable credit hour segments. Each semester combinations of one and two hour courses would be offered around traditional and emerging topics. An initial "basics" series will be offered on community development organizations, urban economic development and community development strategies.

5565A Community Economic Development: The Planning Context (1).
Offered: Every Fall Prerequisites: None

5565B Community Economic Development Tools & Techniques (1).
Offered: Every Winter

5565C Implementing Effective Community Economic Development (1).
Offered: Every Winter

5570 Diversity In The Workplace (3). This course explores the many issues raised by the growing diversity of backgrounds (e.g., race, gender, culture) employees bring to the workplace. The course will examine diversity issues including demographics, relevant legislation, values questions, demands on management, and effects on service delivery to clients. To better illustrate the issues, some class sessions will feature guest lecturers representing a diversity of backgrounds and work settings.

5581 Seminar In Urban Administration (3). Advanced work on special topics in urban administration. Topics will vary. Prerequisite: PA 535.

5585 Seminar In Public Affairs (3). Advanced work on special topics in public affairs.

5585A Seminar In Public Affairs (3). Advanced work on special topics in public affairs.

5585B Seminar In Public Affairs (3). Advanced work on special topics in public affairs.

5585C Seminar In Public Affairs (3). Advanced work on special topics in public affairs.

5593 Internship Seminar (3-6). Combined classroom study and field internship. To be offered only when government agency internships approved by the Public Administration Committee are available. Prerequisite: 18 credit hours of completed courses.

5598 Supervised Research (1-6). Study and research in areas of special interest under individual faculty direction. Areas are (A) Nonprofit Management, (B) Public Works, (C) Urban Administration, (D) Public Management, (E) International Management, (F) Public Financial Administration, (G) Unspecified. Prerequisite: Pre-registration, consent of instructor.

5598A Supervised Research: Nonprofit Management (1-6).

5598B Supervised Research: Public Works Administration (1-6).

5598C Supervised Research: Urban Administration (1-6).

5598D Supervised Research: Public Management (1-6).

5598E Supervised Research: International Management (1-6).

5598F Supervised Research: Public Financial Administration (1-6).

5598G Supervised Research: Unspecified (1-6).

5599 Thesis (1-9).

5610 Inquiry In Public Administration And Affairs (3). This course is designed to provide Ph.D. students a thorough grounding in strategies of inquiry. Issues considered include competing metatheoretical paradigms and alternative conceptions of explanation in the social and policy sciences, the implications of such alternatives for empirical research, the variety and standards of qualitative and quantitative approaches to theory and research, theory construction, and research ethics. Contemporary problems in public administration and affairs research and theory are emphasized.

5620 Literature Of Public Affairs And Administration (3-6). This course grounds the student in the central ideas of the public affairs and administration literature and in the prominent themes of the discipline. The course is offered in two versions: A, in which the political science approach to public affairs and administration is emphasized; and B, in which the organizational theory and behavior approaches to public affairs and administration are emphasized. Ph.D. students whose coordinating discipline is public affairs and administration are ordinarily expected to complete both versions. Prerequisites for 620 A are completion of PA 525, 526 and 544 (or similar graduate level

courses) and consent of the instructor. Prerequisites for 620 B are PA 548 and PA 530 (or similar graduate level courses) and consent of the instructor.

5620A Literature Of Public Affairs And Administration: Political Science (3-6).

5620B Literature Of Public Affairs And Admin: Org Theory & Behavior (3-6).

5630 Learning In Public Affairs And Administration (3). This course is designed to focus on dissemination of information to various publics served by public affairs and administration professionals. The course reviews delivery systems, learning methodologies, and adult education concepts relevant to public affairs and administration.

5631 Teaching In Public Affairs And Administration (3). The student delivers information under the guidance of a faculty member who acts as a mentor and coach through observation, analysis, and discussion. The focus may be on critical thinking as an orienting goal for developing learning and learning environments for adults.

5650 Advanced Research In Public Affairs And Administration (3). The course enables the student to present advanced topics in their fields of research interest and to have detailed critique and contributions on that research by the faculty. Prerequisites: PA 610 and research requirements.

5699 Dissertation And Research In Public Affairs And Administration (1-12). Dissertation research and writing in the Public Affairs and Administration discipline. Prerequisite: Consent of instructor.

5899 Required Graduate Enrollment (1).