College of Business Administration
Norval F. Pohl, Dean
Robert H. Williams and Michael R. Wunsch, Associate Deans
William E. Miller, Assistant to the Dean

Philosophic Commitments and Objectives
In keeping with the traditions of Northern Arizona University and the convictions of its faculty, the objectives of the College of Business Administration flow from two major philosophic commitments, a primary commitment to the maximum intellectual growth of the individual student, and a secondary, but growing, commitment to community services and to research.

Commitment to the intellectual growth of the individual student: The primary objective of the college is to provide each of its students with an academic environment that fosters the development of a broad intellectual foundation that will become the basis for effective service in responsible positions in organizations and that will enable students to assume higher professional levels of responsibility as they gain experience and demonstrate ability. The faculty members of the college believe that this objective will be best accomplished by the development and maintenance of quality curricula, by effective teaching, and by conscientious, individualized advisement of students.

Commitment to community service and to research: The college’s secondary, but growing, objectives of community service and research encompass commitments to management development programs as well as to institutional and proprietary research investigations.

Major, Minor, and Graduate Programs
The College of Business Administration offers majors in the areas of Accounting, Computer Information Systems, Economics, Finance, Food Service Administration, Lodging, Restaurant, and Tourism Administration, Management, and Marketing. Minors are offered in each of the above areas, as well as a general minor in Business Administration. The Master of Business Administration (MBA) degree with options in Accounting, General Management, Management Information Systems, and Wood Products Management is also offered through the College of Business Administration. All programs offered by the College of Business Administration are accredited by the American Assembly of Collegiate Schools of Business (AACSB).

Program requirements for all College of Business Administration majors follow this section of the catalog. Students electing to pursue a minor in the College of Business Administration should request a minor contract and the assignment of an advisor in the Office of the Dean of the College of Business Administration. The Master of Business Administration degree is described in the Northern Arizona University Graduate Bulletin.

Policy on Admission, Retention and Graduation
Students interested in business administration will be classified as pre-business majors until they (1) have earned at least 60 semester hours, (2) have completed the College of Business Administration foundation courses, (3) have met minimum grade point average requirements, and (4) have been formally accepted as business majors. The following standards are to be met at the time a pre-business major submits an Application for Admission as a business major.

1. The student must have completed 42 semester hours.
2. The student must have completed ENG 102 or 104, ENG 103 or 105 MAT 110 MAT 130, and three of the following, College of Business Administration foundation courses: CIS 120, ACC 255, ACC 256, BA 201, ECO 285, ECO 286, and BA 304. In each of these courses the student must have earned a grade of C or better with a grade point average of not less than 2.25.
3. The student must currently be enrolled in the balance of the College of Business Administration courses listed above and must be currently enrolled in a sufficient number of semester hours to meet the minimum total requirement of 60 semester hours.

The Application for Admission as a business major is to be completed by pre-business majors after the tenth week of the semester in which a minimum of 60 hours will be completed or after actual completion or 60 hours. Pre-business majors will be admitted to business major status if (1) all 11 College of Business Administration foundation courses have been completed with a C or better in each course, and if (2) a minimum grade point average of 2.25 has been earned in the College of Business Administration foundation courses.

Given the preceding criteria and the College of Business Administration's capacity to handle students, applicants will be considered for admission as business majors according to their rank-order College of Business Administration foundation course grade point average.

To be retained in and to graduate from the College of Business Administration a student must be classified as a Business major. Within the next 30 semester hours after having been admitted to the College of Business Administration as Business majors, students are to complete the following courses with a grade of C or better in each course: MGT 300, BA 301, FIN 311, and MKT 333.

A minimum overall grade point average of 2.00 and a minimum College of Business Administration prefix grade point average of 2.25 must be maintained by Business majors. If either grade point average drops below the minimum, a student is considered to be on College of Business Administration academic probation. A student once placed on College of Business Administration academic probation must achieve a minimum grade point average of 2.50 for each subsequent term until the overall grade point average and the College of Business Administration prefix grade point average again reach at least 2.00 and 2.25 respectively. When these two minimum grade point averages are again reached, the student will be considered off College of Business Administration academic probation. After being placed on College of Business academic probation, a student is permanently disqualified as a Business major if the minimum grade point average of 2.50 for any subsequent term is not achieved.

Policy on Transfer of Business Administration Students

All business programs accredited by the American Assembly of Collegiate Schools of Business (AACSB) require students to take a minimum of 40 percent of the four years' work in the arts and sciences, including work in English, mathematics, social and behavioral sciences, humanities, and the natural sciences. Students desiring a four-year degree are advised to take a majority of their work during the first two years in the arts and sciences, including a strong background in mathematics.

Students planning to take their first two years of work at a two-year school or at another four-year college should take only those courses in business and economics that are equivalent to those offered as freshman or sophomore level courses at any of the three State universities. These lower division courses are numbered 100 through 299 at Arizona State University, Northern Arizona University, and the University of Arizona. A maximum of 30 hours of business and economics courses from two-year colleges will be accepted toward a Bachelor's Degree in Business Administration.

Professional business courses taught in the junior or senior year in the three State universities may not be completed at a two-year college for transfer credit in the business core or major (field of specialization). Such courses may be utilized in the business elective category subject to the 30-hour limitation. (NOTE: The introductory course in business law will be accepted as an exception to the policy on transfer of university/eve/ junior and senior business courses taught at two-year colleges.)

Two-year college courses taught as vocational or career classes, but not taught in the colleges of business at any of the three State universities, will not be accepted for credit toward a bachelor's degree. Courses taught in the upper division business core at the
three State universities must be completed at the degree-granting institution unless trans­ferred from an accredited four-year school. Normally the college accepts transfer credit for upper division courses only from schools or colleges which are accredited by the AACSB.

SUGGESTED COURSES: The following general pattern of courses is recommended for students completing their first two years' work in a two-year college and planning to transfer to one of Arizona's universities without loss of credit:

**Preprofessional Courses (30 hours maximum)**
- Accounting ................................................................. 6 hours
- Economics ................................................................. 6 hours
- Quantitative Analysis and Statistics ................................ 6 hours
- Business Law ............................................................... 3 hours
- Lower Division Business Electives ................................ 9 hours

**Genera/ Education (33-42 Hours maximum):** English, Mathematics, Social and Behavioral Sciences, Humanities, and Natural Sciences.

**General College of Business Administration Academic Requirements**

In addition to the specific program requirements described in the following pages, all College of Business Administration majors must meet the following general academic re­quirements.

**THE BUSINESS CORE:** All College of Business Administration majors must complete the business core requirements. The business core includes the following classes: ACC 255, 256; BA 201, 301, 304, 490; CIS 120; ECO 285, 286; FIN 311; MGT 300; MKT 333.

**COMMUNICATIONS REQUIREMENT:** All College of Business Administration majors must complete at least three semester hours at the upper-division level of written and oral communication. This requirement can be met by taking a course or courses within the College of Business Administration or through other colleges in the university.

**ETHICS REQUIREMENT:** A requirement exists that College of Business Administration majors must take a three semester hour upper-division course relating to business and professional ethics. In all likelihood, the requirement will not be implemented until Fall Semester, 1984, or later.

**MAXIMUM COLLEGE OF BUSINESS ADMINISTRATION HOURS:** The maximum number of semester hours a College of Business Administration major may take within the College of Business Administration is 75. At least 50 of the 125 semester hours required for graduation must be taken outside of the College of Business Administration.

**PREREQUISITE POLICY:** The prerequisites for admission to upper-division business courses shall be the completion of all lower-division business core courses as well as ENG 102, 103; MAT 110, and MAT 130 (or their equivalents). Exceptions will be made only upon petition by the student and academic program advisor to the Office of the Dean of the College of Business Administration.

**Cooperative Education Program**

The Cooperative Education Program in the College of Business Administration is intended to benefit students, business firms, and government agencies by providing alternate peri­ods of study and work for participating students. Because of the practical work experi­ence obtained in the program, students should return to the classroom more informed and better motivated.

Cooperative assignments are internships in business and government. Primary attention will be given to placing students who are business majors with an area of concentration in accounting, business economics, data processing/information systems, finance, lodging, restaurant and tourism administration, management and marketing.

An eventual goal of the cooperative program is to reach a full-time, permanent employ­ment relationship between students and participating organizations. However, neither students nor organizations are obligated to reach this final relationship. The job assign-
merits for internships will be primarily in Phoenix, with positions in other locations in Arizona and Southern California ranking second and third. Other locations in the Southwest, West, and other states are possible.

The entire philosophy underlying the cooperative program is that of voluntary cooperation among organizations, students, and the university. Students interested in the specific policies and procedures of the program are encouraged to seek program advice from the Office of the Dean of the College of Business Administration.

**BA: BUSINESS ADMINISTRATION COURSES**

Many courses in the College of Business Administration are either general in nature and not closely aligned with an academic discipline or appropriate for all College of Business majors. These courses are listed below.

**BA 100  Introduction to Business** (2). Overview of marketing, management, economics, finance, and accounting; concepts of government and business, business ethics and international trade; introduction to case studies.

**BA 201  Quantitative Methods** (3). Basic business statistics including the collection, tabulation, and analysis of business and economic data; averages, dispersion, and statistical inference; statistical decision making, correlation and regression; index numbers, time series analysis, and business forecasting. *Prerequisite:* MAT 110.

**BA 301  Production and Operations Management** (3). Application of quantitative methods (e.g. linear programming, queuing, simulation, PERT/CPM) in operations management decisions involving forecasting, resource allocation, production and inventory control, quality control, maintenance, project planning, and other decisions in the production process. *Prerequisites:* CIS 120, MAT 130, and BA 201.

**BA 304  Business Law I** (3). Law, courts, business crimes, torts, personal property, and agency, with comprehensive treatment of contracts and government regulation of business.

**BA 305  Business Law II** (3). Law of partnerships, corporations, real property, wills and probate, sales, commercial paper, security devices, bankruptcy and insurance.

**BA 310  Legal Environment of Business** (3). Survey of the law, its objectives and its implications for the businessman and citizen; the social forces which confront economic units and institutions; the values which cause law to change and to adopt the particular conclusions that it follows; the implications of these values for businessmen and consumers. This course is not intended for Business majors.

**BA 321  Intermediate Business Statistics** (3). Further training in quantitative analysis and business problems; probability, unrestricted and stratified sampling, statistical estimation, statistical decision making, test of hypotheses, analysis of variance, introduction to linear programming and operation research; stress on the uses of techniques in production, personnel, and marketing management. *Prerequisite:* BA 201.

**BA 325  Small Business Management Fundamentals** (3). Concepts and techniques of organizing and managing small enterprises; emphasis on practical problems in choosing organizational form; financing, procurement, personnel, marketing, taxation, profit planning and control, recordkeeping, and community relations.

**BA 350  Business Communication** (3). Theories of communication with emphasis on business; practical oral and written experience; concepts of group and individual communication in all areas of business activity.

**BA 490  Business Policies** (3). Complex business cases used to provide a realistic view of the role of a general manager in dealing with business problems and in providing leadership and direction to the functional areas of the business. *Prerequisite:* Senior standing in Business Administration.

**Graduate Courses**

**BA 501  Management fundamentals** (3).

**BA 502  Economic Analysis** (3).
BA 503 Marketing Fundamentals (3).
BA 504 Computer Augmented Quantitative Methods (3).
BA 505 Quantitative Methods-Statistics and Production Management (3).
BA 506 Managerial Accounting (3).
BA 507 Finance Fundamentals (3).
BA 510 Administrative Control in Nonprofit Organizations (3).
BA 600 Management Information Systems (3).
BA 601 Management Theory and Analysis (3).
BA 602 Managerial Economics (3).
BA 603 Seminar in Marketing (3).
BA 604 Quantitative Analysis-Probabilistic (3).
BA 605 Quantitative Analysis-Deterministic (3).
BA 606 Advanced Managerial Accounting (3).
BA 607 Financial Analysis for Business Decisions (3).
BA 613 Integrating Seminar (3).

ACCOUNTING


Degrees and Programs

The College of Business Administration offers two degrees in the accounting area, the Bachelor of Science in Accountancy degree, and the Bachelor of Science in Business Administration degree with a major in Accounting. The program of study for each of the degrees is described below.

The Bachelor of Science in Accountancy Degree

The Bachelor of Science in Accountancy degree requires completion of 125 semester hours: the University Liberal Studies Program (including MAT 130), 36 hours in the business core; ACC 302, 355, 356, 357, 470; 12 hours in the Public Accounting Option or 15 hours in the Management Accounting Option; and 17-20 hours of electives. The specific requirements consist of the following:

PUBLIC ACCOUNTING OPTION: The required courses in the Public Accounting Option include ACC 450, 457, 495; and BA 305. In addition, 20 hours of electives must be completed, of which at least three should be from upper-division College of Business Administration courses.

MANAGEMENT ACCOUNTING OPTION: The required courses in the Management Accounting Option include ACC 303; CIS 261, 360, and two courses from CIS 361; MGT 311, 410; ACC 519 and 528. In addition, 17 hours of electives must be completed.

The Bachelor of Science in Business Administration Degree - Major in Accounting

The Bachelor of Science in Business Administration degree with a major in Accounting requires completion of 42 hours in liberal studies (including MAT 130), 36 hours in the business core, the completion of ACC 302, 355, 356, 357, and three semester hours from
ACC 303, 450, 470, or 495. In addition, 32 hours of electives must be completed, of which 12 must be selected from upper-division College of Business Administration courses.

**ACC: ACCOUNTING COURSES**


ACC 256 *Principles of Accounting-Managerial* (3). Introduction to the development and analysis of accounting information for managerial planning and control. *Prerequisite:* ACC 255.

ACC 259 *Hospitality Accounting-Managerial* (3) See LRT 259.

ACC 300 *Accounting for Nonbusiness Majors* (3). Introduction to the conceptual content of accounting, the overall scope of the accounting function and an overview interpretation of the content of financial statements. Not open to business majors.

ACC 302 *Cost Accounting I* (3). Introduction to the compilation, analysis, and interpretation of cost accounting information with emphasis on managerial uses for planning, control, and decision making. *Prerequisite:* Six hours of accounting.

ACC 303 *Cost Accounting II* (3). Emphasis on cost accounting as a highly developed device to assist in reaching objectives, stressing the planning and controlling aspects of cost accounting. *Prerequisites:* ACC 302 and MAT 130.

ACC 355:356 *Intermediate Accounting* (3:!). Current accounting objectives, principles, theory and practice in the preparation, interpretation, and analysis of general purpose financial statements. *Prerequisites:* Recommended grade of C or better in both ACC 255 and 256 or 259.

ACC 357 *Advanced Accounting I* (3). Application of accounting theory and procedure to special, complex accounting problems such as (1) selected long term liabilities, 121 changing prices and (!) non-profit organizations. *Prerequisite:* A grade of C or better in ACC 355 and 356.

ACC 450 *Accounting Theory* (3). Evolution and current state of the theory underlying general purpose financial statements. *Prerequisite:* ACC 357.

ACC 457 *Advanced Accounting II* (3). Application of accounting theory and procedure to the analysis and interpretation of records and statements relating to (1) partnerships, (2) business combinations, consolidations and home office branch accounting systems, (3) estates and trusts and (4) insolvent business entities. *Prerequisite:* A grade of C or better in ACC 355 and 356.


ACC 471 *Advanced Taxes* (?). Special problems in reporting, research, planning, and accounting for taxes; preparation of partnership, trust and corporate returns; assessment, collection, and reporting of income, social security, estate and gift taxes. *Prerequisite:* ACC 470.

ACC 495 *Auditing Theory and Practice* (3). Conceptual and practical aspects of the examination of financial statements by independent accountants, objectives and techniques of internal control; standards of presentation and disclosure in financial statements; objectives and procedures or auditing practice, statistical sampling techniques, and auditing of EDP records. *Prerequisites* BA 201, ACC 302. 356 and 357.

**Graduate Courses**

ACC 508 *Accounting for Governmental Units and Other Nonprofit Organizations* (3).

ACC 519 *Controllership* (3).

ACC 528 *Budgeting Principles and Procedures* (3).

ACC 640 *Research and Planning in Federal Taxes* (3).

ACC 650 *Advanced Accounting Theory* (3).
COMPUTER INFORMATION SYSTEMS


Degree and Program

Computer Information Systems is a major within the Bachelor of Science in Business Administration degree. The major requires the completion of 125 semester hours: 42 hours of liberal studies (including MAT 130), 36 hours in the business core, the completion of CIS 261, 351, 360, 361, 445, and either CIS 320 or 435. In addition, 29 hours of electives must be completed, of which 12 hours must be selected from upper division College of Business Administration courses.

Northern Arizona University offers two undergraduate degree programs which emphasize the use of computers. Computer Information Systems stresses the application of computers in business and organizations, the main emphasis being in management information systems. Computer Science stresses the engineering scientific applications, with the computer used as a tool to solve the mathematical requirements in these areas. Computer Science also teaches the technical side of hardware and software design.

CIS: COMPUTER INFORMATION SYSTEMS COURSES

CIS 120 Introduction to Computer Information Systems (3). Basic concepts of information system development using a computer including: data input systems, hardware components, timeshare and batch terminals, flowcharting, and an introduction to programming. Prerequisite: High school algebra.

CIS 261 COBOL Programming (3). A study of the Common Business Oriented Language; skills in problem formulation, coding, testing, and documentation developed through required computer programs. Prerequisite: CIS 120 or equivalent.

CIS 284 Assembler Languages (3). See CSC 284.

CIS 320 Information Systems Using BASIC (3). Writing programs for report generation, file maintenance, on-line applications and data analysis in various organizational and application settings using BASIC. Prerequisite: CIS 120 or equivalent.

CIS 351 Advanced Applications Using COBOL (3). Applying the COBOL Language to advanced problems using case studies from industry; other related software will be included as necessary. Prerequisite: CIS 261 or equivalent.

CIS 360 Information Systems Analysis and Design I (3). Application of systems concepts to the analysis and design of computer-based information systems; cases and projects incorporating current information systems concepts and technology.

CIS 361 Information Systems Analysis and Design II (3). Advanced concepts in the analysis, design and implementation of computer-based information systems; projects and cases oriented toward large on-line systems using tape and disk with multiple file structures.

CIS 435 Advanced Programming Systems Seminar (3). Special purpose languages such as assembler, simulation languages, report program generators, and other languages and projects depending on the individual requirements and desires of the students.

CIS 445 Data Base Management Systems (3). Emphasis on the design of a CODASYL-type data base; loading, updating, and retrieving data for a small data base will be required using COBOL as the host language. Prerequisite: CIS 261.

Graduate Courses

CIS 550 Data Processing for Teachers (3).

CIS 551 Computer Programming for the Nonmajor (1-3).
CIS 610  Information Systems Development I (3).
CIS 615  Information Systems Development II (3).
CIS 620  Data Base Management Systems (3).
CIS 625  Topics In Information Systems (3).

ECONOMICS


Degrees and Programs

Two degrees in the economics area are offered at Northern Arizona University. The Bachelor of Science in Business Administration degree with a major in Business Economics is offered through the College of Business Administration. The Bachelor of Science degree with a major in Economics is offered through the College of Arts and Sciences.

The Bachelor of Science in Business Administration Degree - Major in Business Economics

The Bachelor of Science in Business Administration degree with a major in Business Economics requires the completion of 125 semester hours: the University Liberal Studies Program (including MAT 130), 36 hours in the business core, ECO 385, 386, 498, and nine semester hours from BA 321; ECO 346, 356, 410, 420, 445, 464, 473, 483, 484, 486, and 593. In addition, 29 hours of electives must be completed, of which 12 hours must be selected from upper division College of Business Administration Courses.

The Bachelor of Science Degree - Major in Economics

The Bachelor of Science degree with a major in Economics is a joint program offered by the College of Business Administration and the College of Arts and Sciences. The degree is awarded and the program is supervised by the College of Arts and Sciences. However, the economics courses are taught through the College of Business Administration. Program requirements for the degree are listed under the College of Arts and Sciences.

ECO: ECONOMICS COURSES

ECO 180  The Economic Environment of Man (3). Problems and issues significant to the U.S. economy; functioning of the marketing system; inflation and unemployment and policies to control them. A liberal studies course for nonbusiness majors and minors.

ECO 285  Principles of Economics-Macro (3). Nature and operation of the economic system, particularly the free enterprise system; the role of money and banking institutions in our economy; monetary and fiscal policies.

ECO 286  Principles of Economics-Micro (3). Product prices in various market structures; wage, rent, interest, and profit determination; international economics; economic development.

ECO 346  Economic and Business Forecasting (3). Short- and long-range business forecasting; methods and techniques of business forecasting; application of forecasting to small business in the financial and marketing areas. Prerequisites: ECO 285 and either BA 201 or MAT 2/0.

ECO 356  Regional and Urban Economics (3). Theory of regional economics: techniques for analyzing historical and potential growth patterns; problems associated with rapid urbanization: public and private programs designed to alleviate these problems. Prerequisite. ECO 286.

ECO 385  Intermediate Macroeconomic Theory (3). Measurement of economic activity: Classical, Keynesian. Neo-Keynesian. and Monetarist theories of income and employment; fiscal and monetary Policy; economic growth and fluctuations. Prerequisites; ECO 285 and 286
ECO 386 Intermediate Microeconomic Theory (3). Nature of economic analysis; the structure of industry; theories of demand, production, and supply; price and output determination: resource utilization. **Prerequisites**: ECO 285 and 286.

ECO 420 Industrial Organization (3). Application of market theory to industrial organization. Development of public policy toward business, emphasizing antitrust actions and the economic effect of governmental policy. **Prerequisite**: ECO 286.

ECO 445 Public Finance (3). Theories of government financing, studies of taxation and expenditures, government debt, intergovernmental fiscal relations. **Prerequisite**: ECO 286.

ECO 464 Labor Economics (3). Economic theory applied to the operation of the labor market; theory of and evidence on labor supply, demand, and their interaction; the economics of unions; examination of real wages, money wages, and the wage structure; analysis of regional markets. **Prerequisites**: ECO 283 and 286.

ECO 473 Money and Banking (3). History and functions of money and banking institutions; monetary theory and policy; international finance. **Prerequisite**: ECO 285.


ECO 484 Development of Economic Thought (3). Development of the study of economic thought, beginning with mercantilism and including the following schools of thought: Physiocracy, Classical, Marxian, Austrian, Neo-Classical, Institutional, Keynesian, and Monetarism. **Prerequisites**: ECO 285 and 286.

ECO 486 International Economics (3). Economic theory as applied to international trade and finance, including balance of payment analysis, exchange rates, the international monetary system, and international cooperation. **Prerequisite**: ECO 286.

ECO 498 Senior Seminar in Economics (3). A required senior-level research course designed to give students research experience in their major field. **Prerequisites**: ECO 385 and 386.

**Graduate Courses**

ECO 593 Natural Resource Economics (3). See FOR 593

ECO 680 Current Economic Problems (3).

**FINANCE**

Faculty: F. Acker, D. Chase (adjunct), H. Faram, J. Hammer, G. Neal, G. Tallman.

**Degree and Program**

Finance is a major within the Bachelor of Science in Business Administration degree. The major requires the completion of 125 semester hours: the University Liberal Studies Program (including MAT 130), 36 hours in the business core, ACC 355, 356; FIN 321, 331, 421, 431, 450, 451, and 23 hours of electives. Six hours of the electives must be selected from upper division College of Business Administration courses.

**FIN: FINANCE COURSES**

FIN 190 Personal Finance (3). Management of personal finances through the use of credit, savings, insurance, stocks, bonds and other investment programs: using bank services, determining personal taxes, planning for retirement, and estate planning. No prior background in business required.

FIN 311 Principles of Finance Survey of the major areas of financial operations in business and their relationship to the business functions; internal financial activities, source of funds, and the firm's involvement with money and capital markets: basic techniques of financial analysis and their application to financial decision making: development of an understanding of the financial system. **Prerequisite**: ACC 235 and 236.
FIN 321  Money and Capital Markets  (3). Analysis of the markets for short- and long-term credit instruments for business borrowers and the interrelationship of these markets through the structure of interest rates; the role of the monetary authorities, money, and interest rates in the operation of money and capital markets.  
   Prerequisite: FIN 311.

FIN 331  Security Markets and Analysis  (3). Introduction to the techniques of fundamental and technical analysis of securities; principles of value determination and the appraisal of risks inherent in securities forms; the concepts of asset and portfolio management and the management of investment funds.  
   Prerequisite: FIN 321.

FIN 385  Real Estate Development and Management  (3). Theory and practices, contracts, finance, management, selling, titles, legal concepts, and real estate as an investment.

FIN 421  Management of Financial Institutions  (3). Managerial aspects of financial institutions and their role in the economy, including commercial banks, savings and loan associations, insurance companies, mutual funds, small business investment companies, and commercial and consumer finance companies.  
   Prerequisite: FIN 321.

FIN 431  Portfolio Theory and Capital Markets  (3). Portfolio management strategies are examined leading to development of theory for efficient asset allocation of all risky assets. In addition, the theoretical foundation for capital markets is explored.  
   Prerequisite: FIN 331.

FIN 450  Advanced Managerial Finance I  (3). Development of theory and intensive application of techniques for financial management of the short-term resources of the firm; emphasis on working capital management, including financial planning and related aspects of the short-term financial management of resources.  
   Prerequisite: FIN 311.

FIN 451  Advanced Managerial Finance II  (3). Development of theory and intensive application of techniques for long-term management; long-term financing, valuation, capital budgeting, mergers, and acquisitions.  
   Prerequisite: FIN 311.

UN 480  International Finance  (3). Development of financial theory and intensive application of techniques in the framework of multinational corporations. Special emphasis will be given to currency exchange and translation problems as well as valuing international cash flows.  
   Prerequisite: FIN 311.

FIN 495  Real Estate Finance and Investment  (3). Theory and analytical techniques to analyze real estate as an investment. Emphasis is placed on rate of return, taxation, appraisal and financing techniques as applied to real estate investment.

Graduate Course

FIN 600  Graduate Seminar in Finance  (3).

FOOD SERVICE ADMINISTRATION

Faculty: A. Hansen, L. Scott, L. Yale. Also, see faculty listed under Home Economics in the School of Applied Sciences.

Degrees and Programs

Two degrees in the "foods and business" area are offered at Northern Arizona University. The Bachelor of Science degree with a major in Food Service Administration is offered through the College of Business Administration. The Bachelor of Science degree with a major in Home Economics and an emphasis in Food and Nutrition in Business is offered through the School of Applied Sciences. Both degrees are joint programs offered between the College of Business Administration and the School of Applied Sciences.

The Bachelor of Science Degree -
Major in Food Service Administration

The Bachelor of Science degree with a major in Food Service Administration requires the completion of 125 semester hours: 42 hours in liberal studies (including MAT 130), 36 hours in the business core, FSA 135, 269, 367, 369, 466, 467; HE 103, 257, 357, and 358. In addition, 15 hours of electives are required and must be advisor approved.
The Bachelor of Science Degree -
Major in Home Economics with an Emphasis in Food and Nutrition in Business

The Bachelor of Science degree with a major in Home Economics and an emphasis in Food and Nutrition in Business is awarded and the program is supervised by the School of Applied Sciences. However, three of the Food Service Administration courses are taught through the College of Business Administration.

FSA: FOOD SERVICE ADMINISTRATION COURSES

FSA 135 Applied Nutrition and Food Selection (3). Principles of nutrition and problems in the selection of food for individuals. For nutrition, dietetics or health science majors.

FSA 269 Food Sanitation (3). Proper selection, preparation, service and storage of food in public and commercial institutions.

FSA 367 Advanced Food Principles (3). Scientific principles involved in the preparation, service and processing of foods. Prerequisite: HE 257.

FSA 369 Food Service layout and Equipment (3). Food service layout and specifications for institutional equipment.

FSA 466:467 Quantity Food Production (3:4). Organization, purchasing, preparation and service of food for large groups.

LODGING, RESTAURANT, AND TOURISM ADMINISTRATION

Faculty: A. Hansen, L. Scott, L. Yale.

Degree and Program

The Bachelor of Science degree with a major in Lodging, Restaurant, and Tourism Administration (LRTA) requires the completion of 125 semester hours: 42 hours in liberal studies (including MAT 130), 36 hours in the business core, LRT 100, 259, 308, 340, 359, 410, FSA 467, and 25 hours of electives. Nine to 15 hours of the electives must be selected from the LRTA approved list composed of upper division College of Business Administration courses. In addition to the course requirements, students must also complete and document 800 hours of practical work experience in a hospitality operation for the technical, hands-on portion of the degree program. A waiver of the 800 hours work requirement may be attempted by petitioning the LRTA Faculty Committee. Waivers will normally be granted only when the student has had appropriate previous work experience.

LRT: LODGING, RESTAURANT, AND TOURISM ADMINISTRATION COURSES

LRT 100 Introduction to Lodging, Restaurant, and Tourism Administration (3). A preface to the in-depth examination of lodging, restaurant, and tourism administration to be undertaken in advanced course work.

LRT 130 Tourism (3). The tourism phenomenon and its relationship to the lodging, restaurant and travel industries: need for economic planning and development and the study of behavioral aspects of the tourism field.

LRT 210 Beverage Management (3). Development, types and future of commercial beverage enterprises: proven management techniques; identification of beverage types according to origin, production and availability. Prerequisite: Major or minor in LRT or FSA.
LRT 246 Front Office Management (3). Principles of front office management and control; emphasis on recording cash transactions, billing and the human interactive skills which lead to successful front office operation; including an exposure to front office computers.

LRT 248 Management of Engineering, Housekeeping, and Maintenance (3). Management theories and techniques as applied to the departments of engineering, housekeeping, and maintenance of lodging and feeding enterprises; duties and responsibilities of department heads and their staff. Including material on energy conservation and management.

LRT 259 Hospitality Accounting-Managerial (3). Basic theories of accounting information utilizing the uniform systems of the hospitality industry for managerial planning and control. **Prerequisite:** ACC 256. **Cross listing:** ACC 259.

LRT 308 Innkeeper Law (3). Law application to the hospitality industry-basic contract, criminal and tort; administrative law and government regulation of the industry; legal concerns peculiar to the innkeeper resulting from the innkeeper-guest relationship and the establishment and operation of a place of public accommodation.

LRT 320 Human Relations in Business and Institutions (3). See MCT 320.

LRT 329 Convention and Banquet Management (3). The convention and banquet business; convention sales practices and techniques; effect of convention and banquet business on occupancy and seasonality.

LRT 330 Tourism Destination Development (3). Background tourism elements and how to preserve and incorporate them into tourism destination planning and design to create an appealing and a profitable tourism attraction. **Prerequisite:** LRT 100.

LRT 340 Lodging and Restaurant Marketing Practices (3). Analysis and application of marketing objectives and strategies to develop an in-depth understanding of consumer demand, marketmix planning, and the use of selling methodologies common to the hospitality industry. **Prerequisites:** LRT 100 and MKT 333.

LRT 359 Food and Beverage Control (3). In-depth analysis of the management systems and techniques utilized to control food and beverage costs in the hospitality industry. **Prerequisites:** LRT 100 and 259.

LRT 410 Operations Planning and Management (3). Principles of innkeeping organization, planning and operations management; emphasis on use of quantitative information and management skills and methods to solve operational problems. **Prerequisite:** Completion of all required lower division courses in Lodging, Restaurant, and Tourism Administration.

**MANAGEMENT**


**Degree and Program**

Management is a major within the Bachelor of Science in Business Administration degree. The major requires the completion of 125 semester hours; the University Liberal Studies Program (including MAT 130), 36 hours in the business core, MGT 310, 311, 335, 410, 435, and 32 hours of electives. Twelve hours of the electives must be selected from upper-division College of Business Administration courses.

**MGT: MANAGEMENT COURSES**

MGT 300 Principles of Management (3). Management processes and functions in profit-seeking organizations; analysis of organizational structure, management principles and leadership practices; introduction to techniques and tools of decision making.

MCT 310 Personne. Management (3). Personnel principles, functions, and practices relating to managing human resources in organizations; emphasizes the social, ethical, and legal responsibilities of managers; develops the basic personnel processes, including staffing, selection, compensation and appraisal. **Prerequisite:** MGT 300.
MGT 311 Organizational Behavior and Leadership (3). Fundamental concepts of individual behavior; interpersonal relationships and intergroup relations in organizational settings; conceptual tools for analyzing behavior and managing group processes of conflict, communication, and task accomplishment. Prerequisite: MGT 300.

MGT 320 Human Relations in Business and Institutions (3). Selected topics from the behavioral sciences as they relate to the management of business and institutional organizations; the influence of the interaction of the human resource, economic, political/legal, and technological systems on morale, efficiency, and management practice. Prerequisite: MGT 300. Cross listing: LRT 320.

MGT 335 Organizational Structures (3). Theory and practice of the managerial function of organizing; analysis of various static (classical) and dynamic (contemporary) organizational structures and forces determining their use. Prerequisite: MGT 300.

MGT 360 Administrative Office Management (3). Basic principles of organizing, planning, coordinating, and controlling administrative office systems and operations; behavioral concepts; decision making; specific learning experiences relating to special interest areas of law, business, and industry.

MGT 405 International Business (3). The nature and economic role of the multinational corporation, including the impact of legal, political, educational, sociological, and cultural variables upon firm performance and managerial activity. Prerequisites: Completion of all 300-level business core courses.

MGT 410 Problems in Operations Management (3). Application of quantitative methods, principles and policies to a broad range of complex operational situations; case problems will be used to integrate and extend operations management subject matter from preceding quantitative methods and management courses. Prerequisite: BA 301.

MGT 415 Labor-Management Relations (3). Fundamentals of state and federal control of labor relations; the collective bargaining process; methods of reducing conflict and maintaining effective labor-management relations; identification and definition of the roles of management, unions, and government in the industrial relations processes. Prerequisite: MGT 310.

MGT 435 Management Planning, Decision Making, and Control (3). Methods of setting objectives, implementation, and control from a general management point of view while emphasizing operations simulation. Prerequisite: MGT 335.

MGT 440 Organizational Dynamics (3). Implementing change in organizations; study of organizations in a changing environment with emphasis on recognizing the need for change, the role of the change agent, and methodologies for bringing about organizational change and improvement. Prerequisites: MGT 300 and 311.

Graduate Courses

MGT 600 Graduate Seminar in Management (3).

MGT 622 Personnel and Labor Relations (3).

MARKETING

Faculty: F. Besnette, G. Grape, W. Miller, G. Pickett, K. Runyon, S. Straw, R. Williams.

Degree and Program

Marketing is a major within the Bachelor of Science in Business Administration degree. The major requires the completion of 125 semester hours; the University Liberal Studies Program (including MAT 130), 36 hours in the business core MKT 334 335 439 490 one course from MKT 336, 437, or 438, and 32 hours of electives. Twelve hours of the electives must be selected from upper division College of Business Administration courses.
MKT: MARKETING COURSES

**MKT 333 Introduction to Marketing** (3). Conceptual approach to the marketing function in business; behavioral patterns and legal and economic constraints affecting marketing decisions; introduction to analysis and control techniques for effective planning for product, promotion, pricing and distribution policies.

**MKT 334 Buyer Behavior** (3). The nature and determinants of human behavior that affect market decisions; the decision-making process and the use of psychological and sociological concepts such as perception, personality, small groups, social class, and culture. **Prerequisite:** MKT 333.

**MKT 335 Quantitative Analysis for Marketing** (3). Introduction to decision making in marketing through the application of the analytic point of view; market analysis and decisions relating to product, purchasing, pricing, promotion, and distribution; emphasis upon both the scientific method and practical quantitative techniques. **Prerequisites:** BA 201, MKT 333, and MAT 130.

**MKT 336 Retailing Management** (3). A systematic approach to operational analysis and problem solving in retail organizations; community and area analysis; merchandise planning and control; pricing; buying and retail accounting and expense management. **Prerequisite:** MKT 333.

**MKT 437 Sales Management** (3). Introduction to sales management from the viewpoints of both the salesman and sales manager; emphasis on personal communications, person-to-person selling, sales organization, policies and structures, sales planning, and sales operation. **Prerequisite:** MKT 333.

**MKT 438 Promotion Management** (3). Theories and practices of advertising, sales promotion and public relations as related to the marketing program; includes promotional planning and strategy, program integration and effectiveness, and relevant communication concepts. **Prerequisite:** MKT 333.

**MKT 439 Information Systems and Marketing Research** (3). Conceptual approach to defining generating and using information in a marketing-management context emphasizing the planning of information systems as well as concepts relative to information collection, analysis and implementation. **Prerequisites:** BA 201 and MKT 333.

**MKT 490 Marketing Management** (3). Analysis of marketing objectives, problems and policies that require decisions by marketing executives; integration of all areas of marketing management, including the relationship of the marketing activities of the firm to finance, production and other major policy areas. **Prerequisite:** Senior standing and completion of at least MKT 333 and 439.

**Graduate Course**

**MKT 600 Marketing Theory and Analysis** (3).