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Associate Professors: Cox (Finance), Lee (Accounting), Meybodi (Operations Management), Parkison (Economics), Roden (Finance)

Assistant Professors: Chulkov (e-Business), Desai (Management Information Systems), Habodaszova (Economics), Hofmann (Accounting/Business Law), Kurowski (Management), Ojode (International Business)

The School of Business offers the Master of Business Administration and Bachelor of Science in Business with concentrations in accounting, e-Business, finance and economics, management and human resources, and marketing and distribution. Also offered are an Associate of Science in Applied Business Studies and a Postbaccalaureate Certificate in Accounting. These programs provide opportunities for breadth of education as well as for a reasonable level of specialization.

Mission

The mission of the Indiana University Kokomo School of Business is to provide high-quality Indiana University undergraduate and graduate education for the residents and employers of north central Indiana. The School's main focus is to prepare students for effective leadership and participation in an evolving global and technology-oriented economy. The faculty is committed to excellence in teaching and continued intellectual growth through applied research, professional development and service.

The undergraduate and graduate curricula are delivered in a distinctive IU Kokomo learning environment, with students of diverse ages, backgrounds and aspirations, in small class settings conducive to interactive learning experiences. The undergraduate program is based on the principle of a balanced education, offering students high-quality learning opportunities in professional fields integral to contemporary management and commerce.

The M.B.A. program is designed to provide working professionals and employers access to high-quality graduate management education. The M.B.A. program fosters effective management of resources in contemporary organizational units and settings. It seeks to prepare students with decision-making and leadership skills in a dynamic environment.

Accreditation

The School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International on both undergraduate and graduate levels.



Undergraduate Programs

The baccalaureate program of the School of Business is based on the principle of a balanced education in business administration and economics with a foundation in the arts and sciences. The undergraduate program allows students to specialize in professional fields integral to contemporary enterprise

and management. It prepares students in north central Indiana to become effective organizational leaders and managers.

The undergraduate curriculum consists of three parts: (1) general education, (2) basic business administration, and (3) professional courses. In addition, the program includes courses covering the principles, practices, and trends involved in managing organizations in today's dynamic economic, social, and political environment.

Seniors have a range of elective courses in their concentration area. Courses on this level require participation by students in the discussion and solution of cases, projects, and special problems drawn from the contemporary business world. The course BUS X410 Business Career Planning and Placement prepares seniors for the transition to the world of business, and helps them select employment opportunities holding greatest promise for them.

Undergraduate Scholarships and Awards

Accounting Excellence Award.

The Accounting Excellence Scholarship at Indiana University Kokomo is designed to recognize excellence and superior academic performance. The Accounting Excellence Award is a \$500 scholarship, awarded in both the fall and spring semesters based on several factors. Financial need is not a factor.

Bucheri, McCarty & Metz Scholarships.

These scholarships are intended for students from Howard County enrolled at Indiana University Kokomo. The first scholarship will be a minimum of \$500 and given to an incoming freshman, the second scholarship will be a minimum of \$500 and given to a sophomore or junior. Recipients must be enrolled full-time with a business concentration and have an academic record demonstrating the following: entering freshmen with a high school rank in the top 20 percent of their graduating class and a minimum SAT score of 1000, and IU Kokomo sophomores and juniors with a cumulative G.P.A. of 3.0 on a 4.0 scale. The Indiana University Kokomo scholarship committee determines the amount and recipient(s) of the above two scholarships. The third scholarship, a minimum of \$500, is given to a senior with a business concentration or a graduate M.B.A. student taking a minimum of six credit hours. The recipient and amount will be determined by the faculty of IU Kokomo's School of Business.

Business and Economics General Scholarship.

Contributed by the former dean and faculty of the School of Business, this scholarship is awarded to an outstanding junior or senior with a concentration in finance and economics, management and human resources, or marketing and distribution. Overall G.P.A. must be 3.0 with a 3.5 in Business and economics courses. The recipient is carefully selected, on the basis of his/her academic achievements, co-curricular activities and recommendations.

Fingleton Scholarship.

The Fingleton Scholarship, established by Richard Fingleton, awards \$750 to an individual having strong academic performance in accounting and business. Service activity is also a major consideration. Preference is given to those with service to the accounting program, e.g., Accounting Council and VITA.

School of Business

Outstanding Accounting Student Scholarship.

This scholarship was established by Professor Marilyn Kintzele. The Outstanding Accounting Student Scholarship at Indiana University Kokomo is designed to recognize excellence and superior academic performance. This \$750 scholarship is awarded twice a year, in both the fall and spring semesters.

Sita C. and C. L. Amba-Rao Service Award.

The Amba-Rao Service Award, a \$500 scholarship donated by Professor Sita Amba-Rao, is given annually to one student in Management and Administration (or Management and Human Resources) of at least junior standing. The candidate should have a record of academic excellence as demonstrated by a cumulative G.P.A. of at least 3.2 on a 4.0 scale. Students should demonstrate managerial and leadership potential through participation in campus and community organizations. The recipient is selected by a committee from the School of Business.

Non-monetary Awards/Plaques

Outstanding Student in Business and Economics (two awards given).

Outstanding Student in Accounting. Given by the Indiana CPA Society.

MBA Scholarships and Awards

Brad Stansberry Memorial Scholarship.

The Brad Stansberry Memorial Scholarship is awarded in memory of M.B.A. student Brad Stansberry, who was killed in an airplane accident. It is awarded annually to an M.B.A. student chosen by graduate faculty.

Bucheri, McCarty & Metz Scholarship.

(Please see listing in the undergraduate section.)

Pendse Outstanding M.B.A. Student Award.

This fund, established by Dr. Dilip and Vijaya Pendse, recognizes an outstanding M.B.A. student in the School of Business. Dr. Pendse, M.B.A. director, passed away in September 2001. The recipient, formally admitted to the M.B.A. program at Indiana University Kokomo, must have a record of academic excellence as demonstrated by a GPA of at least 3.7 on a 4.0 scale, and be completing the M.B.A. program requirements. The award for the current academic year is \$500 and will be determined by the School of Business faculty strictly on the basis of academic achievement, not financial need.

Sita C. and C. L. Amba-Rao Service Award.

The Amba-Rao Service Award, a \$500 scholarship donated by Professor Sita Amba-Rao, is awarded annually to one M.B.A. student. The candidate should have a record of academic excellence as demonstrated by a cumulative GPA of at least 3.2 on a 4.0 scale. Students should demonstrate managerial and leadership potential through participation in campus and community organizations. The recipient is selected by a committee from the School of Business.

Guidelines and criteria for the above scholarships and awards are available in the School of Business office, Main Building, Room 185.

Policies Governing Undergraduate Study

Admissions and Graduation Requirements

Requirements for admission to the Bachelor of Science in Business program are completion of 26 credit hours, a minimum G.P.A. of 2.0 and a minimum average G.P.A. of 2.0 in the following courses: ENG W131, SPCH S121, MATH M118, and MATH M119. Further, for graduation, a minimum G.P.A. of 2.0 is required for all basic business and economics courses (A201, A202, E201, E202, K201, L201, E270, D301, F301, M301, P301, S302), and a G.P.A. of 2.5 is required in all concentration courses. Also, a minimum grade of C must be earned in BUS J401.

The requirements for admission to the Associate of Science in Applied Business Studies program are completion of 26 credit hours with a minimum G.P.A. of 2.0 in ENG W131, MATH M118 or M119, and BUS W100.

Degree Requirements

Students in the School of Business are responsible for planning their own programs and for meeting degree requirements. It is their responsibility to understand fully and to comply with all the provisions of this bulletin.

Degree Applications

Candidates for a degree are expected to meet proper deadlines for the filing of degrees. Graduation dates at IU Kokomo occur in December, May, June, and August. Students planning to graduate in December must apply for their degrees by September 15. The application deadline for May, June, and August graduations is February 1.

Credit Hour Requirement

The minimum number of credit hours required for the baccalaureate degree is 123 (126 credits in the accounting concentration) in courses meeting the various requirements stated in this bulletin. Of these, at least 56 credit hours must be in courses other than business and economics. Thirty of the last 45 credit hours must be taken at IU Kokomo, and at least 50% of business credits must be earned at Indiana University.

Credit Deadline

All credit for a degree, except that for the work of the current semester, must be on record at least one month prior to the conferring of the degrees.

Grade Point Average Requirements

A minimum cumulative grade point average of 2.0 (C) is required for graduation. Grades of A+, A, A-, B+, B, B-, C+, C, C-, D+, D, D-, and F are included in the grade point average. Note: The School of Business will count all F grades, including FX and WF grades, in determining an undergraduate's cumulative grade point average.

Academic Standing

Students who consistently maintain a grade point average of 2.0 (C) or higher in both their cumulative and semester records are considered to be in good standing.

Statute of Limitations

Students who are candidates for the Bachelor of Science in Business degree have the right to complete degree requirements specified by the bulletin in effect at the time they matriculated at Indiana University, provided (1) that the necessary courses are available, and (2) that no more than eight calendar years have elapsed since matriculation.

In the event that courses are not available or more than eight years have elapsed, students must consult with the Business advisor to update their programs to the bulletin currently in effect.

Junior College, Community College, and Correspondence Study Credits

Credits earned through junior colleges and community colleges are limited to a maximum of 60 credit hours.

The School of Business accepts a maximum of two courses (6 credit hours) by correspondence study toward degree requirements. Because of their basic importance to the degree program, however, the following courses or their equivalents may not be taken through correspondence to satisfy admission or degree requirements: MATH M118, M119; PSY P103; SOC S100; SPCH S121, S223.

Business and Economics courses may not be taken by correspondence study. Students seeking exceptions to the above policy must obtain the written approval of the dean of the School of Business.

Transfer-Credit Policy

Students who transfer from approved colleges to undergraduate study in the School of Business must take required courses if they have not had equivalent courses in the school from which they transferred. Students seeking intercampus transfers should consult with their advisor.

Courses in advanced business and economics subjects that are not open to IU Kokomo freshmen and sophomores, but that are taken in other institutions in the freshman and sophomore years, are not accepted as equivalents of Indiana University courses unless the student passes validation examinations in such subjects.

Business and economics courses taken at other institutions more than ten years prior to the student's acceptance into the school are not accepted as equivalents of Indiana University courses.

Only grades earned at Indiana University count toward a student's grade point average. Grades from other universities transfer as credits only, although transfer grades appear on the credit transfer report.

The School of Business does not accept credit from educational programs of noncollegiate organizations. In some cases, the experience from these programs may qualify a student for a special credit examination.

Requirements for a Second Bachelor's Degree

Holders of a bachelor's degree in areas other than business may seek a second bachelor's degree in business through the School of Business. The requirements are similar to the requirements for the bachelor's degree in business. The candidate will, of course, be exempted from any requirements already fulfilled in the first bachelor's degree.

Normally, the holder of a bachelor's degree wanting to pursue further education is encouraged to seek admission to graduate study. In certain cases, however, a student may be admitted for a second bachelor's degree. When such admission is granted, the candidate must earn at least 30 additional credit hours in residence and meet the requirements of the School of Business and of the chosen concentration. Students who have been awarded the B.S. degree in business at Indiana

University may register as special students to meet the requirements of another concentration, but cannot receive the same degree a second time.

Business Minor

Students may obtain a minor in business by successfully fulfilling the following requirements:

- ECON E2001 Fundamentals of Economics (3 cr.) or E201 Introduction to Microeconomics and E202 Macroeconomics (6 cr.)
- BUS W100 Introduction to Business Administration (3 cr.)
- BUS A201 Introduction to Financial Accounting I (3 cr.)
- BUS L201 Legal Environment of Business (3 cr.)
- BUS D3001 International Business Administration (3 cr.) or D301 International Business (3 cr.)
- BUS Z3001 Organizational Behavior and Leadership (3 cr.) or Z302 Managing and Behavior in Organizations (3 cr.)

Note: ECON E200, BUS D300, and BUS Z300 cannot be counted as a required course toward a business degree.

Bachelor of Science in Business

The following is a list of core requirements for all business students, regardless of concentration. Specific general education courses are required within the groups of courses listed. Descriptions of general education courses are listed in the "School of Arts and Sciences" section of this bulletin.

1. Pre-business (12 cr.)
 - ENG W131 Elementary Composition I (3 cr.)
 - MATH M118 Finite Mathematics (3 cr.)
 - MATH M119 Brief Survey of Calculus I (3 cr.)
 - SPCH S121 Public Speaking (3 cr.)
2. Communications (6 cr.)
 - ENG W132 Elementary Composition II (3 cr.)
 - SPCH S223 Business and Professional Speaking (3 cr.)
3. Behavioral Sciences (6 cr.)
 - PSY P103 General Psychology (3 cr.)
 - SOC S100 Sociological Analysis of Society (3 cr.)
4. Arts and Humanities (9 cr.)

A minimum of 9 credit hours selected from at least two of the following groups:

- ENG L101, L102, FOLK F101, AFRO A150
- FINA A101, A102, MUS M174, THTR C130, HUMA U103
- PHIL P100, P140, P150
- SPAN S111, S112, FREN F111, F112, GER G111, G112
- COAS E103

5. Social Sciences (6 cr.)

A minimum of 6 credit hours selected from among the following departments:

- Anthropology
- Geography (except G107 and G315)
- Linguistics
- Political Science
- Psychology (excluding the course counted in Behavioral Sciences)
- Sociology (excluding the course counted in Behavioral Sciences)

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- Women's Studies
- COAS E104

6. Sciences (8 cr.)

A minimum of 8 credit hours selected from two of the following groups (must include one laboratory experience):

- AST A100, PHYS P100, P201
- BIOL L100, L105, ANAT A215, PHSL P215
- CHEM C100/C120, C101/C121, C105/C125
- GEOL G103, G104, GEOG G107
- COAS E105

7. General Education Electives (9 cr.)

Courses may be chosen from throughout the university, excluding School of Business courses.

Basic Business Curriculum

A typical four-year program is the following:

Freshman Year (32 cr.)

- ENG W131 Elementary Composition I (3 cr.)
- ENG W132 Elementary Composition II (3 cr.)
- SPCH S121 Public Speaking (3 cr.)
- PSY P103 Introductory Psychology (3 cr.)
- SOC S100 Introduction to Sociology (3 cr.)
- MATH M118 Finite Mathematics (3 cr.)
- MATH M119 A Brief Survey of Calculus (3 cr.)
- BUS W100 Introduction to Business Administration (3 cr.)
- CSCI C100 Computing Tools (1 cr.)
- Electives (7 cr.)

Sophomore Year (30 cr.)

- ECON E201 Introduction to Microeconomics (3 cr.)
- ECON E202 Introduction to Macroeconomics (3 cr.)
- BUS A201 Introduction to Financial Accounting (3 cr.)
- BUS A202 Introduction to Managerial Accounting (3 cr.)
- BUS K201 The Computer in Business (3 cr.)
- BUS L201 Legal Environment of Business (3 cr.)
- ECON E270 Statistical Theory in Economics and Business (3 cr.)
- SPCH S223 Business and Professional Speaking (3 cr.)
- Electives (6 cr.)

Junior Year (30 cr.)

Students must be admitted to the School of Business before enrolling in BUS F301, M301, or P301

First Semester

- BUS M301 Introduction to Marketing Management (3 cr.)
- BUS P301 Operations Management (3 cr.)
- BUS S302 Management Information Systems (3 cr.)
- Electives and Concentration Requirements (6 cr.)

Second Semester

- BUS F301 Financial Management (3 cr.)
- US D301 The International Business Environment (3 cr.)
- BUS Z302 Management and Behavior in Organizations (3 cr.)

Electives and Concentration Requirements (6 cr.)

Senior Year (31 cr.)

- BUS X410 Business Career Planning and Placement (1 cr.)
- BUS J401 Administrative Policy (3 cr.)
- Electives and Concentration Requirements (27 cr.)

Concentrations in Business

Accounting

The accounting curriculum prepares students for careers in auditing, corporate accounting and management services, governmental and nonprofit organizations, and taxation. In addition, it equips the prospective business executive with tools for analysis, prediction, decision-making, and control. It also provides an excellent background for students considering graduate work in business administration or law.

Course Requirements: Sophomore Year: BUS A201, A202, L201. Junior and Senior Years: BUS A311, A312, A325, A328, A422, A424, L303, and two of the following accounting courses: BUS A339, A380, A337.

Accounting graduates who meet requirements of the State Board of Public Accountancy of Indiana are eligible to sit for the Uniform CPA Examination in Indiana. The school has a program to allow students to meet the 150 credit-hour CPA requirement. One avenue is the Postbaccalaureate Certificate (see page 73); the other, for accounting bachelor's holders, is the M.B.A. program.

e-Business

The focus of the e-Business concentration is to prepare students to understand, analyze, implement, evaluate, and integrate information technologies (IT) to harness cross-functional synergies in e-Business environments. Current business practices are interwoven with information technology, making it critical for today's students to learn the state of the art business practices that use IT. The e-Business curriculum incorporates the key elements of IT and their positive impact on business processes in terms of cost, quality, efficiency, service, and profitability. The curriculum has built-in flexibility that enables students to fulfill their career objectives in manufacturing, service, government, and other sectors of the economy.

Course Requirements: Junior and Senior Years: BUS S320, P421, S435, any three of the following: BUS A337, L350, Z444, G300, K302, L303, M303, M405, M407, M450, W430, X487, any 300-400 level information systems courses and 3 credit hours chosen from any 300-400 level business courses.

Finance and Economics

The concentration in finance and economics prepares students for management careers in banking, investing, manufacturing, and insurance. In addition, graduates will be attractive candidates for positions in government, utilities, communications, and nonprofit organizations. The finance and economics curriculum also provides an excellent background for students who desire to pursue graduate work in business administration, economics, finance, or law. The courses offered in this concentration are designed to equip students with the necessary background for interpreting data, forecasting, and decision making in a changing global economy.

Course Requirements: Junior and Senior Years: F302, F420, G300, any three of the following: BUS D302, K302, L303, M405, S320, X487, P421, any 300-400 level accounting courses and 3 credit hours chosen from any 300-400 level business courses.

Management and Human Resources

The management and human resources curriculum is designed with maximum flexibility to accommodate those students who have explicit career objectives and interests in several management areas including human resources. The

courses offered in this concentration develop the student's capacity as a decision maker in an organization. The student, working with a faculty advisor, can design a course of study that allows in-depth work in an area while attaining comprehensive understanding of managerial and processes associated with the human resource function in organizational settings.

Course Requirements: Junior and Senior Years: J404, W430, Z440, any three of the following: Z404, A325, D302, P421, F420, G300, K302, M405, Z444, X487, M419, and 3 credit hours chosen from any 300-400 level business courses.

Marketing and Distribution

This concentration is concerned with activities related to the marketing and distribution of goods and services from the source of supply to the source of demand. Areas of study include buyer behavior, product and service development, pricing policies, institutions and channels of distribution, advertising and promotion, marketing research, personal selling, industrial marketing, Internet marketing, international marketing, and marketing strategy and policy.

The marketing and distribution curriculum focuses on the skills needed to plan, implement, and evaluate an organization's programs related to marketing and distribution of goods and services. The curriculum helps students develop a clear understanding of marketing and distribution functions and how they interrelate with other functions of the firm.

The marketing and distribution concentration is particularly appropriate for careers in advertising, sales, brand management, retailing, wholesaling, market planning, industrial marketing, international marketing, marketing research, distribution, and marketing management in various types of organizations.

Course Requirements: Junior and Senior Years: M303, M405, M450, any three of the following: BUS P421, A325, D302, M407, M415, M419, S320, W430, and 3 credit hours chosen from any 300-400 level business courses.

Associate of Science in Applied Business Studies

The Associate of Science in Applied Business Studies provides a quality educational option for those people seeking marketable skills within a shorter time period than the bachelor's degree program. It offers a certification that is recognized in the business community as a level of preparation for many staff and supervisory positions. The program is designed to fulfill the freshman- and sophomore-level requirements for the student wanting to proceed toward the bachelor's degree. The associate degree serves as a milestone for students whose academic careers extend over many years, a common profile in the IU Kokomo community. The philosophy and principles of the IU Kokomo undergraduate business program apply to the associate track as well. It encompasses a balanced curriculum of general education and business and economics course work.

The curriculum contains both general education courses and courses in the business concentration. Because the required courses are standard university credit courses, students may apply these credits toward an appropriate four-year degree program, including the Bachelor of Science in Business.

Admission and Credit Hour Requirements

The general requirements for the associate degree program include: (1) admission as a regular student to Indiana University; (2) completion of a minimum of 60 credit hours with at least 17 of the last 30 credit hours at the Kokomo campus (correspondence study courses do not satisfy this requirement); (3) a cumulative grade point average of 2.0 (C) or higher in order to graduate with the degree.

The following general-education and area concentration courses are required:

1. Communications (9 cr.)
 - SPCH S121 Public Speaking
 - ENG W131 Elementary Composition I
 - ENG W132 Elementary Composition II
2. Mathematics (3 cr.)
 - MATH M118 Finite Mathematics, *or* MATH M119 Brief Survey of Calculus I
3. Behavioral Sciences (3 cr.)
 - PSY P103 General Psychology *or* SOC S100 Introduction to Sociology
4. Humanities (6 cr.)
5. Social Sciences (3 cr.)
6. Sciences (3 cr.)
7. Electives (12 cr.)

Required Courses for the Business Studies Concentration (21 cr.)

- BUS A201 Introduction to Financial Accounting
- BUS A202 Introduction to Managerial Accounting
- BUS K201 The Computer in Business
- BUS L201 Legal Environment of Business
- BUS W100 Business Administration: Introduction
- ECON E201 Introduction to Microeconomics
- ECON E202 Introduction to Macroeconomics

The Postbaccalaureate Certificate in Accounting

This program is designed to prepare individuals for careers in public, industrial, or governmental accounting. Students will be prepared to sit for the Certified Public Accountant examination.

Requirements (1) A baccalaureate degree from an accredited institution; (2) admission to Indiana University as a regular student; (3) completion of a minimum of 54 credit hours; 30 credit hours must be taken at Indiana University and 15 of the 30 credit hours must be taken at IU Kokomo; (4) a cumulative grade point average of 2.0 (C) or higher.

Required Courses: BUS A201, A202, A311, A312, A325, A328, A422, A424, L201, L303, K201, S302; 2 courses from: A339, A380, A337.

Elective Courses: 12 credit hours from any business courses.

Master of Business Administration

Mission

The Indiana University Kokomo Master of Business Administration program, established in 1991, is designed to meet the needs of working professionals and employers in north central Indiana for high-quality graduate management

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education. Indiana University Kokomo's M.B.A. program fosters effective management of resources in diverse organizational units and settings. Attuned to the regional industry base, the M.B.A. program focuses especially on managing in a changing environment.

Format Options

All required M.B.A. courses are offered in two formats: eight-week and sixteen-week. Each required course will be offered in both formats but in alternating years. A course that is offered as an eight-week course in the fall semester of 2002 will be offered as a sixteen-week course in the fall semester 2003 and visa versa. This allows the student to take the required courses in their preferred format. Electives are offered in both formats but some electives are only offered in one format or the other (often due to curriculum reasons).

Policies Governing the Master of Business Administration Program

Admission Requirements

To qualify for admission to the M.B.A. program, a person must hold a bachelor's degree from an accredited college or university. This degree may be in business or another field. Admission is determined by a combination of criteria: (a) completion of the application materials, including an essay statement about career interests; (b) official undergraduate transcript(s); (c) attainment of at least 1,000 on the M.B.A. Admissions Index (A.I.) and (d) payment of \$30 application fee or proof of waiver. (The A.I. is determined as follows: $AI = 200 \times \text{composite undergraduate G.P.A.} + \text{G.M.A.T. score}$). Applicants holding a graduate degree from an appropriately accredited college or university are exempted from the G.M.A.T. requirement. Satisfactory completion of courses in calculus, statistics and composition and a background in microcomputer applications are required as well. Deficiencies in these areas can be made up after admission. Because of space and resource constraints, admission of qualified applicants is not automatic. Admission decisions are based on an overall assessment of the applicant's academic capability, professional achievement, and potential. The M.B.A. program admits students for fall, spring, and summer semesters. Application deadlines are August 1 for fall entry, December 15 for spring entry, April 15 for entry in summer session I, and May 15 for entry in summer session II. A separate application form and \$50 application fee are required for International applicants. In addition, the TOEFL test with a minimum score of 550 is required.

Overall Program Requirements

Graduation with the M.B.A. degree requires successful completion of a minimum of 30 credit hours. A person holding an undergraduate degree in business administration might complete the program in 30 credit hours, whereas an individual having none of the Core foundation course work would require up to 6 additional core courses. Waiver of Core foundation courses is determined through an analysis of an applicant's transcripts. Degree requirements must be completed within six years of admission.

Student Course Load

Most M.B.A. students at Indiana University Kokomo are employed full time in positions of responsibility. The high standards and workload in the M.B.A. program requires considerable time and effort that must be balanced with other life

and work demands. For this reason, part-time students are advised to take no more than 7 credit hours in fall and spring, and 4 credit hours during any one summer session. Course schedules are constructed accordingly, with all courses offered after 4 p.m.

Transfer Credit

Up to 9 graduate credit hours may be transferred into the M.B.A. program from AACSB-accredited or AACSB candidate schools. No graduate courses where the student earned below a B can be transferred into the program. Transfer credit determination is made by the M.B.A. director in consultation with the appropriate faculty.

Waiver

As noted above, Core foundation course requirements may be waived if satisfactory completion of equivalent course work is demonstrated in the student's undergraduate or graduate transcript. Work experience and noncredit courses normally do not satisfy the foundation requirements, but may serve as confirming evidence along with academic course work. Validation exams are available for several Core courses.

Academic Standards

Graduation with the M.B.A. degree requires at least a cumulative grade point average (G.P.A.) of 3.0 (B). A student whose G.P.A. falls below 3.0 will be placed on probation and will be required to bring the G.P.A. back to 3.0 within the next 12 credit hours of course work. Failure to remove the deficiency in this timeframe will result in immediate dismissal from the program. A student cannot compensate for deficient course work by completing more credits beyond those required in the program of study.

Advising

Shortly after admission to the program, each M.B.A. student will plan a program of study with the M.B.A. director. In addition, M.B.A. students seeking career development information are encouraged to confer with the faculty in their area of interest. The IU Kokomo Career Services office is available for career information, and students' own employers often provide career planning assistance.

Degree Application

Candidates for a degree are expected to meet proper deadlines for the filing of degrees. Graduation dates at IU Kokomo occur in December, May, June, and August. Students planning to graduate in December must apply for their degrees by September 15. The application deadline for May, June, and August graduations is February 1.

Decision-Making and Appeal Processes

The Graduate Policy and Curriculum Committee (G.P.C.C.) is the main governing body for the M.B.A. program. This committee, which is responsible for academic policy and curriculum, consists of members of the faculty, the dean of the school, and the M.B.A. director. It is also responsible for recommending admission policy, handling appeals concerning admissions, grades, and related academic matters for which a student seeks redress. The M.B.A. director is the program executive, responsible for day-to-day operations, admissions, and program advising. The M.B.A. director refers exceptional cases to the G.P.C.C. for decision, upon written request by the applicant or student.

The M.B.A. Curriculum

Core Foundation Knowledge

Complete 0-18 credit hours in the following course areas, depending upon equivalent preparation:

(Note: All of Core course requirements may be completed at the undergraduate level. Any or all may be waived if equivalent background is in evidence.)

- A201 Introduction to Financial Accounting
- F301 Financial Management
- M301 Introduction to Marketing Management
- K302 Introduction to Management Science
- S302 Management Information Systems
- Z302 Managing and Behavior in Organizations

M.B.A. Program and Electives—Complete 30 credit hours in the following course areas:

- D542 Advanced Managerial Accounting
- E520 Economic Environment of the Firm
- F542 Advanced Financial Management
- J542 Ethical and Regulatory Environment of Business
- J560 Organizational Strategy, Policy, and Innovation – capstone class
- M560 Advanced Marketing Management
- M570 Advanced Operations Management
- Z542 Creating, Leading and Maintaining High Performance Organizations

Electives and/or project demonstrating expertise (P.D.E)

A range of electives is available to students. These electives help deepen the skills and knowledge needed in the student's area of interest. A project demonstrating expertise (P.D.E.) may substitute for elective courses or be taken in combination with electives. The P.D.E. is designed jointly by a faculty member, executive mentor, and the student to provide an intensive, significant, documented experience that demonstrates expertise at a level where the student masters the application of a subject area in an actual work situation, to the benefit of both student and organization. The faculty and executive mentors evaluate and grade the student's performance.

(See the M.B.A. director for a current list of electives, guidelines for C590 Independent Study in Business, and C599 Project Demonstrating Expertise.)

Business and Economics Courses — Undergraduate

Note: The University reserves the right to cancel courses for insufficient enrollment.

P = prerequisite
R = recommended

C = corequisite
* = lab fee

Not all courses listed below are offered every semester.

Accounting (BUS)

A201 Introduction to Financial Accounting (3 cr.)

P: completion of 26 credit hours. Concepts and issues of financial reporting for business entities; analysis and recording of economic transactions.

A202 Introduction to Managerial Accounting (3 cr.)

P: BUS A201. Concepts and issues of management accounting; budgeting; cost determination and analysis.

A311 Intermediate Accounting (3 cr.)

P: BUS A202. Theory of asset valuation and income measurement. Principles underlying published financial statements including consideration of enterprise assets and liabilities.

A312 Intermediate Accounting (3 cr.)

P: BUS A311. Application of intermediate accounting theory to problems of accounting for economic activities, including long-term liabilities, corporations, earnings per share, tax allocation, pensions, and leases. Also covered are the statement of changes in financial position, and inflation accounting.

A325 Cost Accounting (3 cr.)

P: BUS A202. Conceptual and technical aspects of management and cost accounting. Product costing; cost control over projects and products; profit planning.

A328 Introduction to Taxation (3 cr.)

P: BUS A202 or consent of instructor. Internal Revenue Code and regulations. Emphasis on the philosophy of taxation, including concepts, exclusions from income, deductions, and credits.

A337 Computer-Based Accounting Systems (3 cr.)

P: S302. Impact of modern computer systems on analysis and design of accounting information systems. Discussion of tools of system analysis, computer-based systems, and internal controls and applications. Focus on microcomputer usage.

A339 Advanced Income Tax (3 cr.)

P: BUS A328. Internal Revenue Code and regulations; advanced aspects of income, deductions, exclusions, and credits, especially as applied to tax problems of partnerships and corporations.

A380 Professional Practice in Accounting (3-6 cr.)

P: junior or senior year standing in major area and consent of instructor. Provides work experience in a cooperating firm or agency. Comprehensive written report required. Grades of S or F are assigned by faculty.

A422 Advanced Financial Accounting (3 cr.)

P: BUS A312. Generally accepted accounting principles, as applied to partnerships, business combinations, branches, foreign operations, and nonprofit organizations. Particular emphasis on consolidated financial statements.

A424 Auditing (3cr.)

P: BUS A312. Public accounting organization and operation; review of internal control, including EDP system; verification of balance sheet and operating accounts; statistical applications in auditing.

A490 Independent Study in Accounting (1-3 cr.)

P: consent of instructor.

Economics (ECON)

E200 Fundamentals of Economics (3 cr.)

Study of the basic institutions of market economy and the role they play in defining and pursuing economic goals in the U.S. economy. Emphasis is placed upon the effects of existing economic institutions; current economic policy alternatives as they affect both the individual and the society. No credit toward a B.S. or A.B.S. in business; no credit for both E200 and E201.

E201 Introduction to Microeconomics (3 cr.)

P: MATH M117. Scarcity, opportunity cost, competitive market pricing, and interdependence as an analytical core. Individual

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sections apply this core to a variety of current economic policy problems such as poverty, pollution, excise taxes, rent controls, and farm subsidies.

E202 Introduction to Macroeconomics (3 cr.)

P: MATH M117. Measuring and explaining total economic performance, money, and monetary and fiscal policy as an analytical core. Individual sections apply this core to a variety of current economic policy problems such as inflation, unemployment, economic growth, and underdeveloped countries.

E270 Introduction to Statistical Theory in Economics and Business (3 cr.)

P: MATH M118. Review of basic probability concepts. Sampling, inference, and testing statistical hypotheses. Applications of regression and correlation theory, analysis of variance, and elementary decision theory. Credit not given for both E270 and K310.

G300 Introduction to Managerial Economics (3 cr.)

Spring. P: ECON E201, E202. Applications of elementary concepts of micro economic theory in the solution of business problems. Development of a conceptual framework for business decision making under conditions of uncertainty.

H203 Introduction to Microeconomics

Honors, for students in the Honors Program.

Finance (BUS)

F260 Personal Finance (3 cr.)

Financial problems encountered in managing individual affairs, family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit toward a B.S. or A.B.S. in Business.

F261 Personal Investing (3 cr.)

No credit toward a B.S. or A.B.S. in Business. An overview of the risk and return characteristics of investments that typically fit the requirements and limitations of individual investors. Investment strategies and goals of the individual are examined in order to determine the feasibility of practical application. No credit for juniors or seniors in the School of Business.

F301 Financial Management (3 cr.)

P: Admission to BUS, 56 cr., BUS A202, ECON E201, E202, E270. Conceptual framework of the firm's investment, financing, and dividend decision; includes working capital management, capital budgeting, and capital structure strategies.

F302 Financial Decision Making (3 cr.)

P: BUS F301. Application of financial theory and techniques of analysis in the search of optimal solutions to financial management problems.

F420 Equity and Fixed Income Investment (3 cr.)

P: BUS F301. Conceptual and analytical frameworks for formulating investment policies, analyzing securities, and constructing portfolio strategies for individuals and institutions.

F480 Professional Practice in Finance (3-6 cr.)

P: junior or senior standing in major area and consent of instructor. Work experience is offered in cooperating firms and agencies. Comprehensive written report required. Grades of S or F are assigned by faculty.

F490 Independent Study in Finance (1-3 cr.)

P: Consent of instructor. Supervised individual study and research in a student's special field of interest. The student will propose the investigation desired and, in conjunction with

the instructor, develop the scope of work to be completed. Written report required.

Management and Human Resources (BUS)

D300 International Business Administration (3 cr.)

P: junior standing, E201-E202 or E200, or consent of instructor. Foreign environment for overseas operations; U.S. government policies and programs for international business; international economic policies; and management decisions and their implementation in international marketing, management, and finance. No credit toward a B.S. or A.B.S. in Business

D301 The International Business Environment (3 cr.)

P: ECON E201, E202, 56 cr. hours. The national and international environmental aspects of international business. Examines the cultural, political, economic, systemic, legal-regulatory, trade, and financial environments; and how they affect the international business activities of firms in the United States and, selectively, in other countries.

D302 International Business: Operations of International Enterprises (3 cr.)

P: BUS D301. The administration of international aspects of business organizations through an examination of their policy formulation, forms of foreign operations, methods of organization and control, and functional adjustments.

D490 Independent Study in International Business (1-3 cr.)

P: Consent of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required.

D496 Foreign Study in Business (2-6 cr.)

P: Senior standing and consent of instructor. Work in or visit business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of project required. Two credit hours for every three weeks of foreign residence.

J401 Administrative Policy (3 cr.)

P: F301, M301, P301, Z302. Administration of business organizations — policy formulation, organization, methods, and executive control.

J404 Business and Society (3 cr.) P

: Senior standing. Intellectual, philosophical, and scientific foundations of business. The business dynamic; its role in the evolution of enterprise and society from the small and simple to the large and complex; structure, discipline, and goals of a business society.

P301 Operations Management (3 cr.)

: Admission to BUS, 56 cr., BUS K201, ECON E201, E202, E270. Analysis of planning and control decisions made by the operations manager of any enterprise. Topics include forecasting, production and capacity planning, project planning, operations scheduling, inventory control, work measurement, and productivity improvement.

P421 Supply Chain Management: Material Planning and Logistics (3 cr.)

P: P301. Focuses upon the material planning and execution systems used to manage the flow of material in the distribution and manufacturing stages of the supply chain. Topics

include computer software systems for demand management and forecasting techniques; inventory control systems for distribution channels; materials and capacity requirements planning systems in manufacturing; and scheduling and order dispatching systems.

W100 Business Administration: Introduction (3 cr.)

Business administration from the standpoint of a manager of a business firm operating in the contemporary economic, political, and social environment. No credit if taken in the junior or senior year.

W430 Organizations and Organizational Change (3 cr.)

P: BUS Z302. Analysis and development of organizational theories, with emphasis on environmental dependencies, socio-technical systems, structural design, and control of the performance of complex systems. Issues in organizational change such as barriers to change, appropriateness of intervention strategies and techniques, organizational analysis, and evaluation of formal change programs.

W480 Professional Practice in Management (3-6 cr.)

P: Junior or senior standing with a concentration in management and consent of department chairperson. Application filed through Professional Practice Programs office. Provides work experience in cooperating firm or agency. Comprehensive written report required. Grades of S or F are assigned by faculty.

W490 Independent Study in Business Administration (1-6 cr.)

P: Consent of instructor.

Z300 Organizational Behavior and Leadership (3 cr.)

P: 56 cr. Nature of human behavior in organizations as a function of the individual, the groups within which he or she interacts, and the organizational setting. Application of behavioral science concepts and findings to individual behavior and organizational performance. No credit towards a B.S. or A.B.S. in Business. Credit given for only one of Z300 or Z302.

Z302 Managing and Behavior in Organizations (3 cr.)

P: SOC S100, PSY P103, and junior standing. Integration of behavior and organizational theories. Application of concepts and theories toward improving individual, group, and organizational performance. Builds from a behavioral foundation toward an understanding of managerial processes. Credit given for only one of BUS Z300, Z301, or Z302.

Z404 Effective Negotiations (3 cr.)

P: BUS Z302. Exposure to the concepts of negotiations in both the national and international environments, including negotiation strategies and tactics, influence, third-party intervention, audience effects, nonverbal communication, and ethical and cultural aspects. Case studies, simulations, and guest speakers will be featured throughout the course.

Z440 Personnel-Human Resource Management (3 cr.)

P: BUS Z302. Nature of human resource development and utilization in American society and organizations. Government programs and policies, labor force statistics, organizational personnel departments, personnel planning, forecasting, selection, training and development. Integration of government and organizational human resource programs.

Z444 Personnel Research and Measurement (3 cr.)

P: BUS Z302, Z440, ECON E270 or permission of instructor. Personnel research through review and evaluation of studies

in appropriate journals, opportunity to master personnel measurement techniques. Job analysis, job evaluation, wage curve computation, predictor validation techniques, morale measurement, and personnel auditing.

Z480 Professional Practice in Human Resource Management (3-6 cr.)

P: Junior or senior standing with a concentration in management and consent of department chairperson. Application filed through Professional Practice Programs office. Provides work experience in cooperating firm or agency. Comprehensive written report required. Grades of S or F assigned by faculty.

Z490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.)

P: BUS Z302. For senior-year students with consent of instructor. Research, analysis, and discussion of current topics. Written report required.

Management Information Systems (BUS)

K201 The Computer in Business (3 cr.)

Introduction to digital computers and illustrations of their use in business. Stored program concept, types of languages, instruction in a special language, utilization of Business Computing Center. Impact of computers upon business management and organization.* Student may receive credit for only one of BUS K201, CSCI C201, and CSCI C301.

K302 Introduction to Management Science (3 cr.)

P: K201 or equivalent. An introductory management science course with a forecasting component of approximately 25 percent of the course. Topics to be covered include multiple regression, smoothing techniques, linear programming, integer programming, statistical decision theory, simulation and network analysis; coverage may also include inventory theory, Markov process, and goal programming. Heavy emphasis on the application of these topics to business decision making using computers.

S302 Management Information Systems (3 cr.)

P: 56 cr., BUS K201 or consent of instructor. Overview of management information systems (MIS) within a business context. MIS theory and practice as they relate to management and organization theories; current trends in MIS; managerial usage of information systems; computer hardware, software, and telecommunications; functional information systems; systems development process; the role of microcomputers. Experiential learning with widely used software packages.

S320 Information Systems Technology (3 cr.)

P: BUS S302. Coverage of a variety of technical topics in MIS, with emphasis on operating systems, database management systems, and telecommunications. Course will include hands-on use of at least one widely used database management system.

S435 Advanced Topics in Computer Information Systems (3 cr.)

P: S302. Variable topics course; topics offered will depend on student interest and faculty interest and expertise. Possible topics include telecommunications and networking, advanced systems development methods, data administration, and management of the information systems function.

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Marketing and Distribution (BUS)

M301 Introduction to Marketing Management (3 cr.)

P: Admission to BUS, 56 cr., ECON E201, E202, BUS A201, A202. Overview of marketing for all undergraduates.

Marketing planning and decision making, examined from firm's and consumer's points of view; marketing concept and its company-wide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy. Marketing systems viewed in terms of both public and private policy in a pluralistic society.

M303 Marketing Research (3 cr.)

P: BUS M301. Focuses on the role of research in marketing decision making. Topics include defining research objectives, syndicated and secondary data sources of marketing information, exploratory research methods, survey research design, experimental design, and data analysis.

M405 Buyer Behavior (3 cr.)

P: BUS M301. Description and explanation of consumer behavior in retail markets. Topics include demographic, socio-economic, psycho-graphic, attitudinal, and group influences on consumer decision making. Applications to promotion, product design, distribution, pricing, and segmentation strategies.

M407 Business-to-Business Marketing (3 cr.)

P: BUS M301. Problems, activities, and decision methods involved in the marketing of goods and services by business to business. Estimation of demand, pricing, promotion distribution systems, and roles on non-consumer buyers.

M415 Advertising and Promotion Management (3 cr.)

P: BUS M301. Basic advertising and sales-promotion concepts. The design, management, and integration of a firm's promotional strategy. Public policy aspects and the role of advertising in marketing communications in different cultures.

M419 Retail Management (3 cr.)

P: BUS M301. Course topics include major management problems in retail institutions; treatment of retail/marketing strategy design; and problems related to financial requirements, buying, inventory, pricing, promotion, merchandising, physical facilities, location, and personnel.

M450 Marketing Strategy (3 cr.)

P: BUS M301, M303, M405, and senior standing. Ideally taken in student's last semester. Elective capstone course for marketing majors. Draws on and integrates materials previously taken. Focuses on decision problems in marketing strategy and policy design, and application of analytical tools for marketing and decision making. Note: course is restricted to students in marketing concentration.

M480 Professional Practice in Marketing (3-6 cr.)

P: BUS M301 and permission of instructor. Work experience is provided in cooperating firms and agencies. Comprehensive written report required. Grades of S or F are assigned by the faculty.

M490 Special Studies in Marketing (3-6 cr.)

P: BUS M301 and permission of instructor. Offers supervised individual study and research in the student's field of interest. The student will propose the investigation desired and, in conjunction with the instructor, will develop the scope of the work to be completed. Comprehensive written report required.

Other Business Courses (BUS)

L201 Legal Environment of Business (3 cr.)

P: sophomore standing. Emphasis on the nature of law by examining a few areas of general interest: duty to avoid harming others (torts), duty to keep promises (contracts), and government regulation of business (trade regulation). Credit not given for both L201 and L302.

L303 Commercial Law II (3 cr.)

P: BUS L201. Covers the law of ownership, forms of business organization, commercial paper, and secured transactions. For accounting majors and others desiring a rather broad and detailed knowledge of commercial law.

L350 Online Law (3 cr.)

P: L201. Online law focuses on the management of legal problems that arise from the use of the Internet and other interactive computer networks. The goals of the course are to increase students' awareness of the legal issues that arise in a variety of online contexts, familiarize students with the legal frameworks that are evolving in the U.S. and other legal systems to resolve those issues, and guide students in strategies for managing the legal risks inherent in communicating an doing business online.

X293 Honors Seminar in Business (1-3 cr.)

For student in the Business Honors Program. May be taken twice for credit.

X393 Honors Writing Experience (1 cr.)

For students in the School of Business Honors Program.

X410 Business Career Planning and Placement (1 cr.)

Assists students in obtaining positions consistent with career goals. Career planning, organized employment campaign, job application methods, interviews, initial conduct on job. Includes sessions with prominent business leaders. Also open to second-semester juniors and seniors not majoring in business.

X487 Seminar in Business Administration (3-6 cr.)

Instruction of an interdisciplinary nature for student groups involved in university-related, nonprofit ventures. Interested groups must be sponsored by a School of Business faculty member, as approved by the Undergraduate Policy and Curriculum Committee (UPCC). May be repeated up to a maximum of 6 credits.

X493 Honors Seminar in Business (1-3 cr.)

For students in the Business Honors Program. May be repeated twice for credit.

X496 Supervised Independent Honors Research in Business (1-5 cr.)

P: Senior-year standing. For students in the Business Honors Program.

Master of Business Administration Courses

Core Foundation Courses (BUS)

A201 Introduction to Financial Accounting (3 cr.)

Concepts and issues of financial reporting for business entities; analysis and recording of economic transactions.

F301 Financial Management (3 cr.)

Conceptual framework of the firm's investment, financing, and dividend decision; includes working capital management, capital budgeting, and capital structure strategies.

K302 Management Science (3 cr.)

An introductory management science course with a forecasting component of approximately 25 percent of the course. Topics to be covered include multiple regression, smoothing techniques, linear programming, integer programming, statistical decision theory, simulation and network analysis; coverage may also include inventory theory, Markov processes, and goal programming. Heavy emphasis on the application of these topics to business decision making using computers.

M301 Introduction to Marketing Management (3 cr.)

Overview of marketing. Marketing planning and decision making, examined from firm's and consumer's points of view; marketing concept and its company-wide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy. Marketing systems viewed in terms of both public and private policy in a pluralistic society.

S302 Management Information Systems (3 cr.)

Overview of management information systems (MIS) within a business context. MIS theory and practice as they relate to management and organization theories; current trends in MIS; managerial usage of information systems; computer hardware, software, and telecommunications; functional information systems; systems development process; the role of microcomputers. Experiential learning with widely used software packages.

Z302 Managing and Behavior in Organizations (3 cr.)

Integration of behavior and organizational theories. Application of concepts and theories toward improving individual, group, and organizational performance. Builds from a behavioral foundation toward an understanding of managerial processes.

Required MBA courses (BUKO)

Requires completion of at least 12 credit hours of Core Foundation courses, specific course prerequisites and admission to the M.B.A. program.

D542 Advanced Managerial Accounting (3 cr.)

P: BUS A201. Spring Semesters. The uses of accounting information for decision making, and for planning and controlling business operations. The behavioral aspects of performance reports, budgets, and variance analysis.

E520 Economic Environment of the Firm (3 cr.)

Fall Semesters. Covers the internal and external economic environment of the firm. From the inside, it deals with production cost, profitability, and competitive strategy considerations. From the outside, it examines the microeconomic influences of consumer demand, competition, and market structure, and the macroeconomic influences of business cycles,

inflation, interest rates, global trade, exchange rates, and public policies.

F542 Advanced Financial Management (3 cr.)

P: BUS F301. Spring Semesters. Study of the aggregation and distribution of financial resources. Topics include analysis of money and capital markets, financial instruments and securities, interest rate theory, and public and private institutions of the United States financial system.

J542 Managerial Values, Ethics, and Social Responsibility (3 cr.)

Fall Semesters. Recognizing that major business decisions have social and legal implications, this course builds awareness and understanding of these dimensions in managerial actions. It explores the ethical concerns of organizations and the challenges in managerial decision making.

J560 Organizational Strategy, Policy, and Innovation (3 cr.)

Spring Semesters. Should be taken in the last or next-to-last semester of the MBA program. This capstone course emphasizes the integration and application of diverse knowledge and understanding to organizational strategy. Students, as top executive decision makers, study actual business cases; then test and present their ideas. Successful global commerce requires innovative strategies. Use of analytical, creative, collaborative, and teamwork skills.

M560 Advanced Marketing Management (3 cr.)

P: BUS M301. Fall Semesters. The formulation and implementation of strategic marketing plans for the development, pricing, promotion, and distribution of products and services in domestic and international markets. Topics include the role of marketing research and information systems, market opportunity analysis, market segmentation, and analytical tools for optimizing marketing decisions. Extensive use of selected readings, cases, and research projects.

M570 Advanced Operations Management (3 cr.)

P: BUS K302. Spring Semesters. An in-depth study of topics such as operations planning, material requirements, planning, capacity planning, scheduling, master production scheduling, forecasting, inventory management, the just-in-time inventory system, and operations control.

Z542 Creating, Leading, and Maintaining High Performance Organizations (3 cr.)

P: BUS Z302. Fall Semesters. This course explores how managers create high-performance organizations by marshalling traditional and non-traditional human resource management, organization leadership and change-management practices to align those practices with organizational strategy.