

**Descriptions — Management
of
Courses**

808. Seminar in Management, Organization, and Administration
Fall, Winter, Spring, Summer. 4(4-0)
May re-enroll for a maximum of 12 credits.

Philosophy, practice, research, and current problems in management, organization, and administration. Historical and current literature, lectures, discussion, individual research, cases and plant visits are methods of study used in various terms.

HISTORY OF MANAGEMENT THOUGHT Fall.
Development of management concepts as evidenced in the writings of major contributors. Environment factors and relation of early ideas to current thought.

CONTEMPORARY ISSUES IN ADMINISTRATION Spring.
Recent and current developments in the administration of business enterprises. Examination of theory and practice.

ORGANIZATION THEORY Winter, Summer.
Critical and comparative consideration of organization theory with special reference to industrial organizations. Problems of organization structure and administrative practice in the management of business concerns are analyzed in the light of objectives, environment, and current theories.

810. Personnel Management
Fall, Winter, Summer. 4(4-0) 806.

Principles and methods of recruiting, selecting, training, evaluating, motivating, and rewarding personnel. Fringe benefits, retirement, absenteeism, and other employee benefit problems.

811. Advanced Problems in Personnel Management

Fall, Spring, Summer. 4(4-0) May re-enroll for a maximum of 8 credits. 810.

Advanced studies in selected administrative and technical policies and practices in employee relations, with individual and group project work and research.

813. Human Relations in Management

Fall, Spring. 4(4-0) Approval of department.

The executive role: Theories and techniques of leadership, communications, conflict management, morale, motivation, authority, power, examined by means of cases, role playing, laboratory exercises, and study of behavioral science research findings.

818. Supervisory and Executive Development

Fall, Spring, Summer. 4(4-0) 806 or 808.

Theory and research of developmental stages of executive careers. Special emphasis on: impact of organization on executive potentiality; forces influencing development of executive skills and abilities; studies of antecedents of executive role performance; role of training programs.

821. Production Control

Winter. 4(4-0) 801.
Planning and control of production operations. Inventory management, production and work force smoothing, job shop scheduling and project scheduling.

831. Computers and Systems Analysis for Business

Fall, Spring. 4(4-0) 832 or concurrently; MTH 111 and STT 315 or concurrently or 12 credits of college mathematics. Open only to selected MBA candidates.

Computer programming and systems analysis in business administration.

832. Statistical Methods for Business

Fall, Spring. 4(4-0) 831 or concurrently; MTH 111 and STT 315 or concurrently or 12 credits of college mathematics. Open only to selected MBA candidates.

Statistics for analysis and research in business.

833. Decision Making Models

Fall, Winter, Spring, Summer. 4(4-0) 831, 832; AFA 840 or concurrently.

Normative decision analysis in business under different assumptions of information availability.

834. Linear Optimization Models

Fall, Spring. 4(4-0) 833, MTH 228, STT 423.

Linear Programming; basic concepts and terminology. Model building with LP with applications to problems from business. The simplex method. Introduction to dual problems. Economic interpretations of duality. Post-optimality analysis.

835. Nonlinear Optimization Models

Winter. 4(4-0) 834.
Nonlinear optimization—examples and applications. Kuhn-Tucker Theory. Saddle point optimality conditions. Algorithms for problems with constraints. Unconstrained optimization: introduction to search methods.

836. Applied Stochastic Processes for Business

Spring. 4(4-0) 835.
The structure and analysis of stochastic models common to business and economics. Topics may include the Poisson process, renewal-reward processes, discrete Markov processes, with examples from queuing, reliability, maintenance and inventory.

860. Corporation Management and Society

Spring. 4(4-0) 806.
Analysis of the emerging character of administrative structure of the large corporation. Administrative autocracy, corporate government, stockholder and director relationships. Examination of ethics of decision-making, strategic values and priorities basic to resource allocation decisions.

880. Organization and Control in the Political Economy: Institutions and Theory

Winter. 4(4-0) Interdepartmental with and administered by the Economics Department.
Organization and technique in choice and implementation of economic, especially planning and programming, functions of political authority.

881. Organization and Control in the Political Economy: Selected Problems

Spring. 4(4-0) Approval of instructor.
Interdepartmental with the Department of Economics.

Analysis of role and tasks, appropriate techniques and organizational structures of political agencies in planning and management of complex programs.

890. Special Problems

Fall, Winter, Spring, Summer. Variable credit. Approval of department.

906. Behavioral Research: Organization

Winter. 3 credits. MTA 905.
Concepts and methods of behavioral science research that are applicable to the study of organization as a strategic device in the development of tangible and intangible values and in the control of elements of business enterprise.

907. Behavioral Research: Business Executive

Spring. 3(4-0)
Concepts and methods of behavioral science research in the study of the agents of enterprise decision-making and action. Attention is focused on the way in which decisions are made in business organizations and the multiple influences operating on the executive. Modes of adjustment to the decision environment are examined.

908. Seminar in Organization Theory

Winter. 4(4-0) 806; doctoral candidates; master's candidates with approval of department.
Directed reading and research on issues in contemporary organization theory.

911. Seminar in Personnel Research

Spring. 4(4-0) 810; doctoral candidates; master's candidates with approval of department.
Directed reading and research on issues in contemporary personnel administration theory and practice.

937. Systems Simulation

Fall. 4(4-0) 836, STT 423, MTH 228. Interdepartmental with the Statistics and Probability Department.
The concept of a model, model building, characteristics of simulation models. Techniques of computer simulation. Simulation models in research and management planning/control. Validation and experimental design. Special purpose languages.

948. Mathematical Programming For Business

Spring. 4(4-0) 836, MTH 334, 426, STT 863. Interdepartmental with the Statistics and Probability Department.
Large mathematical programs with special structure. Duality and decomposition in mathematical programming. Basic theory of dynamic programming; multistage decision processes and the principle of optimality. Risk, uncertainty, and introduction to stochastic and adaptive control processes.

949. Advanced Applied Stochastic Processes

Winter. 4(4-0) 836, 937. Interdepartmental with the Statistics and Probability Department.
Selected topics from the following areas: Semi-Markov, Markov-renewal and regenerative process models; Markov and semi-Markov decision processes; decision theory, applications from production, inventory, reliability, queuing, and gaming theory.

999. Research

Fall, Winter, Spring, Summer. Variable credit. Approval of department.

**MARKETING AND
TRANSPORTATION
ADMINISTRATION MTA**

College of Business

292. Selected Topics

Fall, Winter, Spring. 3(3-0) or 4(4-0)
May re-enroll for a maximum of 8 credits when a different topic is taken.

Selected subject matter of current interest in marketing: social, institutional, and managerial, etc., topics. Subject varies by terms.

300. Consumption and Marketing Organization

Fall, Winter, Spring, Summer. 4(2-2)
EC 200.

Adjustment of the firm to its market environment with emphasis on competitive strategy. Assessment of market forces and opportunities with reference to social, political, economic and technological forces affecting distribution methods and institutions. Structural organization of marketing system-functions involved in effective market performance. Small group problems involving analysis of costs and efficiency.

301. Management of Marketing Effort

Fall, Winter, Spring. 4(2-2) 300.
Market management in relation to total enterprise. Problems, analytical tools and approaches to decisions concerning allocation of funds to various means of market cultivation. Development of promotional strategy, price policy and management of field selling effort. Particular attention to role of marketing research, forecasting, budgets, organization arrangements and control techniques. Use of cases in small groups.

311. Principles of Selling

Fall, Winter, Spring, Summer. 3(2-1)
Nature of personal selling and its requirements. Functional relationships of selling in marketing mix. Buyer motivations and selling theories, with application to various buyer-seller situations.

313. Sales Management

Fall, Winter, Spring, Summer. 4(4-0)
300.
Techniques and policies in the administration of the personal sales organization with respect to the marketing strategies involved. Emphasis on the sales management problems of manufacturers.

316. Fundamentals of Statistical Inference

Fall, Winter, Spring, Summer. 4(5-0)
STT 315. Primarily for students in the College of Business. Interdepartmental with and administered by the Statistics and Probability Department.
Description of sample data, applications of probability theory, sampling, estimation, tests of hypotheses.

317. Quantitative Business Research Methods

Fall, Winter, Spring, Summer. 4(3-2)
316. Interdepartmental with the Statistics and Probability Department.
Application of statistical techniques to business decision-making. Topics covered include applications of linear regression and correlation, analysis of variance, selected non-parametric tests, time series, and index numbers.

335. Food Processing and Distribution Management

(435.) Winter. 3(3-0) 300 or FSM 200. Interdepartmental with Food Systems Economics and Management.
Analysis of problems faced in the food processing and distribution system. Includes functional interrelationships, consumer orientation and future development.

341. Transport Requirements and Programming

Fall, Spring, Summer. 4(4-0) EC 200.
Transportation and distribution systems are presented as functional entities capable of introducing change into the economic system and capable of reacting to change in other segments of the economy. Subject matter includes regional economic growth, inter-regional trade, macro-location theory, transportation and distribution system alternatives, regional transportation policy.

351. Retail Administration

Fall, Winter, Spring, Summer. 4(4-0)
300.

Survey of retailing and its role in distribution. Management policy areas studied include administrative organization, locational decisions, buying, pricing, merchandising, sales promotion, personnel and over-all planning and coordination in retailing firms. Analysis of illustrative cases.

400H. Honors Work

Winter, Spring. 1 to 15 credits. Approval of department.
Investigates models, concepts and research findings of particular significance to effective decision-making in administration of marketing and transportation systems.

409. Field Studies in Business

Fall, Winter, Spring, Summer. Variable credit. May re-enroll for a maximum of 8 credits. Majors and approval of department.
Planned program of independent research or observation, study, and work in selected business firms. Designed to supplement classroom study in such a way as to make maximum contribution to student's total educational experience.

414. Marketing Research

Fall, Winter, Spring, Summer. 5(5-0)
300, 316.
Research process as an aid to decision-making in marketing managements. Specific attention to the planning of research and gathering analysis and interpretation of data.

415. International Market Systems

Fall, Winter. 4(4-0) Juniors.
Development of criteria for evaluating foreign markets. Design of international organization and marketing systems. Study of major methods, modes, and strategies of international trade and operations. Applications through reports and case decisions.

418. Marketing Development and Policies

Fall, Winter, Spring. 4(4-0) 301,
414 and at least 3 additional credits of MTA electives.
Study and integration of major tasks and decisions involved in developing and marketing products. Comprehensive discussion of cases involving different decisions for a variety of products.

420. Consumer and Buyer Behavior

Fall, Spring, Summer. 4(4-0) 300,
317 or concurrently.
Consumer and buyer behavior characteristics, theories, and research methods for marketing strategies and problem solving.

439. Advanced Food Processing and Distribution Management

Fall. 3(3-0) 335. Interdepartmental with Food Systems Economics and Management.
Managerial principles and techniques applied to food processing and distribution. Emphasizes adjustment to changing social, economic and internal company environment. Student interaction with industry, labor and government representatives. Field trips, special projects.

445. Physical Distribution Analysis

Fall, Winter, Summer. 4(4-0) 300.
Analysis of the logistics of distribution systems for firms engaged in marketing and manufacturing. Component parts of each system are studied and analytical tools are presented for selecting those alternatives which will attain the distribution goals of the firm.

448. Passenger Transportation Systems

Winter. 4(4-0) Interdepartmental with the School of Hotel, Restaurant and Institutional Management.
Composition and objectives of principal passenger travel markets. Analysis of carrier service, pricing and promotional practices and problems, competitive and cooperative relations. Review of major proposals for change and expansion of service systems.

452. Retail Policies and Problems

Winter. 4(4-0) 351.
Analysis of retail problems with intensive examination of selected current major problem areas. Critical review of controls and techniques used to achieve management objectives. Cases, readings and field work.

IDC. Canadian-American Studies

For course description, see Interdisciplinary Courses.

802. Research Analysis for Marketing Decisions

Fall, Spring. 4(4-0)
Use of research techniques as an aid in marketing decision making. Research process involving research problem definition, hypothesis formulation, data collection, interpretation and presentation. Class projects may be used.

804. Marketing Concepts and Processes

Fall, Winter. 4(4-0)
The business is considered relative to its external environment. Institutions comprising the marketing system, the principal environmental opportunities and constraints facing the marketing manager, and the major marketing informational, control and coordination devices available to the firm will be studied.

805. Marketing: Models, Theories and Strategies

Fall, Winter, Spring, Summer. 4(4-0)
804.
Analysis of marketing functions, programming marketing effort, and control and coordination are considered within the context of industrial and consumer demand. Strategic and decision-making aspects of marketing are stressed.

807. Foundations of Industry

Fall, Summer. 3(3-0)
Functional appraisal of materials foundation of business enterprise, emphasizing allocation, support capacity and essential characteristics of present and future industrial resources as they affect business decisions, opportunities and responsibilities.

808. Emerging Issues in the Business Environment

Winter, Summer. 4(4-0) Thirty credits of MBA core program, or approval of department.
Selected significant current organizational, social, political, economic and cultural issues are examined in relation to business policy and decision making. Discussions, readings and research reports. Topics selected may vary from term to term.

809. Planning Logistics, Transportation, and Distribution Systems

Fall, Winter, Summer. 4(4-0)
Planning and control of the enterprise logistics system and physical distribution operations. Systems approach will emphasize plans appropriate to objectives of the enterprise—private, public, or carrier.

**Descriptions — Marketing and Transportation Administration
of
Courses**

810. National Transportation Policy and Plans

Fall, Winter, Summer. 4(4-0)

An operational model and theoretical perspective of national policies that are apt to shape the future of the transportation system. Interaction of government, carrier, and user logistics and distribution strategies.

811. Seminar in Marketing

Fall, Winter, Spring, Summer. Variable credit. May re-enroll for a maximum of 15 credits.

812. Problems in Logistics, Transportation, and Distribution Systems

Spring, Summer. 4(4-0) 810.

Design, application, and measurement of the cost and service performance of a specific enterprise's logistics system. Includes examination of applicable research concepts, planning models, and control techniques.

823. Seminar in Retailing

Winter. 4(4-0)

Critical analysis of available generalizations concerning the economic, social, and commercial role of retailing. Special attention to concepts of retail competition and productivity. Emphasis on research in improving retail efficiency.

831. Advanced Food Processing and Distribution Management

Fall, Spring. 4(4-0) May re-enroll for a maximum of 8 credits. Approval of department. Interdepartmental with the Department of Agricultural Economics.

Food industry adjustment to changing social, economic and internal company environment. Managerial principles and techniques applied to food processing and distribution. Student interaction with industry, labor and government representatives.

841. Management of Logistics, Transportation, and Distribution Systems

Spring. 4(4-0) 810.

A case course on management problems encountered in logistics, transportation, and distribution systems. Merits considered for alternative solutions and implementation strategies in the decision making process.

851. Market Behavior and Competitive Strategy

Fall, Winter, Summer. 5(5-0) 805.

Industrial and consumer market structure and behavior and their impact upon the firm's competitive operations and actions.

853. Market Programming

Winter, Spring, Summer. 4(4-0) 802 or concurrently, 805; AFA 840.

Planning processes leading to programming the various elements of market cultivation. Major emphasis is given to the development of a total marketing strategy for the firm. Case analysis.

854. Problem-Solving Processes in Marketing

Fall, Spring. 4(4-0) 853.

The problem-solving process is approached through the investigation and solution of current marketing problems by research teams.

855. Market Cost-Revenue Analysis

Winter. 4(4-0) One course in accounting and one in marketing. Interdepartmental with the Accounting and Financial Administration Department.

Analytical tools for use in planning and controlling marketing activities. Emphasis on the determination of factors causing marketing cost differences and the assignment of costs to those factors. Application of tools to determination of expenditure-revenue patterns and market potentials.

860. International Business

Winter, Summer. 4(4-0)

The economic environment within which the international firm operates is presented. Special emphasis on relating trade and payments theory, regional analysis, and economic development to strategy formulation of the firm. Marketing, financial, and organizational factors are considered.

862. International Marketing

Spring. 4(4-0) 805.

Models for headquarters planning and control of international marketing operations are developed. Social, cultural, institutional, and economic variables are considered in studying marketing operations in foreign environments.

863. Problems in International Business

Fall. 4(4-0) 860 or 862 or approval of department.

Examination of strategies and organization for international business. In-depth consideration of headquarters and overseas personnel, marketing, financial, and legal issues.

890. Special Problems

Fall, Winter, Spring, Summer. Variable credit. Approval of department.

905. Analysis of Business Enterprise Systems

Fall. 3 credits. 805; MGT 806.

Research concepts and scientific methods for the study of business enterprise systems. The design of research, formulation of hypotheses, concepts of measurements and use of quantitative methods in the study of business systems.

909. Theory of Transportation--Distribution Systems

Fall. 4(4-0)

Examines the functions of transportation-distribution systems. Develops the relevant elements of networks, systems, and economic theory with empirical design. Applications to the design evaluation, and control of representative macro and micro systems.

910A. Advanced Research in Marketing I

Winter. 4(4-0) Second-year doctoral students in marketing.

Advanced concepts and quantitative methods in the scientific investigation of market phenomena and the tools of market cultivation.

910B. Advanced Research in Marketing II

Spring. 5(5-0) 910A.

Continuation of 910A.

911A. History of Market Thought

Fall. 4(4-0) May re-enroll for a maximum of 15 credits. 851.

Traces the evolution of marketing institutions, techniques, theories and criticisms. The influence of changing environmental and technological factors on marketing practice and thought. Readings in retrospective and original materials, discussion and research paper.

911B. Seminar in Macro Marketing

Winter. 4(4-0) May re-enroll for a maximum of 15 credits. 911A.

Examines the relationships between competition, marketing and corporate and economic growth. Emphasis is given to a functional examination of competition and the central role of innovation in the process.

912. Research Methodology in Transportation-Distribution Systems

Winter. 4(4-0) 812, 909.

Research methodology in the design and administration of transportation-distribution systems. Emphasis on technique and methodology for conducting system design studies and evaluation of common implementational problems.

941. Transportation-Distribution Development Policy

Spring. 4(4-0) 909, 912.

Applications in theory, principles, and processes developed in MTA 909 and MTA 912 to the design of research processes and reports in significant transport and distribution problems.

957. Seminar in Micro Marketing

Spring. 4(4-0) 911A.

Examines the current state of theory concerning the planning and implementation of marketing strategies and programs, and tries to identify where future research is needed and/or will be most useful to marketing and business managers.

999. Research

Fall, Winter, Spring, Summer. Variable credit. Approval of department.

MATHEMATICS

MTH

College of Natural Science

One and one-half years of high school algebra and one year of geometry and a satisfactory score on the placement test are prerequisites for all courses in the Mathematics Department which carry credit.

081. Elements of Algebra

Fall, Winter, Spring. 0(3-0) [3(3-0)]†
Current enrollment in 103.

Fractions, decimals, real number properties, algorithms of arithmetic, simple factoring, parentheses, reciprocals, linear equations, integer exponents, applied problems, coordinate systems, graphing, solving equations by graphing.

†See page A-2 item 3.