640 Data Communications and Network Management (3)
For graduate students only. Prerequisite: ITM 607. A study of local area network installation and management. Emphases are on networking software, system installation, configuration, and management of network resources. The course prepares students for certification in the field of network server management. (*summer and as needed)

650 International Operations Management (3)
For graduate students only. Prerequisite: ITM 611. This course examines operations strategy and its impact upon the global competitiveness of an organization. Emphasis is on the similarities and differences between operations systems in the traditional industrial powers and the emerging industrial economies. This course consists of classroom sessions and a one-week international experience. Students taking this course are required to participate in the one-week study abroad experience during spring break. (*as needed)

660 Advanced Business Forecasting (3)
Most business planning routinely begins with a sales forecast. This course leads students through the most helpful model used in any business forecasting effort. Examples are based on actual historical data. The models are explained as procedures that students may replicate with their businesses data. Topic studies include moving averages, exponential smoothing, regression (simple and multiple), time-series decomposition, ARIMA models and techniques for combining forecasts. Forecasting models are illustrated using Excel-Based ForecastX, one of the most widely used forecasting softwares in practice. (*as needed)

695 Special Topics in Information Technology Management (3)
Prerequisites: to be specified at time of offering. A course offered at the discretion of the ITM department. Subject may focus on a topic of current interest in the field, training in a specific area of the field, or a topic that is of interest to a particular group of students. (*as needed)

699 Independent Study in Management Information Systems (1-6)
For graduate students only. Prerequisite: minimum 3.5 GPA written permission of the department chair. Contemporary topics in information systems and technology management. (*as needed)

Innovation Management (TIM)

710 Competing Through Innovation (1.5)
For graduate students only. Prerequisites: Foundation course sequence or concurrent enrollment in foundation courses. The global innovation economy requires that companies continually innovate at all phases of the business cycle to create sustainable competitive advantage through their products, services and operating processes. This course examines the complete innovation system and provides an overview of the key conceptual frameworks and analytic tools for developing and implementing innovation strategies. Available as an elective in the MBA program.

720 Accelerating New Product Development (3)
For graduate students only. Prerequisites: Foundation course sequence and TIM 710. This course examines the processes organizations use to increase R and D effectiveness and the rate of new product introduction. Emphasis is on the organization processes and leadership used to effectively integrate all key functional areas of the organization. Special emphasis is given to the interactive roles played by technologists (scientists, engineers) and marketers in identifying and translating market opportunities and knowledge breakthroughs into successful products. The course explores numerous methodologies to identify and manage potential problems in those processes.
730 Leading Innovators (1.5)
For graduate students only. Prerequisites: Foundation course sequence and TIM 710. This course focuses on strategies and theories for leading and supporting innovators within organizations. Through case studies and experiential exercises, the course explores such topics as characteristics of technical professionals and teams, inhibitors to innovation, emergent collaboration, tailoring of reward and recognition systems that allow for learning from failures, creating receptive organizational cultures, and organizational environments that foster innovation.

740 Optimizing Organizational Learning (3.0)
For graduate students only. Prerequisites: Foundation course sequence and TIM 710. This course explores how organizations acquire, create, share and leverage what they know to create sustainable competitive advantage in their markets. Their stock of knowledge represents intellectual capital that must be effectively managed. Knowledge management processes and systems are discussed based upon case studies and research of best practices in leading companies. The course also intensively focuses on the international and domestic laws governing intellectual property.

745 Forecasting for Technology Companies (1.5)
Prerequisites: Foundation course sequence and TIM 710. This course covers quantitative and qualitative techniques for effective forecasting in technology companies. We use spreadsheet tools to build, analyze and solve models to enable effective technology forecasting by managers, business analysts and consultants. Quantitative techniques include correlational, regression, moving-average, exponential smoothing and seasonal models, as well as technology trend models such as Pearl-Reed, Fisher-Pry and Gompertz curves. Qualitative techniques include Delphi, and modified Delphi for new product forecasting.

750 Surveying New Technologies (1.5)
For graduate students only. Prerequisites: Foundation course sequence and TIM 710. Companies once considered the leading edge of new technologies often are severely affected by “disruptive technologies” that fundamentally change their markets. This course provides the concepts and tools needed to assess the impact of emerging new technologies across several scientific and technical fields. Emphasis is upon understanding how companies competitively react and transform themselves in response.

760 Managing Large Technology Programs (1.5)
For graduate students only. Prerequisites: Foundation course sequence, TIM 710 and ITM 614. This course augments the project management concepts and tools introduced in ITM 614. Its focus is on the management of multiple projects that comprise a large technology program such as the introduction of a new aircraft, facility or process. Case studies, readings and guest lecturers provide an overview of the sophisticated techniques and management designs used to effectively manage risk, financial exposure and human resource constraints. Advanced features of Microsoft Project are utilized in course assignments.

770 Designing for Quality and Performance (1.5)
For graduate students only. Prerequisites: Foundation course sequence and TIM 710. Companies in mature markets must be able to excel at innovation in operations to realize sustainable competitive advantage. This course investigates concepts, tools and techniques from the field of operations management for achieving significant differentiation through operational excellence and delivering services and products that achieve superior results. Students study organizational successes and failures, identify critical success factors, and survey technologies needed to develop and implement innovative operations strategies.

800a and 800b Assessing Innovative Capacity and Performance (1.5 each, 3 total)
For graduate students only. Prerequisites: Foundation course sequence, TIM 710 and ITM 614. TIM 800a and 800b are completed sequentially over the last two semesters of the
program. TIM 800a is a prerequisite for TIM 800b. This capstone course provides an integrative, hands-on team experience with an actual company in assessing its strategic capacity for innovation, and specific ways to improve its overall competitive performance. Concepts and tools from all program courses are available for application in this assessment.

**International Business (IBS)**

**397 Global Organizational Behavior (3) (W) (IG)**
Prerequisite: MGT 330. Examines the influence of individual differences and ethnic and national culture on behaviors in organizations. Addresses the questions of when and how to be sensitive to these issues, and develops skills required to effectively manage in the diverse environment of the 21st century. Within this context, the course focuses on six essential skill-building areas: managing diversity, team building, communicating, motivating, negotiating and conflict management, and creativity and critical thinking. Cross-listed as MGT 345. (*fall and spring semesters)

**398 Survey of International Business (3) (W) (IG)**
Prerequisites: MGT 330, MAT 160 and ECO 205. Focuses on the functional and environmental differences between domestic and international business. Analyzes the cultural, economic, legal and political factors influencing international operations. Examines the unique problems faced by a multinational corporation (MNC) developing organization, finance, marketing, labor, production and ethics policies. Cross-listed as MGT 350. (*fall and spring semesters)

**399 The Art and Science of Negotiation (3)**
Prerequisite: MGT 330. Focuses on the development of problem-solving and communications skills relevant to a broad spectrum of negotiation settings. Students learn the basic competencies needed to be effective negotiators in a global business environment. The course provides students with useful analytical frameworks of conflict resolution, communication and negotiation. Through the use of simulations, role plays and case studies, students have the opportunity to practice an array of negotiation techniques and to develop their communication and problem-solving skills. Cross-listed as MGT 355. (*spring semester)

**402 International Accounting (3) (IG)**
Prerequisites: ACC 202 and 203. This course compares accounting and auditing between countries, and addresses financial/managerial accounting issues faced by U.S. multinational firms. Topics include cultural issues affecting accounting and auditing; international accounting harmonization; standard setting bodies; disclosure practices; currency exchange rates and the accounting impacts of transactions conducted in foreign currencies; defenses against currency rate changes such as forward exchange contracts; restating subsidiary foreign currency financial statements; differences in auditor qualifications and auditing standards; and selected managerial accounting issues. Cross-listed as ACC 460. (*fall semester)

**403 International Economics and Finance (3) (IG)**
Prerequisites: ECO 204 and 205. Analyzes international economic and financial developments. Emphasis is on current issues in the operation of the international financial system. Cross-listed as ECO 430. (*spring semester)

**404 Economic Development (3) (NW) (IG)**
Prerequisites: ECO 204 and 205. Analyzes the economic, social, and institutional mechanisms needed to bring about improvements in the standard of living of people in third world countries. Emphasis is placed upon developmental policies of Latin American countries. Cross-listed as ECO 450. (*every other spring semester)

**405 International Financial Management (3) (IG)**
Prerequisite: FIN 310. The course examines the role of the multinational firm as a catalyst and facilitator of international business. Explores the management of international financial