The mission of the Carlson School of Management (CSOM) is to advance the practice of management in the context of a global economy with increasing technological and social change. To do this, the Carlson School must be a leader in the development of knowledge valued by the management profession and in the dissemination of this knowledge to students, practitioners, and academia. Moreover, the Carlson School must recognize its responsibilities to exercise leadership in fostering the intellectual and economic vitality of Minnesota and the region through its research, teaching, and outreach programs.

### History
- Founded in 1919
- Named the Curtis L. Carlson School of Management in 1986

### Faculty and Staff
- 112 faculty, including 24 endowed faculty
- 150 staff members

### Alumni
- 38,500 alumni
- Located in 50 states, Washington D.C., and 70 foreign countries
- 70 Outstanding Achievement Awards

### Rankings
- Ranked 14th among all business schools and 9th among all public business schools by U.S. News & World Report, 1999
- Evening M.B.A. program ranked 9th in country by U.S. News & World Report, 1995
- M.B.A. program ranked 23rd by its peers and 27th overall in U.S. News & World Report, 1997
- Included in Business Week’s list of top 40 M.B.A. business schools, 1994-1997
- Ranked 15th in Business Week’s survey of M.B.A. employers
- Ranked one of 25 best business schools for entrepreneurs, Success Magazine, 1994-1995
- MIS undergraduate program ranked 3rd in country, U.S. News & World Report, 1999
- Students entering Ph.D.-business program rank 5th, based on GMAT test scores*
- Annual Carlson School of Management survey of 25 top Ph.D.-business programs

### Degrees Awarded
- Bachelor of science in business (B.S.B.)
- Master of business administration (M.B.A.)
- Executive M.B.A. (C.E.M.B.A.)
- Master of arts in health care administration (M.H.A.)
- Master of arts in human resources and industrial relations (M.A.H.R.I.R.)
- Master of business taxation (M.B.T.)
- Master of science in management of technology (M.S.-M.O.T.)
- Doctorate in business administration (Ph.D. Business)
- Doctorate in industrial relations (Ph.D. I.R.)

### 1998-1999 Enrollments
- 1,650 undergraduates (1,450 day; 200 evening)
- 250 M.B.A. day students
- 1,150 M.B.A. evening students
- 54 M.H.A. day students
- 90 C.E.M.B.A. students
- 125 M.A.H.R.I.R. day students
- 120 M.A.H.R.I.R. evening students
- 150 M.B.T. students
- 60 M.S.-M.O.T. students
- 87 Ph.D.-business administration students
- 15 Ph.D.-industrial relations students

### 1998-1999 Placement Statistics
- Average salaries of new graduates:
  - B.S.B.-general—$37,766
  - B.S.B.-accounting—$35,894
  - M.B.A.—$68,395
  - M.A.H.R.I.R.—$51,800

### Professional Education
- Executive Development Center
  - Human Resources Executive Program
  - Advantage Program for M.B.A.s
- Minnesota Management Academy
- Minnesota Management Institute
- Minnesota Executive Program
- Strategic Leadership Program
- 21st Century Program
- Marketing Strategy Program
- Executive Presentations Program
- Project Management Program
- Industrial Relations Service
  - Labor Education Service

### Cosponsored International Programs
- M.B.A., H.R.I.R., and M.H.A. student exchange programs in Australia, Austria, Belgium, Brazil, Costa Rica, England, France, Italy, Japan, New Zealand, Spain, Sweden, and Switzerland
- Graduate summer business program with Université Jean Moulin-Lyon III in France
- Joint executive M.B.A. degree program with Warsaw School of Economics, Poland
- Joint executive M.B.A. degree program with Wirtschaftsuniversitat Wein, Austria
- Undergraduate study abroad in Austria, Denmark, France, Germany, Spain, England, and Japan. (Other study abroad opportunities also available)
- Undergraduate exchange program with University of Maastricht Business School, The Netherlands, and Université Jean Moulin Lyon III, France.
- Faculty exchange programs in China, France, Japan, Austria, and Poland

### Accreditation
- American Assembly of Collegiate Schools of Business

### Research Centers
- Accounting
- Entrepreneurial studies
- Financial studies
- Industrial relations
- Logistics management
- Marketing
- MIS
- Operations management
- Quality management
- Strategic management
Admission

Each year Carlson admits approximately 300 freshmen, 60 sophomores, and 60 juniors. For sophomores and juniors, college GPA, essays, and activities and achievements are key admission criteria.

Freshmen and sophomores admitted to Carlson must meet with advisers each semester, are expected to complete the first 60 credits within two years, and should maintain a minimum 3.00 GPA in order to pursue upper division majors.

Freshman Admission

Admission to the Carlson School is competitive and is based upon both academic performance (i.e. high school class rank and ACT/SAT scores) and overall records of accomplishment. Particular attention is given to students whose background includes significant levels of co- and extra-curricular activities. Students should refer to the most current University of Minnesota application form for additional information on Carlson School admission criteria.

Preference is given to students who submit completed applications, including all test scores, and transcripts, with a $25 application fee by the December 15 priority deadline. Applications are available at <admissions.tc.umn.edu> on the Web and from the Office of Admissions, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612-625-2008 or 800-752-1000).

The following profile of the class of fall 1999 is intended to help students assess their qualifications for Carlson freshmen admission.

1. Average high school rank 90th percentile
2. Average ACT score 26.4
3. Average AAR score 142.8
   • Top quarter of entering class: 145 or higher
   • Top half of entering class: 140 or higher
   • Top three-fourths of entering class: 135 or higher

The formula below shows how to calculate ACT aptitude rating (AAR) using high school rank percentile and ACT test scores.

\[
AAR = \text{High school rank percentile} + (2 \times \text{ACT composite score})
\]

Admission at the Sophomore Year or Later

Standards for Admission to Carlson as Sophomores (from within the University)

A limited number of sophomores are admitted each fall. For the current application deadline, contact the Carlson Undergraduate Program Office.

For non-Carlson University freshmen to transfer to CSOM for their sophomore year, the following standards apply.

- Completion of 30–49 credits (students with 50 or more credits, see Admission to Upper Division in the next column)
- Completion of microeconomics, macroeconomics, and calculus
- Completion of other CSOM premajor requirements (contact an adviser in 1-105 Carlson School of Management for more information)
- All applicants with a 3.00 minimum overall GPA are considered. Admission is competitive and the GPA requirement is dependent upon the strength of the applicant pool and number of seats available. Students may submit an activity résumé to support their application.

If currently enrolled in another unit of the University, students should obtain a Change of College or Status form and CSOM Application Addendum at the Office of the Registrar, 200 Fraser Hall, or 130 West Bank Skyway (612-625-5333).

Admission to Upper Division Carlson Major Programs

The following standards apply for students transferring directly into a CSOM upper division major program.

- Completion of 50 or more semester credits
- Completion of calculus, microeconomics, macroeconomics, business statistics (OMS 1550—Business Statistics: Data Sources, Presentation, and Analysis or equivalent), accounting principles (Acct 2050—Introduction to Financial Reporting or equivalent) (for students applying to transfer directly into the upper division program, high grades in the courses listed above are particularly important)
- Admission GPA is subject to change depending on seats available and the strength of the applicant pool. Applicants with a 3.00 minimum overall GPA are considered. Students may submit an activity résumé to support their application.

If transferring from outside the University, students should obtain an admission application and a CSOM Application Addendum at the Office of Admissions, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612-625-2008). Students must request that an official transcript from each college attended be sent directly from the college to the Office of Admissions. In addition, a nonrefundable $25 application fee must accompany the application.

How Credits Transfer to Carlson

Transferable credits completed at another institution may be used to meet admission requirements. Lower division business courses are accepted for transfer only if such coursework is available for credit in the College of Liberal Arts premanagement program.

Junior- and senior-level business courses from other institutions are usually accepted for general elective credit. Courses must be evaluated by an appropriate faculty member before they can be used in lieu of Carlson upper division course requirements. To have courses evaluated, students should bring their syllabi to the Undergraduate Studies Office in 1-105 Carlson School of Management. CSOM does not normally accept lower division transfer coursework in lieu of upper division course requirements.

Note: If students have earned a bachelor’s degree in business from another four-year institution, they may not earn a second bachelor’s degree from CSOM.

Foreign Credits

If students earned credits at a recognized educational institution abroad, the credits may transfer to CSOM if the coursework meets specific lower division distribution requirements or upper division elective requirements, as determined by the admissions coordinator. If students completed credits at a foreign institution before admission to the University of Minnesota, the credits are generally accepted on the S-N grading system only. If students studied at an “unrecognized” foreign institution, they may earn credit only through special examinations authorized by the Undergraduate Studies Office.
Other Admission and Registration Options

College of Continuing Education
Admission and program requirements for Carlson’s evening program are identical to those for its day school program. Students must formally apply for admission to CSOM if they plan to earn a bachelor’s degree in business. Students should plan to complete the premanagement requirements early in their program and apply to the school after earning approximately 50 to 60 semester credits.

Carlson offers an extensive selection of undergraduate courses in the evening and students can complete the required coursework for many CSOM programs through the College of Continuing Education (CCE). Careful planning is essential, however, because some courses are offered only once per year.

CSOM’s evening program offers many of the benefits enjoyed by Carlson School day students and evening students are welcome to participate in CSOM events as their schedule allows. Like Carlson full-time students, evening students may take advantage of the advising services in both the Undergraduate Studies Office, 1-105 Carlson School of Management, and the Business Career Center, 1-110 Carlson School of Management.

CCE offers a number of certificate programs in various business fields. These programs are described in the College of Continuing Education catalog.

Distance Education
University of Minnesota distance education courses carrying degree credit may apply toward CSOM requirements. Carlson accepts a maximum of 12 credits of upper division CSOM courses completed through distance education toward the B.S.B. degree. There is no limit to the number of non-CSOM courses students can take through distance education.

Non-degree Seeking Students
If students are interested in taking day school courses but not in earning a degree and have a bachelor’s degree or business experience and a strong undergraduate record, they may apply to Carlson as a non-degree seeking student. These students are allowed to register for two semesters (this does not include summer sessions). They need written approval from the Undergraduate Studies Office for each semester’s registration.

If students are admitted as non-degree seeking students and later decide to become degree candidates, they must satisfy Carlson’s admission requirements and apply to transfer into a degree program.

Applications for admission with non-degree seeking status are available in the Office of Admissions, 240 Williamson Hall. The application deadline for non-degree seeking students is June 15 for fall semester.

Degrees

Baccalaureate Programs
A Carlson degree combines management and liberal arts coursework to provide students with strong communication, analytical, and creative problem-solving skills. CSOM offers programs leading to the bachelor of science in business (B.S.B.) with majors in accounting, actuarial science, entrepreneurial studies, finance, human resources and industrial relations, risk management and insurance, international business, management information systems (MIS), marketing, and a self-designed general management major.

Because of the globalization of the U.S. economy, the school encourages all students spend at least one semester in a study-abroad program during their undergraduate program.

Certified Public Accountant (C.P.A.)
The C.P.A. license is awarded by the state, not the University. The C.P.A. examination is generally given each spring and fall. For detailed information, contact the Minnesota State Board of Accountancy (651-296-7937).

Graduate Programs
Carlson, in conjunction with the Graduate School, offers programs leading to the degrees of master of business administration (M.B.A.), master of business taxation (M.B.T.), and doctor of philosophy (Ph.D.). The Department of Industrial Relations, in conjunction with the Graduate School, offers programs in industrial relations leading to the degrees of master of arts (M.A.H.R.I.R.) and doctor of philosophy (Ph.D.). Complete descriptions of these programs and graduate-level courses in these areas are in the Graduate School Catalog as well as the publications of each program.

Master of Business Administration (M.B.A.)
Two M.B.A. programs are offered. For complete information, contact the M.B.A. program office in 2-210 Carlson School of Management, 321 19th Avenue S., Minneapolis, MN 55455 (612-624-0006).

Master of Science in Management of Technology (M.S.-M.O.T.)
A master’s degree in the management of technology is offered through the Center for the Development of Technological Leadership, cosponsored by Carlson and the Institute of Technology. The program prepares experienced engineers and scientists for management roles in technology-intensive organizations. Classes are held on Fridays and Saturdays. For more information, contact the M.S.-M.O.T. Program, Center for the Development of Technological Leadership, 510 West Bank Office Building, 1300 S. Second Street, Minneapolis, MN 55455 (612-624-5747).
The Carlson Executive M.B.A. (C.E.M.B.A.) Program
This 64-credit program is for individuals with eight to ten years of full-time professional or managerial experience and an undergraduate degree in any field. C.E.M.B.A. is an eighteen month program that meets all day on campus Friday and Saturday, every other week. The curriculum has a strategic management focus that heavily emphasizes interactive learning. C.E.M.B.A. students participate in two week-long residencies each year at a northern Minnesota resort and a nine-day international residency abroad in the second year of the program. The program provides a full range of customer services such as book purchases, registration, meals, and parking. For more information about the C.E.M.B.A. program, contact the Carlson Executive M.B.A. (C.E.M.B.A.) Program, 2-210 Carlson School of Management, 321 19th Avenue S., Minneapolis, MN 55455 (612-624-1385).

Master of Health Care Administration (M.H.A.)
The M.H.A. program combines strong curriculum with hands-on experience to prepare students for leadership roles in health care organizations. High-quality students, effective faculty, and alumni committed to mentoring students are hallmarks of this program, which is celebrating its 52nd year and again ranked as one of the top five health care administration programs in the country. For more information, call 1-877-MHA-UofM or 612-624-9588, or e-mail mnerney@csom.umn.edu.

Master of Business Taxation (M.B.T.)
This degree program helps students acquire a conceptual understanding of taxation and develop technical competence in applying taxation rules in business and personal decision making.

More than 200 business professionals mentor undergraduates, allowing students to network and make valuable contacts in the business world as early as their freshman year.

The program is offered only in the evening through the College of Continuing Education. Students enrolled part-time can expect to complete the program in about two to three years; those enrolled full-time can complete the program in a shorter period of time.

For more information, contact the Director of Graduate Studies in Taxation, 3-110 Carlson School of Management, 321 19th Avenue S., Minneapolis, MN 55455 (612-624-7511).

Doctor of Philosophy in Business Administration
Details about admission and degree requirements for the Ph.D. program in business administration are explained in the Graduate School Catalog and in the Ph.D. program brochure available from 4-106 Carlson School of Management, 321 19th Avenue S., Minneapolis, MN 55455 (612-624-0875, fax 612-624-5065).

Master of Arts in Human Resources and Industrial Relations
The M.A. degree program prepares students for professional employment in industrial relations and human resources management in business, government, and labor organizations. The program also serves as preparation for further graduate work in industrial relations or in related fields of study. The degree is offered through full-time day and part-time evening programs.

Candidates for this program are selected on the basis of demonstrated interest and aptitude in industrial relations and the quality of their undergraduate work. A social sciences background is desirable. Students must have completed or be close to completing coursework prerequisite to courses selected for their graduate program.

Doctor of Philosophy in Industrial Relations
Details about admission and degree requirements as well as applications for the Ph.D. program in industrial relations can be obtained from the Director of Graduate Studies in Industrial Relations, 3-300 Carlson School of Management, 321 19th Avenue S., Minneapolis, MN 55455 (612-624-5810).

Minors
An IT management minor is available to qualified students in the Institute of Technology. A general management minor is also available to students admitted to other University of Minnesota, Twin Cities colleges. Minors in actuarial science, entrepreneurial studies, finance, human resources and industrial relations, risk management and insurance, and international business are available to Carlson students. See Degree Programs in this section.

Scholastic Standards and Policies

Academic Progress Standards for Carlson Students
The academic progress of Carlson freshmen is monitored through required semester advising appointments. Because there are GPA criteria for students to matriculate from their freshman to sophomore year, and for students to graduate from the program, any student not making satisfactory academic progress is contacted by a CSOM adviser to develop a plan of action. A copy of the plan is placed in the student’s file.

Major Program Matriculation Standards for Carlson Students
1. For a Carlson freshman to matriculate to the sophomore year, the following standards apply.
   • Attendance at all required freshman-year advising appointments
   • Completion of 30 credits
   • Completion of microeconomics, macroeconomics, and calculus, all with a minimum grade of C-
   • Completion of information technology module
   • 3.00 overall GPA
2. For a CSOM sophomore to matriculate to upper division and declare a major, the following standards apply.
   • Completion of 50 or more credits
   • Completion of calculus, microeconomics, macroeconomics, business statistics (OMS 1550—Business Statistics: Data Sources, Presentation, and Analysis), accounting principles (Acct 2050—Introduction to Financial Reporting), introduction to business and business careers (Mgmt 2350—Introduction to Business and Business Careers), and management fundamentals (Mgmt 3001—Fundamentals of Management), all with a minimum grade of C-
   • 3.00 overall GPA
   • CSOM sophomores may declare their major any time after the above criteria have been met.

Grading Options
Carlson students must earn a minimum of 90 A-F credits.

Alternative Registrations
V Registration (auditing)—V registration requests for CSOM courses are considered the first day following the day school alphabetical registration queue each semester.
**Proficiency Examinations**
If students have taken an upper division course in marketing (from an institution not accredited by the American Assembly of Collegiate Schools of Business), they may take a proficiency examination to see if they are exempt from taking MKTG 3001—Principles of Marketing. Examinations are offered each semester.

Contact the Undergraduate Studies Office at 612-624-3313 for detailed information.

**Petitions**
Petition forms, available in the Undergraduate Studies Office, must be used to determine whether certain courses completed at other institutions are equivalent to University of Minnesota courses and to request exceptions to rules and requirements.

Carlson may require students to supply written recommendation from the department or instructors involved. Students should submit the completed petition to the Undergraduate Studies Office, 1-105 Carlson School of Management, and may pick up a response to the request in that office after official action has been taken.

**Graduation Requirements**
To graduate from Carlson students must
- Complete the University of Minnesota liberal education requirements.
- Complete a minimum of 120 credits. These credits include the required premanagement coursework and the specific upper division requirements listed below.
- Complete a minimum of 60 credits in nonbusiness coursework. This includes courses taken before and after admission to the major program.
- Complete a minimum of 24 credits of upper division courses taught by Carlson departments after official admission to the upper division major.
- Complete the final 30 credits of the degree program at the University of Minnesota. (With prior approval, students may apply credits earned at an institution participating in the National Student Exchange Program and through foreign studies programs toward these 30 credits.) In addition, accounting students must complete 50 percent of their total number of accounting courses at the University of Minnesota.
- Be in good academic standing with a minimum GPA of 2.00 in all work taken after admission to CSOM and in all upper division courses offered by CSOM departments. (See page 198 for lower division progress standards.)

Students planning to leave school for a semester or more should contact an adviser in the Undergraduate Studies Office and request to be placed on a temporary leave of absence. Undergraduates who have not been granted a leave of absence and who do not register for two consecutive semesters (excluding summer session) are placed on “discontinued” status and need to contact the Undergraduate Studies Office for approval to return.

Students admitted to an upper division major before fall 1999 should consult the appropriate CSOM Bulletin for their program requirements.

To declare a major or a minor, students must complete the CSOM Major/Minor Declaration form available in the Undergraduate Studies Office, 1-105 Carlson School of Management.

**Advising**
CSOM offers centralized advising services to undergraduates currently enrolled or interested in its programs.

To schedule an appointment with a Carlson academic adviser, students should call 612-624-3313 or visit 1-105 Carlson School of Management. The CSOM adviser will help design and implement a program of study and extracurricular activities to achieve students’ educational goals. Students should prepare for the appointment by giving careful thought to possible course selections, program schedules, and short- and long-term educational and career goals.

Carlson freshmen have access to individual and group advising sessions led by professional Undergraduate Studies Office advisers in 1-105 Carlson School of Management. Freshman-year sessions assist students in adapting to college life and becoming part of the Carlson School learning community. Upper division CSOM students are available to serve as “Carlson Buddies” to help freshmen learn the ropes.

**Special Learning Opportunities and Resources**
**Honors Association Emerging Leadership Program**—This program promotes the interests of Carlson high-ability students by providing a framework for developing skills in leadership, community service, diversity, and career development. The association is premised on the belief that, in addition to achieving excellent academic records, honors students should provide leadership and support for activities outside the classroom that foster intellectual and personal growth. The program also is open to all admitted freshmen with ACT composite scores of 28 or higher and high school class ranks in the 90th percentile and above. Other students should contact an Undergraduate Studies Office adviser (1-105 Carlson School of Management) for information about applying to the program.

**Mentorship Program**—Carlson students may request a mentor from the Twin Cities business community. This is an ideal way to learn more about the business world and begin developing business connections. Mentors can also help students develop their résumé, improve their interviewing skills, and expand their knowledge of business practices. See an Undergraduate Studies Office adviser for more information.

**Accounting Internships**—Two optional internship opportunities are available in the accounting program.

- Act 3199—Internship in Public Accounting
- Act 3299—Internship in Management Accounting

The accounting internships require full-time work and provide an opportunity to apply accounting concepts and methods and gain experience that can help in making career decisions. The public accounting internship emphasizes auditing and taxation. The management accounting internship involves areas such as developing cost data for specific projects, reviewing accounting procedures, and evaluating/operating some phase of an accounting system.

**Office of Information Technology** (1-150 Carlson School of Management, 612-625-8005)—The Carlson School’s Office of Information Technology provides a variety of services and programs to Carlson students,
career Information

Through the Business Career Center (1-110 Carlson School of Management, 612-624-0011) CSOM students and alumni can investigate local and nationwide career opportunities, get help writing resumes, obtain information about companies throughout the United States, and polish interpersonal skills through mock interviews. The center is the place to start searching for an internship, part-time job, or full-time position. Students will find hundreds of listings for companies with positions to fill and many opportunities to interview on campus with recruiters eager to hire Carlson School graduates.

Student Organizations

Actuarial Club—This club is made up of students and staff of all colleges who are interested in actuarial science. The group sponsors guest speakers, company tours, social events, and a mentorship program.

Alpha Kappa Psi—This coeducational, national business fraternity brings together students with a common interest in business for scholastic and social activities. Prominent men and women in business are featured at meetings throughout the year. Members participate in tours, seminars, and community service projects. Meetings are held Sunday evenings at the chapter house, 1116 Fifth Street S.E., Minneapolis. Visitors are welcome.

American Marketing Association (AMA)—AMA is a nonprofit, student-run organization that promotes a better understanding of marketing and its role in the business world. AMA provides opportunities to hear area business leaders speak on current marketing issues, tour area firms, and make valuable business contacts.

Beta Alpha Psi—This national, professional honorary organization is made up of accounting majors with GPAs of at least 3.20 in accounting and 3.00 overall. Beta Alpha Psi introduces the aspiring accountant to the business world by encouraging interaction among students, faculty, alumni, and area business people. It sponsors speakers from all areas of accounting and members tour CPA firms, industry, and government offices. The group provides tutors for students in accounting, participates in a Volunteer Income Tax Assistance program, and sponsors recreational sports teams.

Beta Gamma Sigma—Membership in Beta Gamma Sigma is the highest national recognition a student can receive in an undergraduate or master’s program in business or management. Beta Gamma Sigma encourages and rewards scholarship, promotes advancement of education in business, and fosters integrity in the conduct of business operations. To be eligible for membership students must rank in the upper 7 percent of their junior class, upper 10 percent of their graduating senior class, or upper 20 percent of their graduating master’s class. Members are elected to membership and publicly recognized during spring semester.

Business Association of Minorities (BAM)—This organization, made up of management and premanagement students, fosters a multiethnic sharing of ideas and concerns among people interested in the role people of color play in today’s business world. Through a variety of activities, BAM brings together people who are interested in meeting the academic, political, and social needs of minority students pursuing a Carlson degree. Tours of local corporations, guest speakers, and social events are sponsored by BAM throughout the year. Members are actively involved in various campus and community activities.

Scholarships

A variety of scholarships—both need- and merit-based—are available for current and prospective Carlson students. The priority deadline for most freshman scholarships is January 15. Applications are available from the Office of Admissions, 240 Williamson Hall (612-625-2008). Information on scholarships for continuing CSOM students is generally available in March. Applications are available from the Undergraduate Studies Office.

International Programs

With the internationalization of the economy, it is more important than ever to gain an understanding of other cultures, languages, and business practices.

An Undergraduate Studies Office adviser, 1-105 Carlson School of Management, specializes in advising business majors considering a study abroad program or international business major and can provide current information on scholarship funds to support study abroad.

For more information, see “Study Abroad” in the General Information section of this catalog.
Business Board (B-Board)—This group represents CSOM’s undergraduate student body. B-Board sets policies that govern student organizations and its members serve on various school committees and plan activities to foster interaction among students and faculty. Nonboard members are welcome to participate in all B-Board meetings and events.

Club MIS—This club is for students interested in using computers in business. Members learn about career opportunities in computer-related fields by meeting with practicing professionals.

Delta Sigma Pi—This business fraternity for men and women offers professional events such as tours of local businesses, dinners, and guest speakers. Members can also participate in community service activities, intramural athletics, and social events. Meetings are held Monday evenings in the Undergraduate Student Lounge, 1-112 Carlson School of Management.

Honors Association Emerging Leadership Program—See Special Learning Opportunities and Resources.

Investment Club—This club provides information about financial markets and discusses alternative vehicles for investment. Some of the topics include common stocks, bonds, mutual funds, options and futures/commodities trading, ethical investing, and financial planning.

GLOBE—GLOBE provides a means for Carlson students, faculty, and staff interested in international business to learn about the topic through monthly speakers and other events.

Phi Beta Lambda—This organization is the collegiate version of Future Business Leaders. It provides students interested in business-related careers the opportunity to sharpen their communication, leadership, and analytical skills through a series of local and national competitions. The organization is open to all University students and seeks participation particularly from freshmen and sophomores.

Society for the Advancement of Management (SAM)—This organization welcomes management and premanagement students interested in becoming involved in the business community. Members learn practical business techniques by interacting with practicing professionals and other students.

Student Association for Accounting (SAFA)—Students seeking to meet other accounting students, faculty, and professionals compose SAFA’s large membership. To ease each student’s shift from college to the business world, SAFA arranges office tours and on-campus lectures every semester. Each fall, SAFA and B-Board cosponsor the Career Fair. SAFA also hosts an annual spring banquet for students, faculty, and many accounting representatives. This organization contributes to the community, including an annual Fall Clean-Up and helping the Minnesota Accounting Aid Society provide tax services to people meeting their requirements. An interest in accounting is the only membership requirement.

The Investment and Finance Organization (InFO)—This organization is open to all students who wish to meet professionals within various areas of the financial industry. Speakers from investing and finance companies give their valuable insight into career paths. InFO also sponsors social events to help students with similar interests become acquainted. Weekly meetings involve in-depth discussions about the stock market, investing, bonds, commodities, and financial planning.

Directory
(area code 612)

Accounting and Business Law
3-110 Carlson School of Management
624-6506

Business Career Center
1-110 Carlson School of Management
624-0011

Carlson Executive M.B.A. Program
2-210 Carlson School of Management
624-2385

Executive Development Center
2-250 Carlson School of Management
624-2385

Finance
3-110 Carlson School of Management
624-2388

Human Resources and Industrial Relations
3-300 Carlson School of Management
624-2500 (graduate programs, 624-5810)

Employer Education Service
624-5525

I.R. Reference Room
624-7011

Labor Education Service
624-5020

Information and Decision Sciences
3-353 Carlson School of Management
624-8030

Management and Information Systems Research Center
624-6565

Juran Center for Leadership in Quality
4-106 Carlson School of Management
624-6565

Managerial Communication Skills Center
1-150S Carlson School of Management
624-1525

Marketing and Logistics Management
3-150 Carlson School of Management
624-5055

Entrepreneurial Studies Center
624-3838

M.B.A. Program
2-210 Carlson School of Management
624-0006

M.B.T. Program
3-108 Carlson School of Management
624-7511

M.S.-M.O.T. Program
107 Lind Hall
624-5747

Office of the Dean
4-300 Carlson School of Management
624-5055

Alumni Relations
625-1056

Communications
625-0843

Corporate Relations
625-9538

Financial Services
625-0868

International Program Development
4-104 Carlson School of Management
625-9361

Office of Information Technology
L-119 Carlson School of Management
625-5550

Physical Resources
624-3842/626-9378

Operations and Management Sciences
3-150 Carlson School of Management
624-7010

Ph.D. Program
4-106 Carlson School of Management
624-0875

Strategic Management and Organization
3-353 Carlson School of Management
624-5232

Strategic Management Research Center
624-0226

Undergraduate Program
1-105 Carlson School of Management
624-3313

Mailing Address
Undergraduate Studies Office
Carlson School of Management
University of Minnesota
1-105 Carlson School of Management
321 19th Avenue S.
Minneapolis, MN 55455-0430
624-3313
Fax: 624-9230
World Wide Web: <www.csom.umn.edu>
During the 1998-99 school year, 108 companies came to the CSOM Career Services Center to interview students. The average starting salary of B.S.B. graduates is about $37,766.

**Accounting**

**Department of Accounting**

**B.S.B.**

Accounting is the process of gathering financial information and presenting it in a manner that will help others make better decisions. Accountants also are frequently called upon to analyze financial information and provide important business advice. The terms and definitions that have emerged from the discipline of accounting are used widely within industry. In fact, accounting is commonly described as the “language of business.”

With increased automation over the years, the role of accountants has changed dramatically. Accountants have become recognized as valued business advisers and important members of an organization’s management team.

The major areas of study within the accounting curriculum are financial accounting, management accounting, income taxation, auditing, and business law.

**Required Courses**

- Acct 5101—Asset Valuation and Income Determination (4 cr)
- Acct 5102—Liability Valuation and Income Determination (4 cr)
- Acct 5125—Auditing Principles and Procedures (4 cr)
- Acct 5135—Fundamentals of Federal Income Tax (4 cr)
- BLaw 3058—The Law of Contracts and Agency (4 cr)

Four credits from the following:

- Acct 3201—Intermediate Management Accounting (2 cr)
- Acct 5126—Internal Auditing (2 cr)
- Acct 5180—Consolidations and Advanced Reporting (2 cr)
- Acct 5236—Introduction to Taxation of Business Ethics (2 cr)
- Acct 5310—International Accounting (2 cr)
- Acct 5320—Current Topics in Accounting (2 cr)

**Actuarial Science**

**Industrial Relations Center**

**B.S.B.**

Actuarial science applies mathematics to insurance problems. Practicing actuaries calculate insurance premiums, policy and loss reserves (liabilities), and estimate costs of future losses.

Students are introduced to professional organizations, including The Society of Actuaries, American Academy of Actuaries, Casualty Actuarial Society, Conference of Consulting Actuaries, and American Society of Pension Actuaries. Students typically take at least two professional actuarial examinations before graduation.

There are multiple career opportunities for students with the mathematics, business, and communication skills developed through the actuarial science major. The insurance and actuarial community strongly supports this program.
General Management—Entrepreneurial Studies

B.S.B.
Businesses, large and small, are coming to understand a new environment of rapid change. They are being challenged to take advantage of new markets and greater demands on current products. Their ability to adapt to a rapidly changing environment can yield great rewards, but it requires multifunctional and multitasking individuals able to form and develop new businesses and comfortably exist within a sea of change.

The general management major with an emphasis in entrepreneurial studies is intended to provide current and future business professionals with the necessary skills and tools to successfully form and develop businesses. Students will learn

- personal time, work, and life management skills.
- business leadership skills.
- management skills.
- to apply traditional core functional business knowledge to the entrepreneurial enterprise.
- skills for coping with a rapidly changing environment.
- communication and negotiation skills.
- to manage ambiguity—to assess risk and make sound business decisions within an unstructured environment.
- to construct an effective business plan.

Required Courses
Acct 5100—Corporate Financial Reporting (4 cr)
Mgmt 4008—Entrepreneurial Management (4 cr)
Mgmt 5177—The Business Plan (2 cr)

Ten credits from the following electives:
BGS 3002—Business and Society: The U.S. and World Economy (4 cr)
Fina 4241—Corporate Financing Decisions
Fina 4242—Corporate Investment Decisions
HRIR 3031—Staffing and Selection (2 cr)
Ins 5100—Corporate Risk Management (2 cr)
Mgmt 4002—Managerial Psychology (4 cr)
Mgmt 5050—Management of Innovation and Change
Mktg 3010—Marketing Research
Mktg 4050—Integrated Marketing Communications (4 cr)
OMS 3041—Project Management (2 cr)

A final major project is also required.
Human Resources and Industrial Relations

Industrial Relations Center

B.S.B.

The Human Resources and Industrial Relations (HRIR) major prepares graduates for positions involving the recruitment and/or selection of new employees, identification of training needs among new and current workers, the functional operation of compensation systems and benefits packages, and the management of employee relations programs where workers are represented by trade unions. This breadth of exposure will prepare students to step into the array of support positions in human resource management that have been identified as growing rapidly over the next decade and beyond.

Students electing to minor in HRIR will find the minor complements their field of specialization, enabling them to understand the human resource side of individual areas in business. The minor focuses attention on the identification and selection of individuals for specific operating functions of a business in order to promote the optimum human resource contribution.

Required Courses

Choose 16 credits from the following:

HRIR 3024—Governing the Workplace: Comparative Perspectives (2 cr)
HRIR 3031—Staffing and Selection: Strategic and Operational Concerns (2 cr)
HRIR 3041—The Individual in the Organization (2 cr)
HRIR 3042—The Individual and Organizational Performance (2 cr)
HRIR 3051—Compensation: Theory and Practice (2 cr)
HRIR 3071—Union Organizing and Labor Relations (2 cr)
HRIR 3072—Collective Bargaining and Dispute Resolution (2 cr)
HRIR 5021—Systems of Conflict and Dispute Resolution (4 cr)
HRIR 5022—Managing Diversity (2 cr)
HRIR 5023—Personnel and Industrial Relations Law (2 cr)

International Business

B.S.B.

Carlson’s international mission is “to ensure that its faculty and students obtain the necessary understanding of and appreciation for the impact of a global economy on the teaching and practice of management....” The major in international business follows this mission and allows students to combine study abroad experience(s) with coursework in international business and economics, and language.

Required Courses

Fina 4641 or Acct 5310
Mktg 4070 or BGS 3004

Proficiency in a language other than English at the level of four college semesters (two years).

An approved study abroad experience of at least one quarter (semester strongly recommended; summer programs do not meet this requirement), during which the student completes at least 8 semester credits of business (or related area) coursework is required for the major.

A study abroad of any length is required for the minor, including 4 semester credits of business-related coursework.

Sufficient credits in international business (or related area) for a minimum credit total of 20 semester credits for a major, 12 semester credits for a minor.

Management Information Systems

Department of Information and Decision Sciences

B.S.B.

The management information systems (MIS) major prepares students to be leaders in conceptualizing, prescribing, developing, and delivering leading-edge information system applications that support business processes and management decision making. It provides students with an understanding of the functions of information systems in organizations and detailed knowledge of information system analysis, design, and operation.

Degree Requirements

Students in the major complete 20 credits of MIS courses in addition to IDS c 3001.

Fourteen of these credits are required and cover topics dealing with application and development, business process analysis and design, project management, and information technology infrastructure. For the remaining 6 credits, students select from a pool of MIS elective courses.

Fundamental to success in performing MIS work is an understanding of human behavior and computer technology. Therefore, MIS majors are encouraged to take courses in psychology, sociology, and computer science as part of their overall undergraduate degree requirements.
Required Courses
- IDSc 3201—Information Systems Application Development (4 cr)
- IDSc 3202—Analytical Skills for Business Application Development (4 cr)
- IDSc 4205—Information Technology Infrastructure (4 cr)
- IDSc 4204—Information Services Management (2 cr)
- Six credits from the following:
  - IDSc 4432—Financial Information Systems and Technologies (2 cr)
  - IDSc 4431—Advanced Database Design (2 cr)
  - IDSc 4433—Advanced Database Management and Administration (2 cr)
  - IDSc 4441—Electronic Commerce (2 cr)
  - IDSc 4451—Telecommunications Fundamentals and Applications (2 cr)
  - IDSc 4452—Data Communications and Networks (2 cr)
  - IDSc 4490—Information Systems Special Topics (2 cr)
  - IDSc 4496—Information Systems Industry Internship (2 cr)

Marketing
Department of Marketing and Logistics Management
B.S.B.
Marketing is concerned with the flow of goods and services through the economy and the distribution of both industrial and consumer goods. Because more than one half of the consumer dollar goes to pay for marketing services, marketing is a significant part of the economy, and the efficiency with which marketing activities are carried out has major social and economic implications.

Degree Requirements
The marketing major provides a coherent yet broad-based study leading to job market and professional opportunities. To provide enough depth, marketing majors must take 20 credits beyond the required introductory course (Mktg 3001). One course, Mktg 3010—Marketing Research, is required. Students select the remaining 16 credits from the list below. Students may choose appropriate courses for their career goals.

Required Courses
- Mktg 3010—Marketing Research (4 cr)
- Sixteen credits from the following:
  - Mktg 4020—Advanced Logistics and Supply Chain Management (2 cr)
  - Mktg 4030—Selling and Sales Management (4 cr)
  - Mktg 4040—Buyer Behavior (4 cr)
  - Mktg 4050—Integrated Marketing Communications (4 cr)
  - Mktg 4060—Marketing and Distribution Channels (4 cr)
  - Mktg 4070—International Marketing (2 cr)
  - Mktg 4080—Marketing Strategy (4 cr)
  - Mktg 4090—Marketing Topics (2 cr)

Risk Management and Insurance
Industrial Relations Center
B.S.B.
Risk management identifies, assesses, and addresses the causes and effects of risk on an organization, including risks of loss to human resources and assets, legal liability to others, applying risk control, risk transfer, and risk financing techniques. Insurance is one of the major transfer tools of risk management. The risk management and insurance major applies theory to practice using principles of finance, law, and mathematics in the transfer and reduction of risk for individuals, corporations, and government.

This major introduces students to the risk management discipline and multiple career paths, including corporate risk manager, benefits manager, insurance agent/broker, underwriter, loss adjuster, consultant, and personal financial planner.

Required Courses
- Ins 5100—Corporate Risk Management (2 cr)
- Ins 5101—Employee Benefits and Pensions (2 cr)
- Ins 5200—Insurance Theory and Practice (2 cr)
- Ins 5201—Personal Financial Management (2 cr)
- Three to four credits from the following:
  - BLaw 3058—The Law of Contracts and Agency (4 cr)
  - Fina 4241—Corporate Financing Decisions (4 cr)
  - Fina 4242—Corporate Investment Decisions (4 cr)
  - Math 4065—Theory of Interest (3 cr)
  - Math 5067—Actuarial Mathematics I (4 cr)
  - Math 5068—Actuarial Mathematics II (4 cr)

Minor Requirements
- Ins 5100—Corporate Risk Management (2 cr)
- Ins 5101—Employee Benefits and Pensions (2 cr)
- Ins 5200—Insurance Theory and Practice (2 cr)
- One of the following six courses:
  - BLaw 3058—The Law of Contracts and Agency (4 cr)
  - Fina 4241—Corporate Financing Decisions (4 cr)
  - Ins 5201—Personal Financial Management (2 cr)
  - Math 4065—Theory of Interest Rates (3 cr)
  - Math 5067—Actuarial Mathematics I (4 cr)
  - Math 5068—Actuarial Mathematics II (4 cr)

Additional Minors
IT Management Minor
This management minor is open to Institute of Technology students.

Prequisites
- Econ 1104 and 1105
  or  Econ 1101 and 1102
- An overall GPA of at least 2.80
- Admitted to an upper division IT major with at least 60 semester credits completed

Required Courses
- Acct 2050—Principles of Accounting (4 cr)
- Acct 3001—Introduction to Management Accounting (2 cr)
- Fina 3001—Finance Fundamentals (2 cr)
- Mgmt 3001—Fundamentals of Management (2 cr)
- Mktg 3001—Marketing Research (4 cr)
- OMS 3001—Introduction to Operations Management (2 cr)
- Stat 3021—Introduction to Probability and Statistics (or equiv) (3 cr)
- 4 credits of upper division CSOM electives

General Management Minor
A general management minor is open to students enrolled in other colleges at the University.

Prerequisites
- 50 semester credits
- 3.00 overall GPA
- Must have declared upper division major
- Acct 2050, Econ 1101, OMS 1550, and Math 1031 or the equivalent

Required Courses
- Fina 3111—Fundamentals of Finance (2 cr)
- HIR 3121—Human Resource Management (2 cr)
- IDSc 3111—Information Systems Management (2 cr)
- Mgmt 3111—Principles of Management (2 cr)
- Mktg 3111—Marketing Research (2 cr)
- OMS 3111—Operations Management (2 cr)