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## DEPARTMENT OF BUSINESS ADMINISTRATION

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### FACULTY

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## INTRODUCTION

The Department of Business Administration offers a Bachelor of Arts in Business, a Master of Business Administration, and a Ph.D. in Management. Each of these degree programs is oriented toward the achievement of specific student learning outcomes through active learning projects that take the student into the real world of business.

The bachelor's program develops the knowledge needed by an entrepreneur and culminates in the presentation of a business plan developed by the student. In the MBA program, students apply their knowledge to improve the performance of an organization. The Ph.D. in Management prepares researchers who can enrich the understanding and practice of management with new knowledge about the highest levels of performance for the individual, the team, and the organization as a whole.

All of these programs are taught in the light of Maharishi Vedic Management<sup>SM</sup> — the knowledge of the total intelligence of Nature and its organizing power. The founder of our university, Maharishi Mahesh Yogi, explained that Natural Law automatically manages the infinitely complex and evolving universe without strain and without mistakes. By studying the theoretical and practical aspects of Maharishi Vedic Management, including the Transcendental Meditation program, students personally grow in better health, clearer thinking, greater creativity, moral development, and wisdom. They integrate the study of contemporary developments in the discipline with the practice of the Transcendental Meditation program and their experience of the source of the infinite organizing power of Natural Law, which is available in the Transcendental Consciousness of anyone.

Research has shown that a natural result of the practice of the Transcendental Meditation technique is an appreciation for one's environment and more harmonious interpersonal relationships. As a result, students in the business department have a broadened awareness of their place in the world and understand the importance of making a positive, sustainable contribution to society.

## SPECIAL FEATURES

- **Case Studies and Entrepreneurship** — The programs and courses of the Department of Business Administration are oriented around real-world, active learning projects. Undergraduate majors write business plans for their own entrepreneurial ventures. Students in the MBA program consult with local businesses and organizations to improve their business processes.

- **Ethics and Sustainability** — The curriculum explores issues of ethical integrity, social responsibility, and environmental sustainability to prepare business leaders to be stewards of society and the environment.
- **Management by Natural Law** — Management training at Maharishi University of Management makes use of the latest discoveries about how Natural Law administers all levels of creation, and trains students to gain the support of Nature, good fortune, to enable them to most easily fulfill their goals.
- **Enlightenment and World Peace** — Maharishi University of Management is the leading University in the world specializing in development of human consciousness. It is an ideal place to learn how to create and study the transformation of organizations and society through developing and utilizing full human potential.

## DEGREE PROGRAMS

### **Bachelor of Arts in Business**

Courses in the business curriculum encompass an international perspective to help prepare graduates to function effectively in the world's varied cultural and business settings. Students are trained to be broad thinkers, harmonious contributors to teams, and experts in creative change. The undergraduate courses are grouped into three modules. In Module I, *Skills for Success in Personal and Professional Life*, students learn practical skills for successful functioning in the modern world. In Module II, *Business Foundations*, students grow in knowledge of the legal, economic, and social environment of business life. In Module III, *Entrepreneurship*, students gain knowledge and the experience of starting and growing companies by studying and creating business plans.

Maharishi University of Management offers the MBA degree in various formats for different types of students. Those who take the MBA in the standard format at the Fairfield campus may earn the MBA in Sustainable Business. Other programs available on the Fairfield campus are an evening/weekend program with various specializations and an accelerated MBA for professional accountants. The University also offers options for part-time study and an accelerated MBA program for experienced professionals, managers and leaders.

### **MBA in Sustainable Business**

Because society increasingly recognizes the importance of sustainability, new opportunities abound, but an entrepreneurial approach is necessary to recognize and implement them. The curriculum of Maharishi University of Management offers a range of business courses to train students to create new businesses that offer life-sustaining products and services. Issues of ethical integrity, social responsibility, and environmental sustainability are integrated into all the business courses.

Maharishi University of Management embraces the vision that business can be “green both ways,” making money and operating in harmony with Nature. Examples of green business and “natural capitalism” — often referred to as “the next industrial revolution”—are integrated throughout the MBA curriculum.

At Maharishi University of Management, the theme of sustainability has five key components:

- **Self Sustainability** — Developing your full mental potential, physical health, and leadership abilities through Consciousness-Based education
- **Sustainable Entrepreneurship** — Creating successful “green” businesses that produce real value for society
- **Sustainable Business Solutions** — Learning techniques of continuous process improvement to sustain business success—serving the evolutionary needs of customers while eliminating waste for the business and the environment
- **Sustainable Management** — Practicing the interpersonal and organizational skills needed to successfully carry out transformational change
- **Sustainable Living** — Gaining advanced knowledge and experience in renewable energy production, renewable fuels, energy-saving devices and methods, organic agriculture, waste management, and the other principal fields of sustainable living

The MBA is a general management degree requiring a minimum of 42 graduate credits. For students with no prior study in business, the MBA includes 18 credits of additional study in the various business *functions*: managing people and organizations, accounting, finance, marketing, operations, and business law, for a total of 60 credits.

The heart of the MBA consists of a specialization in one field or concentrations in a few fields. Every student must complete either a cross-functional specialization of at least 16 credits or three functional concentrations amounting to 18 credits. The specializations and concentrations offered in any given year will depend on student demand. Popular areas of advanced study in the recent past have been *Business Process Improvement, Sustainable Business, Internet Marketing, International Business, and Human Resource Development*.

### **Evening-Weekend MBA Program**

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This program offers an opportunity for students to earn their MBA degree while working full-time in an internship position at Maharishi University of Management or with a local company. At the Fairfield, Iowa campus, these students take 25 credits per year in the evenings and on weekends rather than the normal 42 credits per year for daytime students. By studying in the evenings, their internship work during the day becomes a

form of curricular practical training for which they can get academic credit by integrating and applying the knowledge they learn in class. As a result, this program can be completed in two and a half years.

### **Masters in Accounting and Business Management Program**

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The Masters in Accounting and Business Management Program is one of the accelerated MBA programs offered to experienced business people. It requires seven months of intensive on-campus coursework followed by a required component of authorized, credit-bearing, Curricular Practical Training, along with continued academic coursework at a minimum of 6 credits per semester. This 53-credit program is designed for students with a strong academic background and professional experience in accounting. The course work for the MBA builds on this background and is intended to prepare students for a career as a Certified Management Accountant (CMA) or Certified Public Accountant (CPA).

### **Executive MBA Program**

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Like the Masters in Accounting and Business Management Program, the Executive MBA is an accelerated version of the MBA, requiring at least 50 credits, that is designed for experienced managers and policy makers. At the request of a client organization, the faculty of Maharishi University of Management can create specialized tracks of the MBA program tailored to the needs of a specific corporation, nonprofit, or public sector organization.

### **Graduate Certificate Program**

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A Graduate Certificate can be earned by taking 16 or more credits in one of the areas of specialization or by adding enough courses to an area of concentration to earn at least 16 credits in that area of concentration. Students may earn a Graduate Certificate after they have completed the requirements for the MBA.

### **Ph.D. in Management**

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The doctoral program is designed to prepare students for careers as professors, consultants, or researchers. The focus of the curriculum is on transforming the performance of individuals and organizations. Today, developing and utilizing human potential is widely recognized as the cornerstone of corporate transformation and economic development. Maharishi University of Management is the leading University in the world specializing in development of human consciousness. It is an ideal place to learn how to unfold full human potential and create and study the transformation of organizations.

The Ph.D. program in Management at Maharishi University of Management is taught in the light of Maharishi Vedic Management — the knowledge of the total intelligence of Nature. Natural Law automatically manages the infinitely complex and evolving universe without strain and without mistakes. Through studying the theoretical and practical aspects of Maharishi Vedic Management, including the Transcendental Meditation program, students personally grow in better health, clearer thinking, greater creativity, moral development, and wisdom.

The Ph.D. program prepares each student to conduct original and significant research through courses in research methods and statistics. Each student is encouraged to identify a research topic early in his or her studies so that the research papers throughout the program can focus on this chosen topic. Students in the Ph.D. program are trained in principles and practices for successful college teaching and corporate education.

The Ph.D. in Management requires at least four semesters of full-time study. As part of the required course work, students undertake a written comprehensive exam and written and oral qualifying exam. When a student successfully completes the qualifying examination, the student is advanced to Ph.D. candidate status, and tuition is reduced. When a dissertation proposal is accepted, the student is advanced to Ph.D. researcher status. The Ph.D. researcher must successfully complete an oral defense of the dissertation.

## DEPARTMENTAL REQUIREMENTS

### **Entrance Requirements for the Business Major or Minor**

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Before taking any courses in the management major or minor, students must successfully complete or waive College Composition II (WTG 192). A course in statistics (MGT 314) is a prerequisite for the Entrepreneurship Module.

### **Graduation Requirements for the Bachelor of Arts Degree in Business**

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To graduate with a B.A. in Business, students must successfully complete all general requirements for the bachelor's degree. (Please refer to "Degree Requirements" in "Academic Policies.") As part of these requirements, 52 credits of course work in business administration must be completed as follows:

The required undergraduate courses are grouped into three sequential modules. In the *Skills for Success in Personal and Professional Life* module students learn practical skills for successful functioning in the modern world. In the *Business Foundations* module students grow in knowledge of the legal, economic, and social environment of business

life. In the *Entrepreneurship* module, students gain knowledge and experience of starting and growing companies by studying and creating business plans.

**Required: Four courses (14 credits) in *Skills for Success in Personal and Professional Life***

- MGT 201 Business Communication Skills
- MGT 220 Principles of Economics
- MGT 314 Statistics for Business and the Environment
- one Forest Academy course (FOR 101 or higher) on a business-related subject such as Vedic Management, leadership, or creativity (2 credits)

**Required: Five courses (20 credits) in the *Business Foundations* module**

- MGT 425 Marketing Management
- MGT 430 Financial Management
- MGT 428 Business Law and Ethics
- MGT 429 Human Resource Management
- MGT 482 Management and Organization

**Required: Five courses (18 credits) in the *Entrepreneurship* module**

- MGT 346 Career Strategies (2 credits)
- MGT 402 Managing for Sustainability
- MGT 315 Financial Accounting
- MGT 404 Managerial Accounting
- MGT 432 Entrepreneurship Project

After completing at least 40 credits in the Business major, students may interview for business positions and earn internship credit of up to 16 credits of elective credit toward their bachelor's degree. Students at Maharishi University of Management have a particular advantage in the competition for internships nationwide. The block calendar of month-to-month study makes it easy for a student to take off one or more months and work full-time on a business project at any time of the year. Such internships are an opportunity for students to apply the knowledge gained in the Business Administration major in a workplace setting.

**Graduation Requirements for the Minor in Business**

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To graduate with a minor in business, students must complete 20 credits of course work in business including MGT 200 Principles of Business Success.

## **Graduation Requirements for the Minor in Government**

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To graduate with a minor in government, students must complete 20 credits of course work consisting of *at least 8 credits of* government (GOV) courses. Eligible MGT courses are those in the following list:

- MGT 340 International Law and Global Environment
- MGT 414 Taxation
- MGT 428 Business Law and Ethics
- MGT 429 Human Resource Management

## **Graduation Requirements for the Minor in World Peace**

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To graduate with a minor in world peace, students must complete MVS/GOV 380 The Individual as the Unit of World Peace and GOV 290 Collective Consciousness and World Peace, and 12 credits of course work from the following:

- GOV 280 International Relations and Peace
- MGT 405 Cross-Cultural Communication
- MVS 302 Bhagavad-Gita — Chapters 1–3
- MVS 303 Bhagavad-Gita — Chapters 4–6
- MVS 304 Application of Maharishi Vedic Science
- MVS 307 Practicum in Maharishi Vedic Science
- MVS 330 *Transcendental Meditation-Sidhi* Course
- SL—P101 Sustainable Global Environment
- MGT 340 International Law and Human Rights
- MGT 402 Managing for Sustainability
- MGT 403 World Peace Project
- LIT 207 The Bhagavad-Gita
- LIT 366 The Peace Film
- LIT 370 Literature and the Environment

## **MASTER OF BUSINESS ADMINISTRATION DEGREE**

### **Entrance Requirements for the Master of Business Administration Degree**

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The Master of Business Administration (MBA) degree is offered in a Standard Format for students without specific training or work experience and in two Accelerated MBA formats that have more restrictive admission requirements and permit the completion of the degree with a lower number of total credits, typically in two years of part-time study.

#### **MBA Standard Format**

Applicants must have a bachelor's degree. Acceptance is based upon the quality of undergraduate performance, aptitude test scores, work experience and other

achievements. A TOEFL score of at least 550 (paper-based) or 213 (computer-based) is required if a student's native language is not English. English assessment by the Maharishi University of Management Admissions Office may be substituted for the TOEFL test. The Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) is recommended but not required. Before enrolling for the first semester of the MBA, students should be familiar with principles of economics from a prior college course or from reading a Principles of Economics textbook. Knowledge of college algebra is strongly recommended for acceptance into the program. Students who do not have the prerequisite knowledge of mathematics will be required to take MGT 417 Mathematics for Business in a summer session prior to their first semester or as a foundational course.

### **Graduation Requirements for the MBA Degree (Standard Format)**

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MBA students must complete a total of 60 semester-hour credits, consisting of 18 credits to fulfill the MBA Distribution Requirement and 42 credits in specialization, concentration, university requirements, and elective courses, as follows.

#### **University Requirement (6 or more credits)**

To graduate with an MBA, students must successfully complete all general requirements for a master's degree, including the introductory course MVS 500 *Science of Creative Intelligence* (4 credits) or its equivalent in the first semester at M.U.M. and one Forest Academy course (1-2 credits, designated FOR in the catalog) in each subsequent semester. (Please refer to "Degree Requirements" in "Academic Policies.")

#### **MBA Distribution Requirement (18 credits)**

As a preparation for meeting the requirement of a specialization or several concentrations, each MBA student must demonstrate a basic competence in the foundational fields of business. This is demonstrated by having a *total of 18 credits* earned by taking at least 2 semester-hour credits in each of *five of the following six* fields:

- Marketing
- Accounting
- Financial management
- Business law and ethics
- Leadership, the management of people or organizations
- Management of operations or quality.

Students may fulfill the MBA Distribution Requirement in whole or in part by having completed equivalent undergraduate course work at an accredited university and earned a grade of at least B.

Students who have taken graduate course work in business administration at another university and have not used those credits for a degree may apply to have those credits transferred to M.U.M. and used as specialization, concentration or elective credits, up to a maximum of 18 credits.

**MBA Depth Requirement: Specialization or Concentrations (16-18 credits)**

All MBA students in the Standard Format must complete either a specialization or three concentrations. A specialization is a depth of study in one cross-functional field consisting of at least 16 credits. Examples of specialization topics are business process improvement, sustainable business, entrepreneurship, international business, public management, or industry-specific focuses such as communications & media, health care administration, and so on. Each specialization must include a seminar or capstone course in which there is a substantial requirement of research and writing. Specializations will be noted on the student's transcript and diploma. Examples of two specialization options are shown below.

*Specialization Courses in Sustainable Business*

- MGT 402 Managing for Sustainability (4 credits)
- MGT 501 Organizational Change for Sustainability (4 credits)
- MGT 5165 Measuring and Reporting on Sustainability (2-4 credits)
- MGT 531 Sustainable Technologies (2-4 credits)
- MGT 5313 Socially and Environmentally Responsible Management (2-4 credits)
- MGT 5314 Modeling Sustainable Technologies (2 credits)
- MGT 5552 Employee Health and Wellness (2 credits)
- MGT 5681 Socially Responsible Investing (2-4 credits)
- MGT 5881 Sustainable Community Development (2-4 credits)
- MGT 5312 MBA Capstone Project (4 credits) \*

*Specialization Courses in Business Process Improvement*

- MGT 518 Operations Management (2-4 credits)
- MGT 524 Statistics for Business Process Improvement (4 credits)
- MGT 567 Managing for World Class Quality (2-4 credits)
- MGT 502 Business Process Improvement (4 credits)
- MGT 509 Performance Improvement Project (4 credits)

A *concentration* is a depth of study in an area of business, typically in one of the business functions, beyond that which is covered in the Distribution Requirement. MBA students may fulfill the Depth Requirement by taking *three* concentrations of at least 6 credits each. With the prior approval of the MBA program director, MGT 598 Internship (2 credits) may apply to any concentration according to the subject of the internship report.

A concentration may be taken from any of the Specialization areas listed above. Other concentrations include the following:

*Concentration Courses in **Marketing***

- MGT 573 Advertising (2-4 credits)
- MGT 574 Marketing Research (4 credits)
- MGT 575 Internet Marketing (2-4 credits)
- MGT 5751 Analytics for Internet Marketing (2-4 credits)

*Concentration Courses in **Human Resource Management***

- MGT 583 Mediation and Negotiation (2-4 credits)
- MGT 501 Organizational Change for Sustainability (2-4 credits)
- MGT 555 Human Resource Development (2-4 credits)
- MGT 535 Needs Analysis and Program Evaluation (4 credits)
- MGT 581 Employment Law (2-4 credits)
- MGT 5551 TM Program Teacher Training (2-4 credits; may be repeated)
- MGT 566 Human Resource Strategy (2-4 credits) \*

*Concentration Courses in **Financial Management***

- MGT 531 Sustainable Technologies (2 credits)
- MGT 551 Corporate Finance (2-4 credits)
- MGT 562 International Finance (2-4 credits)
- MGT 5681 Socially Responsible Investing (2 credits)

*Concentration Courses in **International Business***

- MGT 529 Logistics and Supply Chain Management (1-4 credits)
- MGT 562 International Finance (2-4 credits)
- MGT 569 International Business (2-4 credits)
- MGT 579 International Marketing (2-4 credits)
- MGT 583 Mediation and Negotiation (2-4 credits)
- MGT 5859 US and International Accounting Practices (2-4 credits)

**Electives**

Elective courses may be taken from any concentration offered by the department. With the permission of the department chair, a maximum of 8 elective credits may be taken as courses designated 400-level or above in other departments of the University or as 300-level courses in Sustainable Living.

*Electives in Sustainable Living (Fairfield, Iowa campus)*

- SL—G220 Environmental Planning and Landscaping (4 credits)
- SL—G201 Ecology (4 credits)
- SL—E201 Renewable Energy (4 credits)

- SL—G139 Sustainable Living Workshop (4 credits)
- SL—G370 Environmental Law (4 credits)
- SL—G280 Ethnobotany (4 credits)
- SL—A101 Organic Agriculture (4 credits)
- SL—G101 Permaculture Design (4 credits)
- SL—G140 Earth Systems (4 credits)
- SL—P101 Sustainable Global Environment (4 credits)
- GOV 420 Economic Analysis of Environmental Policy (4 credits)

### **Accelerated MBA Programs**

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Maharishi University of Management offers two accelerated MBA programs, the Masters of Accounting and Business Management, and the Executive MBA. These are designed for specific types of students who have substantial training or experience in business, management, or leadership. The accelerated MBA programs therefore have special admission requirements. These programs tend to be offered in a cohort model wherein students are admitted in a batch and take the same set of courses together. The minimum of 53 credits required in the accelerated MBA programs is typically completed in two or two-and-a-half years of study.

An accelerated MBA program has a core foundational requirement of approximately 22 credits. This ensures that the MBA graduates will have grasped each of the principal business functions—accounting, finance, operations, marketing, and human resource management—and that they are competent in the supporting fields of business law, business research, and information systems. The core also ensures that graduates understand the foundations of management in the Science of Creative Intelligence or Maharishi’s Unified-Field Based Management.

The elective portion of an accelerated MBA is approximately 28 credits and will reflect the specific needs of the target group.

### **Entrance Requirements for the Masters in Accounting & Business Management**

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Applicants must have an undergraduate degree or equivalent and at least two years of full-time paid professional work in accounting or training in accounting that includes intermediate accounting and auditing. Preference is given to students who have an undergraduate or master’s degree in accounting, finance, or business with a grade point average of 3.0 on a 4.0 scale or second division rank. English proficiency is required and will be assessed by the Maharishi University of Management Admissions Office. Applicants who do not demonstrate English fluency will be required to take the TOEFL test and score at least 550 (paper-based) or 213 (computer-based) if a student’s native

language is not English. The Graduate Management Admission Test (GMAT) is not required but is highly recommended.

### **Graduation Requirements for the Masters in Accounting & Business Management**

To graduate with an MBA degree under this option, students must successfully complete all general requirements for a master's degree including Research in Consciousness. (Please refer to "Degree Requirements" in "Academic Policies.") Degree requirements for the Masters in Accounting and Business Management Program are a minimum of 53 credit credits, plus participation in the Research in Consciousness program.

#### **Academic Elements**

The Masters in Accounting & Business Management (AccMBA) consists of three academic elements: (a) Foundational Studies that provide a solid interdisciplinary framework and subjects in key functional areas to build management capabilities, (b) Advanced Studies that provide opportunities to sharpen knowledge in financial or managerial accounting and related areas, and (c) Practicum Internship through co-operative accounting positions with business enterprises or NGOs to enhance applied business skills.

Students need a minimum of 53 credits of academic credit across the three elements as follows:

#### **• Foundational Studies (18 credits)**

The Science of Creative Intelligence (4 credits), MBA Forest Academy (2 credits), and at least 10 credits covering at least five of the six foundational subjects in business administration, i.e., marketing, accounting, finance, operations, information systems, and human resource management. In addition, students will take a course in Career Strategies (2 credits) that will train students about what they need to secure a curricular practical training position.

#### **• Advanced Studies (26 credits)**

Students are encouraged to study for the four parts of the CPA exam (16 credits) or the two parts of the CMA exam (8 credits). Additional advanced courses include finance, industry analysis, business process improvement, and lean accounting.

#### **• Practicum (9 credits)**

At least 9 credits of MGT 591 Practicum Away coincident with curricular practical training (CPT) in a full-time accounting-related position.

The Department of Business Administration offers two specialization tracks for graduates and for students currently enrolled in the Masters in Accounting & Business Management (AccMBA). Students may choose between a "Specialization in Lean Accounting" or a

“Post-graduate certificate in Lean Accounting” depending on whether they have completed their graduation requirements for the AccMBA.

The Lean Accounting specialization requires 12 credits of academic course work, after completing the regular AccMBA degree requirements. No additional on-campus study is required. The program is one year in length and curricular practical training (CPT) will be authorized for that length of time. Specialization students will not graduate until they have completed the required 12 credits of distance education courses.

### **The Post-Graduate Certificate Program in Lean Accounting**

This certificate program is open to anyone holding the Masters in Accounting & Business Management (AccMBA) degree from MUM. Candidates must have already graduated or have completed all AccMBA degree requirements and be eligible to graduate at the next graduation date. The Post-Graduate Certificate program is one year in length and requires 12 credits of coursework (from the six courses listed below) and at least 8 credits of authorized Curricular Practical Training (CPT) during which the student will participate in a project to implement lean accounting innovations in the workplace.

To complete the Certificate, 12 credits from the following six courses are required. (Each semester three courses will be offered on a rotating basis.) It is advised that students complete all six courses in two successive semesters.

- MGT 5853 Systems for Developing Organizational Excellence (2 or 4 credits)
  - MGT 5854:Lean Management Principles (2 credits)
  - MGT 5855 Lean Accounting I (2 credits)
  - MGT 5856 Lean Accounting II (2 credits)
  - MGT 5857 Cases in Lean Management and Accounting (2 or 4 credits)
  - MGT 5858 Implementing Lean Accounting in Organizations (2 or 4 credits)
- Students are required to take MGT 5858 in conjunction with duly authorized CPT where they actively participate in a kaizen event to implement process improvements in some aspect of an accounting system, and submit a final paper describing the event process and its outcome.

### **Entrance Requirements for the Executive MBA Program**

Applicants must have an undergraduate degree or equivalent and at least three years of managerial or professional work experience, preferably including at least one year supervising employees. GMAT or equivalent entrance test is recommended but not required. Acceptance is based upon the quality of prior academic performance and other forms of professional development, ability to work well with others, and achievements in one’s profession. English proficiency is required and will be assessed by the Maharishi

University of Management Admissions Office. Applicants who do not demonstrate English fluency will be required to take the TOEFL test and score at least 550 (paper-based) or 213 (computer-based) if a student's native language is not English.

### **Graduation Requirements for the Executive MBA Program**

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To graduate with an MBA degree under this option, students must successfully complete all general requirements for a master's degree. (Please refer to "Degree Requirements" in "Academic Policies.") The Executive MBA program is typically designed for a specific client or for a particular type of participant. As such, it is offered as a cohort program in which all elective options are rare. For the Executive MBA, participants must complete 50 credits of course work as follows:

#### **MBA Distribution Requirement (18 credits)**

Consistent with the nature of the MBA as a general management degree, each Executive MBA participant will achieve a basic competence in the foundational fields of business. This is demonstrated by having a total of 18 credits earned by taking at least 3 semester-hour credits in each of *five of the following six* fields:

- Marketing
- Accounting
- Financial management
- Business law and ethics
- Leadership, the management of people or organizations
- Management of operations or quality.

#### **Courses Emphasizing Personal Development (8 credits)**

- MGT 5001 Success Without Stress (2 credits)
  - MGT 510 Natural Law Based Leadership (2 credits)
- and any courses designated FOR (1-2 credits each).

#### **Depth Requirement—Specialization Courses (16 credits)**

Specialization courses are drawn from the general course catalog or are developed as needed according to the interests of the group taking the Executive MBA.

#### **Other Courses (8 credits)**

Courses outside the specialization, or deeper study within the specialization, may be offered in the Executive MBA.

# PH.D. IN MANAGEMENT DEGREE

## **Entrance Requirements for the Ph.D. Degree in Management**

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The entrance requirements for the Doctor of Philosophy in Management are:

- MBA, master's degree in a business-related field, or a master's degree and substantial business-related work experience
- GMAT or GRE exam
- A substantial research paper as evidence of academic writing. The paper may have been submitted for required course assignments or thesis in the student's master's degree program. This should be a paper written by the student alone, not a project by a team of students. Such writing samples may be accepted as substitutes for scores on GMAT or GRE.
- TOEFL score of at least 600 (paper-based) or 250 (computer-based) is required if a student's native language is not English. English assessment by the University's Admissions Office can be substituted for the TOEFL test. TOEFL is waived if the student has completed a degree program conducted in English.
- At least two years of professional work experience in a business is preferred.

## **Graduation Requirements for the Ph.D. Degree in Management**

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To graduate with a Ph.D. in Management, students must successfully complete all general requirements for the doctoral degree. (Please refer to "Degree Requirements" in "Academic Policies.") As part of these requirements, students must successfully complete the following degree requirements.

### **Core Management Courses (14 credits, all 4 courses are required)**

- MGT 601 Organizational Behavior Theory and Research
- MGT 606 Socially and Environmentally Responsible Management
- MGT 607 Assessment and Evaluation
- MGT 655 Human Resource Development

**Research Methods (24 credits, 6 courses;** a maximum of one course may be waived by prior study; additional courses may be required by the dissertation adviser as appropriate to the student's research)

- MGT 524 Data Analysis for Managers (4 credits)
- MGT 630 Analysis of Variance (4 credits)
- MGT 631 Multiple Regression Analysis (4 credits)
- MGT 632 Causal Inference in Quasi-Experiments (4 credits)

- MGT 635 Experimental Research Design (4 credits)
- MGT 636 Qualitative Research Design (4 credits)

**Professional Development (4 credits)**

- MGT 692 Seminar in Writing (2 credits)
- MGT 693 Seminar in Teaching (2 credits)

**Additional Courses**

A student’s faculty advisory committee may require additional course work as required for the student’s dissertation research.

**Qualifying Examinations and Dissertation Research (22 credits minimum)**

- MGT 689 Preparation for Comprehensive Examination (4 credits, may be repeated for credit until the comprehensive examination is completed)
- MGT 690 Preparation for Qualifying Examination (4 credits, may be repeated for credit until the qualifying examination is completed)
- MGT 700 Preparing the Dissertation Proposal (4 credits, may be repeated for credit until dissertation proposal is accepted)
- MGT 701 Dissertation Research (2.5 credits per block; may be repeated for credit until dissertation is completed)

When the qualifying examination is successfully completed, the student is advanced to Ph.D. Candidate status. When the dissertation proposal is accepted by the faculty, the student is advanced to Ph.D. Researcher status. The amount of time required to complete the dissertation varies according to the research project. A public oral presentation and defense of the dissertation is required, as is acceptance of the dissertation by the dissertation committee, the Graduate School Director, and the Library Director. (See the dissertation manual.)

**INTERNATIONAL PROGRAM SITE  
IN BEIJING, CHINA**

**Graduation Requirements for the Bachelor of Arts Degree in Business in  
Conjunction with the International Program Site in Beijing, China**

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To graduate with a B.A. in Business, students must successfully complete 128 credits of course work, including credits for Development of Consciousness. These credits include course work accepted for transfer credit from our collaboration partner in Beijing, Overseas Chinese College (OCC) of Capital University of Economics and Business. The requirements for the Business major are the same as those described above in this chapter

of the catalog: At least half of the credits for business courses in the B.A. must be taught by Maharishi University of Management.

The program is designed for students to complete the B.A. in business at M.U.M.'s campus in the United States. Part of the M.U.M. program may be offered at the campus of OCC in Beijing. The general education graduation requirements for this program are the same as for other students attending Maharishi University of Management USA, as published in the Academic Policies chapter of this catalog.

Transfer credit from OCC will be applied to the M.U.M. degree according to the following policies. The maximum transfer credit for two years of study at OCC is 70 credits. Of these credits, a maximum of 20 credits can be counted for courses from OCC's English department.

In some cases, students may need further study of English as a Second Language when enrolling with M.U.M., which may delay completion of their degree requirements.

## COURSES

### Undergraduate Courses

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#### **MGT 200 Principles of Business Success: Principles of Marketing, Finance, Operations, Accounting, and Human Resource Management as the Keys to Creating Happiness, Health, and Good Fortune in Business Enterprises**

This course provides a holistic overview of business for new management majors or students from other majors. Principles of marketing, finance, operations, accounting, and human resources are taught in the perspective of an integrated business strategy and are illustrated by lively examples from videos, case studies, guest speakers, and field trips. (4 credits)

#### **MGT 201 Business Communication Skills: Creating a Frictionless Flow of Communication between Sender and Receiver through Effective Presentations and Writing**

Effective communicators are skilled at both informing and inspiring other people. This course provides instruction and practice in making oral and written presentations based on the principle that ideal communication is a frictionless flow that nourishes both sender and receiver. Topics include word processing and presentation software; library and Internet research skills; oral presentations; writing letters, reports, proposals, and manuals; and the principles of ideal communication. (4 credits) *Prerequisites:* WTG 192

## **MGT 203 Personal Finance**

### **MGT 220 Principles of Economics: Efficiently Using Resources to Promote the Fulfillment of Individuals and Society**

In this course, students will be introduced to the operation of market-based economies. The course aims at providing an understanding of the market system as a means of fulfilling people's desires at both the microeconomic level of individual markets and the macroeconomic level of a nation. Microeconomic topics include consumer demand for products, cost of production, and competitive and non-competitive product markets. Macroeconomic topics include GDP and other measures of national economic performance, economic growth, business cycles, unemployment, inflation, money and banking. Also, the students will be introduced to the inefficiencies in the market system, and the different kinds of government intervention used to correct imbalances. (4 credits)  
*Prerequisite:* MATH 153 or MATH 170

### **MGT 314 Statistics for Business and the Environment: Discovering the Orderly Patterns and Relationships at the Basis of Nature's Functioning**

Statistics offers powerful quantitative tools based on the underlying orderliness of Nature to support improved decision-making in business and environmental management. Statistics is the art and science of finding meaningful patterns and relationships in data (data analysis), generating useful data (data production), and drawing valid conclusions from data (statistical inference). In this course you will learn how to use key graphical and numerical tools of data analysis, how to effectively present your findings, and evaluate the validity of your conclusions. Environmental applications and case studies will be emphasized. Topics include: graphical and numerical tools for summarizing and describing data, modeling data with probability distributions, sampling and surveys, designing experiments, hypothesis testing for means and proportions, correlation analysis, and modeling relationships using regression analysis. (4 credits) *Prerequisite:* MATH 153 or equivalent.

### **MGT 315 Financial Accounting: Using the Self-Referral Mechanism of Financial Statements to Structure an Organization's Progress and Prosperity**

Accounting systems provide financial information to guide management planning, decision-making, and control. Financial statements are essential for reporting to management, stockholders, creditors, and the government. Topics include fundamentals of bookkeeping, internal control, generally accepted accounting principles, inventory valuation, receivables and payables, depreciation, amortization, stocks and bonds, inflation accounting, and the interpretation and analysis of financial statements. (4 credits) *Prerequisite:* MATH 153, MATH 170, or MGT 314

### **MGT 346 Career Strategies: Choosing a Career to Maximize Inner and Outer Fulfillment**

The course has a practical focus on career discovery and implementation. In the framework of Consciousness-Based principles for success, students consider their own skills, abilities, and objectives, and learn to design a career that utilizes their talents and creativity for maximum effectiveness, achievement, and evolution. They design an action plan to implement their career goals, and then work with the best Internet resources to research occupational interests, business and service organization profiles, and industry trends. Students learn networking strategies, including interviews, and using the telephone and Internet for extending their professional networks. They also develop scripts for introducing themselves and describing their achievements and capabilities with confidence in various formats, writing about themselves in the cover letter, resume, and portfolio, and speaking about themselves and what they can offer to potential colleagues, funding agencies and employers. (variable credits) *Prerequisite:* third year of undergraduate study

### **MGT 399 Directed Study**

(variable credits) *Prerequisite:* consent of the department faculty and the Academic Standards Committee

### **MGT 400 Topics in Business: Exploring the Field of All Possibilities in Business**

This course covers topics to be defined by the instructor that supplement the regular curriculum. (variable credits) *Prerequisite:* consent of the department faculty

### **MGT 402 Managing for Sustainability: Maximizing the Intelligent Use of the Environment by Focusing on Environmental and Resource Policy**

Ideal for both Management and Sustainable Living students, this course shows how creating an environmentally sustainable operation can provide opportunities for increasing profits. Using case studies, students learn how to apply the core principles of sustainability in agriculture, business, manufacturing, government and other activities, so that it is both profitable and beneficial to the environment. The course is project-based and covers sustainability in all areas of society from both local and global perspectives. The role of ISO 14001, responsible investing, and environmental advocacy organizations, in the transition to sustainable living, will be made clear. Students will interact with city and industry leaders and managers to create budget and return-on-investment projections for transformation to sustainable practices. (4 credits)

### **MGT 403 World Peace Project: Applying the *Consciousness-Based* Approach to Peace**

During this project, the student connects the knowledge gained from the other four or more courses in the World Peace minor, by answering the theme question: How does the

*Consciousness-Based Approach to Peace* bring peace to the individual, the nation and the world? Each student creates a contract with the faculty advisor to design a unique response to this question, and meets on a regular basis to show progress on the project. This course is taken as a formal class when 10 or more students are enrolled in it during any block. This project may also be done, with faculty approval, in the context of a preparation course for a peace conference at Maharishi University of Management or at another site. (4 credits)

**MGT 404 Managerial Accounting: Creating Self-Referral Feedback Mechanisms to Provide Data for Informed Decision-Making**

This course provides analytic tools and techniques to assist management in planning, decision-making, and control. Topics include cost-volume-profit analysis, manufacturing costs, job order and process costing, standard costing and variance analysis, variable and full costing, fixed and flexible budgets, responsibility accounting, direct and absorption costing, and the behavioral implications of management accounting systems. (4 credits)

*Prerequisites:* MGT 315 or MGT 426 and MGT 314

**MGT 405 Cross-Cultural Communication: Understanding and Appreciating Differences to Create a Frictionless Flow of Communication**

Ever increasing globalization makes it imperative that students understand the different cultures in their world. This course provides frameworks useful in classifying cultures and understanding cultural norms and traditions. Analyzing case studies and participating in workshops and presentations enable students to establish patterns of behavior that facilitate cross-cultural communication. (2–4 credits)

**MGT 408 Preparation for Professional Examination**

Examinations administered by professional associations provide a standard assessment of learning in specific professional areas. This course provides an opportunity for students to review the material covered by specific professional examinations and to practice taking sample examination questions. (4 credits)

**MGT 414 Taxation: Calculating the Individual and Corporate Contribution to Government Activities to Bring Fulfillment to the Goals of Society**

State and federal taxation are instruments of social policy. The principles of taxation must be considered in the planning and decision-making process of every organization whether profit or nonprofit. This course surveys basic tax concepts and their use in individual and organizational tax planning. Topics include social policy implications of taxation, concepts of income, tax reporting, taxpaying entities, deductions, property transactions, and gain or loss recognition. (2–4 credits) *Prerequisite:* WTG 192, MGT 220

**MGT 418 Sustainable Economics: Increasing the Flow of Wealth through Attunement with the Laws of Nature**

Many of the old models used in both micro and macroeconomics are based on a world view that is not sustainable. Students will learn the new models that are emerging as the standards for life in a sustainable civilization—these include local living economies, alternative monetary systems, ecological economics, other forms of capital such as environmental, human, social and organizational. Students will use these concepts to design a society that mimics nature and does not consume and discard the resources upon which true wealth is based. (4 credits) *Prerequisite:* MGT 220

**MGT 422 Business Economics: Achieving Prosperity and Progress by Unfolding the Full Potential of Creative Intelligence**

The aim of this course is to prepare the student to analyze the functions of business that depend on economic analysis, principally marketing, finance, operations management, and strategic management. At the completion of this course, students should understand rational economic decision making and have a special appreciation for human resource development as the basis for unleashing the economic potential of firms and nations. (4 credits) *Prerequisite:* MGT 220

**MGT 425 Marketing Management: Creating a Positive Influence to Attract, Satisfy, and Retain Customers**

Marketing is the process of creating exchanges that satisfy individual and organizational objectives. Topics include consumer behavior, market research, market segmentation, competitive positioning and strategy, advertising, pricing, distribution and channel management, selling techniques and sales force management, and new product development. Students conduct an industry analysis and write the marketing section for their business plan. (4 credits) *Prerequisites:* MGT 200, MGT 314 and WTG 192

**MGT 428 Business Law and Ethics: Learning to Act in Accord with Natural and National Law— Supporting Business Interactions through Contracts, Torts, and Agency Law**

Law is a tool of progress. It creates the legal form of the business and enables business people to communicate clearly. It facilitates their commercial relationships and averts problems before they arise. Familiarity with business law and the natural laws upon which it is based promotes success for the individual and society. Topics include contracts, torts, agency, bankruptcy, secured transactions and property (real, personal, and intellectual property.) Students learn to select the most appropriate form of organization for their business and draft simple contracts. (4 credits) *Prerequisite:* MGT 200

**MGT 429 Human Resource Management: Designing Systems to Attract, Retain, Motivate, and Nurture the Organization’s Most Precious Resource**

People are an organization’s most important asset. Success comes from organizing and managing people to produce the products and services that customers value. This survey course exposes students to the full array of human resource functions: human resource planning, recruitment and selection, training, performance management, compensation, unions, and upholding employer/employee rights and responsibilities. The students become familiar with the role of human resource department staff in designing human resource systems, as well as the critical role line managers and supervisors play in using these systems effectively to attract, retain, and motivate employees. Students also design a comprehensive human resource section for their business plan. (4 credits) *Prerequisite:* MGT 200

**MGT 430 Financial Management: Intelligently Directing the Flow of Funds to Achieve the Organization’s Strategic Goals**

Financial management provides an intelligent direction to the flow of funds for maximizing firm value. This course introduces techniques and concepts necessary to effectively manage the financial resources of any organization in order to achieve strategic goals. Topics include the time value of money, stock and bond valuation, risk and return, capital investment decisions, analysis of financial statements, financial forecasting, working capital management, the investment banking process, and the sources of funding for a business. Students will develop capital requirements, plan the raising of capital, and develop a cash flow design for their business plan project. (4 credits) *Prerequisites:* MATH 153, MGT 315

**MGT 432 Entrepreneurship Project: Integrating the Principles of Management to Start a Sustainable Business**

This capstone course enables entrepreneurs or intrapreneurs to dynamically integrate the knowledge of the Entrepreneurship Module in the creation of their business plan to manifest their intention. Students evaluate sample business plans, review and give feedback on classmates’ business plans, and revise and present their own business plan to faculty and mentors. (4 credits) *Prerequisites:* MGT 200, MGT 404, MGT 425, MGT 430, and WTG 192

**MGT 440 Intermediate Accounting 1: Developing Broad Comprehension of Accounting Principles and Sharp Focus in their Application for an Accurate Financial Statement**

**MGT 441 Intermediate Accounting 2**

**MGT 442 Intermediate Accounting 3**

This course sequence provides a technical analysis of how generally accepted accounting principles (GAAP) are applied in the presentation of published financial statements. The

interplay of government, the accounting profession, and the conceptual framework of accounting at the basis of formulating GAAP demonstrate how collective consciousness interacts within itself to create steps of social evolution. References are made to technical statements and pronouncements that are the sources of GAAP, covering a variety of specific topics such as accounting for leases, pensions, and inter-period income tax. (4 credits) *Prerequisite:* for MGT 440 — MGT 426; for MGT 441 — MGT 440; for MGT 442 — MGT 441

**MGT 445 Auditing 1: Ensuring an Organization’s Alignment with National and Natural Law**

**MGT 446 Auditing 2**

This course sequence focuses on the legal and ethical responsibilities associated with the auditor’s report and the technical aspects of auditing a firm’s financial statements. By ensuring the reliability and fairness of published financial statements, the audit function plays a necessary role of vigilance for better-informed investment and credit decisions and, thus, a healthier economic system. Related topics include statistical sampling methods, auditing internal control systems and computerized accounting systems, and working papers and evidence preparation. (2–4 credits) *Prerequisite* for MGT 445 is MGT 442. *Prerequisite* for MGT 446 is MGT 445.

**MGT 449 Accounting Applications: Using Computerized Accounting Systems to Do Less and Accomplish More**

Modern financial management utilizes computerized accounting packages for efficient record keeping, safeguarding of assets, customer service, and financial analysis. This course reviews current computerized accounting packages and applies them to case situations. (2–4 credits) *Prerequisite:* MGT 315

**MGT 450 Leadership: Intelligence Gives an Evolutionary Direction to Change**

The qualities and principles of ideal leadership are identified, examined and developed through the examples of great leaders in history. This course provides the opportunity to measure how a dynamic executive in either the public or private sector can apply the principles of Management by Natural Law. (4 credits) *Prerequisites:* MGT 200, MGT 482.

**MGT 459 International Finance: Maintaining Cultural Integrity While Promoting Global Prosperity through the International Monetary System and Foreign Exchange Markets**

This course provides an introduction to the theory and practice of financial management in an international context. Topics include the international monetary system, the foreign exchange market, forecasting foreign exchange rates, management of foreign exchange

exposure, international investment, and political risk management. (4 credits)

*Prerequisites:* MGT 315, MGT 314, MGT 430

**MGT 462 Corporate Finance: Using Quantitative Tools to Direct Corporate Resources for Strategic Success**

This course examines quantitative tools for intelligent management of corporate finances, including: optimum capital structure, analysis of portfolio and risk management, dividend policies, and critical issues related to mergers and acquisitions. Investment decision analysis topics include discounted and non-discounted cash flow analysis, ranking investment projects, income tax implications, and risk analysis. Students discover how various quantitative tools empower decision-makers with broad awareness that sharpens the ability to focus on key variables. (4 credits) *Prerequisite:* MGT 430

**MGT 470 Advanced Accounting: Deeper Principles for Consolidations and Other Special Situations in Financial Accounting**

The emphasis of this course is on the mechanics of consolidations required for many major corporations, and on a variety of special situations in financial accounting. The course illustrates how technical accounting requirements differ for diversified corporations just as the laws of nature are different in different geographic and climatic environments. Specific topics include consolidations, accounting of foreign transactions, branches, segments, partnerships, and governmental credits. (4 credits) *Prerequisite:* MGT 442

**MGT 471 Money and Capital Markets: Viewing the Flow of Funds through Banks and Other Financial Institutions as the Flow of Consciousness within Itself**

This course provides an introduction to the instruments, markets, and institutions of the financial sector of the economy. Some topics included are financial instruments, interest rates and bond prices, the structure of interest rates, flow of funds analysis, commercial banking, non-deposit depository, and insurance financial intermediaries. (2–4 credits) *Prerequisites:* MGT 420 and MGT 430

**MGT 473 Cost Accounting 1: Using Data Analysis to Control Costs for Accurate Self-Referral Knowledge and Maximum Productivity**

This course develops knowledge of how to create internal reporting systems that promote more efficient business operations. Topics include standard costing, variance analysis, cost-volume-profit analysis, budgeting and motivational aspects of using data to evaluate individual and team performance. (4 credits)

**MGT 474 Marketing Research: Using Data Analysis to Identify Trends in Collective Consciousness and Assess Support for New Business Ideas**

Market research is the first activity that should be conducted when contemplating a new business or governmental activity. It is the means for refining an initial idea to a concept that is maximally supportable by the environment. The course covers specification of information needs, research design methods, sources of marketing information, analyzing and interpreting data, and developing evaluation and feedback systems. (4 credits)

*Prerequisites:* MGT 425 and MGT 314, WTG 192

**MGT 478 Advertising: Promoting the Fulfilling Qualities of the Company's Product or Services**

This course explores the approaches to effective advertising necessary for achieving sales and market share objectives. Topics include review of consumer behavior and buying patterns, differences between individual and corporate buying, defining objectives, expenditure analysis, media selection, and the design, management, and evaluation of advertising programs. (2–4 credits) *Prerequisite:* MGT 425

**MGT 482 Management and Organization: Expanded Consciousness Is the Basis of Ideal Behavior at the Individual, Team, and Organizational Levels**

An understanding of the principles of human behavior at the individual, interpersonal, group, and organizational levels of analysis is critical to successful planning, organizing, and implementation by any manager. This course explores the dynamics of individual and group achievement from the perspectives of both skills and theory. Topics include general management theory, leadership, delegation and coordination, planning and problem solving, organizational structure, and organizational change. (4 credits)

*Prerequisite:* MGT 200

**MGT 484 Mediation and Negotiation: Utilizing the Deepest Principles of Human Nature to Create Win-Win Solutions**

This course is a survey of negotiation, mediation, and arbitration methods of resolving disputes without litigation. Students gain practical negotiation skills through workshops and case studies. Topics include understanding other parties, building a productive framework for negotiation, defining objectives and strategy, framing proposals, and finding “win/win” solutions. (2–4 credits)

**MGT 494 Investment Management: Profiting from the Principle That the Nature of Life Is to Grow**

Successful investing provides enormous rewards in terms of freedom and financial security. Investing is a process of using capital or money to increase individual or corporate net worth. Topics covered include how to use equity and debt securities, options and futures, and modern portfolio theory to develop strategic and tactical

capabilities. Students will create a model portfolio based on both fundamental and technical analyses of current and historical market conditions and will read books from leading investors and benefit from guest lecturers. *Prerequisite:* MGT 430

**MGT 497 Fieldwork in Management: Developing Skill in Action**

This course provides students with the opportunity to relate theoretical management principles to practical issues through contact with individuals and organizations outside of the university setting. With the supervision of the faculty, students develop and implement projects. Projects may include lecturing, consulting, writing, and developing courses or programs to be presented to selected audiences. (variable credits)

*Prerequisites:* consent of the department and written authorization for Curricular Practical Training

**MGT 498 Curricular Practical Training (CPT) Internship in Management: Integrating Knowledge and Experience to Develop Skill in Action**

This course offers practical experience through work in business administration, public administration, or educational administration. Students maintain journals that record their growth in understanding and experience, as well as their impact on the organization. (4 credits) *Prerequisites:* consent of academic advisor and written authorization of international student advisor

**MGT 499 Directed Study**

(variable credits) *Prerequisite:* consent of the department faculty

**Graduate Courses**

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**MGT 5001 Success Without Stress: Managing Oneself to Engage the Managing Intelligence of Nature**

This course introduces participants to the fundamental themes in the MBA program. We locate the source of every person's creative intelligence in the most settled state of their consciousness and learn, through understanding and direct experience, how the full potential of consciousness can be unfolded in a simple and natural manner. We explore the implications for innovative thinking, personal health, interpersonal behavior and coherence in organizations and society. Key ideas in the course are grounded in empirical research and illuminated by the unified understanding of Natural Law that is emerging from modern physics. (2 credits)

**MGT 501 Organizational Change for Sustainability: Creating an Ideal Society**

Leadership means accomplishing through others. Implementing successful change in organizations requires process skills in facilitating the performance of individuals and teams. The development of coherence in the collective consciousness of the organization provides for frictionless flow of communication and implementation. Topics include

change management skills; life cycle of the consulting process; motivation for performance improvement; individual, interpersonal and team behavior; negotiating collaborative solutions; organizational learning; and the role of training in strategy implementation. (2–4 credits)

**MGT 502 Business Process Improvement: Business Activity in Accord with Nature’s Law of Least Action**

This course covers the theory and practice of performance improvement in both large and small organizations in the manufacturing and service sectors so that they operate in accordance with all the laws of nature. The focus will be on using lean thinking to transform every activity in an organization towards sustainable operations. Students will explore how to extend the principles, rules and tools of lean thinking to achieve sustainability along with the improvement in quality, reduction of costs, and maintenance of customer delight. The course uses a combination of interactive classroom instruction and project-based learning. Students learn how to align operations along the value stream in any organization, how to improve efficiency, enliven creativity, and so achieve real sustainability. They will understand how to structure ongoing incremental improvement so that performance improvement becomes part of the shift to sustainability. (4 credits)

*Prerequisites:* MGT 427, MGT 524, and MGT 567.

**MGT 503 Global Strategic Management: Broadening Awareness to Think Globally and Act Locally**

Almost all product markets are now affected by global competition. This course presents the main ideas of strategic thinking in a global context. Students apply the concept of competitive advantage to nations as well as firms. They look at market segmentation worldwide, not just in their home environment. They see supply chains reaching around the globe, and they look at the development of *knowledge* within countries as the basis for economic development and the globalization of purchasing power. (2–4 credits)

*Prerequisites:* MGT 404, MGT 425, MGT 430

**MGT 5041 Creating an Ideal Society through the Science and Technology of Consciousness: Scientifically Validated Programs to Enrich All Areas of Individual and National Life**

This course provides understanding of how the Science and Technology of Consciousness provides a practical, effective, scientifically validated body of knowledge that can help fulfill the highest ideals of individual and national life, including: • unfolding their inner creative potential and developing total brain functioning, students can achieve their own goals and contribute fully toward the highest goals of national life • gaining holistic health and a society free from disease and weakness • developing cultural integrity and social integration for peace in the nation • promoting well-being through

Natural Law-Based agriculture and architecture • and achieving national prosperity through enlivening creativity in national consciousness. (2 credits)

**MGT 505 Principles of Business Success: Principles of Marketing, Finance, Operations, Accounting, and Human Resource Management as the Keys to Creating Happiness, Health, and Good Fortune in Business Enterprises**

Knowledge is the basis of action, action is the basis of achievement, and achievement is the basis of fulfillment. This course surveys the fundamental knowledge of management through the key ideas of the various business functions as they relate to the holistic knowledge of the Unified Field of Natural Law, which is the essence of all disciplines. Students experience the integration of marketing, finance, operations, accounting, and human resources either by managing a computer-simulated business over eight “years” or by researching a company. Understanding of that experience comes through readings, lectures and class discussions. (2 credits)

**MGT 509 Performance Improvement Project: Business Activity in Accord with Nature’s Law of Least Action**

Students will learn the practical and managerial skills for implementing sustainability through value based process improvement in both large and small organizations. The course is based around implementing Lean Thinking in real world situations. Students will act as junior consultants under the guidance of experienced faculty. They will learn to define value from the perspective of all the stakeholders, how to map value streams, identify waste, and facilitate Kaizen-based process improvement events. They will assist with all aspects of policy deployment, which ensures that the ongoing process improvement reflects strategic business objectives while shifting the organization towards full sustainability. (4 credits) *Prerequisite:* MGT 502

**MGT 510 Natural Law-Based Leadership: Developing Higher Consciousness for Greater Responsibility and Leadership**

The qualities and principles of ideal leadership are identified, examined, and developed through the examples of great leaders. This course provides the opportunity to measure how the dynamic executive in both the public and private sectors can apply management principles. (2–4 credits)

**MGT 512 Government and Business: Government Regulations Guiding Business to Act in Accord with the Best Interests of the Individual and Society**

This course presents the legal aspects of business organizations and business behavior and the regulatory environment in which business operates. It involves a study of the societal forces behind the law and the role of administrative agencies in the government’s regulation of business. Topics include contracts, sales, agency, business associations, property, securities regulation, antitrust law, environmental law, consumer law,

intergovernmental relations and corporate political activity, and employment law. (2–4 credits)

**MGT 513 Business Law and Taxation for Accountants: Functioning within the Legal Environment of Business for Maximum Success**

This course examines key legal concepts (e.g., torts, contracts and negotiable instruments) that may affect the work of management accountants in the USA. In addition, students will be exposed to basic personal and corporate income tax laws and tax preparation forms. Students explore this course in the light of the relationships between man-made, national laws and the eternal principles of Natural Law that underlie them. (2–4 credits)

**MGT 5131 Taxation: Calculating Individual and Corporate Contributions to Government Activities to Bring Fulfillment to the Goals of Society**

State and federal taxation are instruments of social policy. The principles of taxation must be considered in the planning and decision-making process of every organization whether profit or nonprofit. This course surveys basic tax concepts and their use in individual and organizational tax planning. Topics include social policy implications of taxation, concepts of income, tax reporting, taxpaying entities, deductions, property transactions, and gain or loss recognition. Students explore this course in the light of the relationships between man-made, national laws and the eternal principles of Natural Law that underlie them. (4 credits)

**MGT 515 Financial Accounting: Using the Self-Referral Mechanism of Financial Statements to Structure an Organization's Progress and Prosperity**

Accounting systems provide financial information to guide management planning, decision-making, and control. Financial statements show the current standing and recent activities of the firm to management, stockholders, creditors, and the government. Topics include the fundamentals of bookkeeping and generally accepted accounting principles applied to inventory valuation, receivables and payables, depreciation of physical assets, amortization of loans, and stocks and bonds, with implications for the interpretation and analysis of financial statements. (2–4 credits) *Prerequisite:* MATH 153

**MGT 5151 The Business Environment for Financial Accountants: Enlivening the Laws of Nature Governing Financial Accounting**

The course explores the fundamental laws of nature that structure success in financial accounting. Content covered includes knowledge of alternative business organizations, economic concepts, financing and working capital, information technology, and management accounting. Topics covered in CPA Exam Part 1. (4 credits) *Prerequisite:* MGT 442

**MGT 5152 Auditing for Financial Accountants: Utilizing the Principle of the Second Element to Verify Financial Statements**

As independent auditors, CPAs verify the fairness of corporate financial statements and thereby enhance the confidence of those making investment decisions. Auditors play the role of the Second Element by dispelling doubts about the truthfulness of financial statements. Topics include audit engagement planning, verification and testing of internal controls, and evidence sampling, collection and testing. In addition, the various types of audit report formats are examined. Topics covered in CPA Exam Part 2. (4 credits)

*Prerequisite:* MGT 442

**MGT 5153 GAAP for Financial Accounting: Reflecting Collective Coherence in the Field of Accounting**

Students explore and gain the knowledge of generally accepted accounting principles (GAAP) for business enterprises, not-for-profit organizations, and governmental entities, and the skills needed to apply that knowledge. GAAP is seen as a reflection of collective consciousness that specifies rules for financial reporting. Topics covered in CPA Exam Part 3. (4 credits) *Prerequisite:* MGT 442

**MGT 5154 Ethical & Regulatory Environment for Financial Accountants: Following the Path to Right Action**

Man-made laws are created to restore the path to right action and meet social needs. In this course, students gain knowledge of legal and ethical responsibilities required for professional accountants. Topics include business law concepts (such as contracts and agency) as well as specific laws (such as the Sarbanes-Oxley Act). In addition, the course covers federal taxation for individuals, partnerships and corporations. Topics covered in CPA Exam Part 4. (4 credits) *Prerequisite:* MGT 442

**MGT 5155 Lean Management and Organizational Excellence: Utilizing Nature's Principle of Least Action to Improve Organizational Performance and Productivity**

This course examines key principles and methods of creating and sustaining performance excellence in both service and manufacturing organizations through application of the "Lean Enterprise" and "Lean Six Sigma" performance-improvement systems. Best practices of world-class companies will be examined through readings, case studies, and management simulations. Topics include: principles and practices of lean management as developed by Toyota; Lean Six Sigma; value stream mapping; simplifying business processes and reducing the seven types of waste; identifying performance metrics; kaizen events and other approaches to business process improvement; lean accounting; application of lean management to environmental management and sustainability. (4 credits)

**MGT 516 Managerial Accounting: Creating Self-Referral Feedback Mechanisms to Provide Data for Informed Decision-Making**

This course provides analytic tools and techniques to assist management in planning, decision-making, and control. Topics include cost-volume-profit analysis, manufacturing costs, job order and process costing, standard costing and variance analysis, variable and full costing, fixed and flexible budgets, responsibility accounting, direct and absorption costing, and the behavioral implications of management accounting systems. (2–4 credits) *Prerequisites:* MGT 515

**MGT 5161 Financial Planning, Performance and Control: Enjoy Greater Efficiency and Accomplish More**

In this course on topics covered in Part 1 (of the 2-part version) of the Certified Management Accountant (CMA) examination, the student is exposed to relevant professional skills and topics in budget planning and preparation, cost management terminology, accumulation systems, and allocation techniques. Additional topics include standard costing, variance analysis, responsibility accounting, internal controls and business ethics. The course is designed to build competency for CMA exam conditions including multiple-choice questions, essays, and business simulations. Professors offer technical insights about how to develop solutions quickly. Just as business feedback loops create opportunities for improved decision making, students in this course receive valuable feedback towards successful completion of the CMA.

**MGT 5162 Financial Decision Making: Knowledge is Gained from Inside and Outside**

Both inner knowledge and information from the environment are critical to properly manage business risks. In this course on topics covered in Part 2 (of the 2-part version) of the Certified Management Accountant (CMA) examination, the student is exposed to relevant professional skills and topics in financial statement analysis, business performance metrics, profitability analysis, investment risk and portfolio management, financial instruments and cost of capital issues, international finance, corporate restructuring, decision analysis, and investment decisions. The course is designed to build competency for CMA exam conditions including multiple-choice questions, essays, and business simulations. Professors offer technical insights about how to develop solutions quickly.

**MGT 5163 Preparation for Certified Public Accountant Exam**

(4 credits, may be repeated for up to 16 credits)

**MGT 5165 Measuring and Reporting on Sustainability: Attention Enlivens Action in Accord With Natural Law**

The new goal of sustainability requires new metrics for measuring and reporting its achievement. This course reviews measures used in “triple bottom line” reporting, carbon footprint assessment, the Global Reporting Initiative, the ISO 14001 environmental management standard, and the exemplary efforts of individual firms such as Wal-Mart’s Sustainability Index. (2–4 credits)

**MGT 517 Data Analysis for Managers: Harnessing nature’s organizing power by using computer technology to support decision-making**

The tools of managerial data analysis enable managers to transform raw data into useful knowledge of business performance in every functional area of business by identifying meaningful patterns and relationships in business data. Increased knowledge of business processes provides a foundation for improved business decision-making and enhanced business performance. Topics include: principles of statistical thinking for management; numerical and graphical tools for describing and analyzing business data; applications of probability and probability distributions; hypothesis testing for business decision-making; applied multiple regression for analyzing business performance and operations through case studies using real data. (2–4 credits) *Prerequisite:* MATH 153 or MATH 170

**MGT 518 Operations Management for Sustainable Business: Managing an Organization’s Inputs, Transformations, and Outputs to Structure Automation in Administration**

Operations management is concerned with the process of transforming inputs into higher-value outputs with maximum efficiency. Topics include process design; quality management and control; lean production; supplier certification; capacity planning, facilities, and scheduling; and inventory management including materials requirements planning. Students research facility and personnel requirements, along with production and delivery plans including milestone dates for their business plan. (2-4 credits)

*Prerequisite:* MATH 153, MGT 404

**MGT 5181 Managing Operations for Quality and Efficiency: Managing an Organization’s Inputs, Transformations, and Outputs to Structure Automation in Administration**

Through its operations, a business transforms inputs into higher-value outputs. This course shows experienced managers how operational processes differ across types of businesses and how the operations function is related to the other business functions—marketing, accounting, finance, and human resources—through decisions about product design, quality management and control; capacity planning and resource scheduling; and inventory management. (2 credits)

**MGT 5202 The National Economy: Adapting Economic Principles to Maintain Cultural Integrity**

This course introduces managers to the dynamics of the national economy as it affects business activity and as it is influenced by business and governmental decisions. Topics include aggregate supply and demand analysis; fiscal and monetary policy; money and banking; the business cycle and macroeconomic forecasting; economic growth; international economic relations; and national economic development. (2 credits)

**MGT 523 Quantitative Analysis for Management: Harnessing Nature's Organizing Power by Using Computer Technology to Support Decision-Making**

This course covers the most practical quantitative tools for business, including multiple regression for marketing research, linear programming for production planning, and decision trees for choice under uncertainty. Models are typically solved using Microsoft Excel. (2–4 credits) *Prerequisite:* MGT 517

**MGT 5232 Accounting for Decision Makers**

Principles of financial and managerial accounting are treated in this course from the perspective of the manager who uses accounting reports rather than the accountant who creates them. The course focuses on the interpretation and analysis of financial statements, generally accepted accounting principles as reflected in the audit process and audit standards, internal control mechanisms, standard costing and variance analysis, cost-volume-profit analysis, and budgeting. (2–4 credits)

**MGT 524 Statistics for Business Process Improvement: Knowledge has Organizing Power**

Students will learn key principles of data analysis and statistical thinking that underlie contemporary management approaches to improving business performance and quality through business process improvement, such as the Six Sigma and Lean Six Sigma system employed by leading companies worldwide. Topics include: review of one- and two-sample hypothesis tests for means and proportions, quantifying process performance using process capability analysis, statistical process control, modeling relationships between process variables using bivariate and multiple regression, and introduction to two-level factorial experiments for improving business performance. (4 credits)

*Prerequisite:* MATH 153 and MGT 517 or equivalent.

**MGT 528 Legal and Social Environment of Business: Action in Accord with Natural and National Law**

Law guides progress in business. It creates the legal form of the business and enables business people to communicate clearly. It facilitates their commercial relationships and averts problems before they arise. Familiarity with business law and the natural laws upon which it is based promotes success for the individual and society. This course

reviews the essential concepts of business law and ethics as managers encounter them. Topics include contracts, torts, agency, bankruptcy, secured transactions, and real, personal and intellectual property. (2–4 credits)

**MGT 529 Logistics and Supply Chain Management: Creating the Whole that is More than the Sum of Its Parts**

In recent years, companies have broadened their focus from internal process improvements to inter-organizational improvements in logistics and communications along the supply chain. With particular attention to issues in international supply chains, this course covers the logistics of transportation and distribution; Internet-based information systems for order placement, tracking and delivery; metrics for evaluating supply chain performance; and methods for “greening” the supply chain. (2–4 credits)  
*Prerequisite:* MGT 518 or equivalent.

**MGT 531 Sustainable Technologies: Manifesting the Channels of Wholeness**

Students explore the rapidly growing field of emerging technologies for renewable energy, transportation, construction, and waste treatment—in order to select one that they will go deeply into during their capstone project. (4 credits)

**MGT 5311 Seminar in Sustainable Business: Source, Course, and Goal of Knowledge**

This course is one of the capstone options for the Sustainable Business specialization. Students read on a subject of their choice under the guidance of the professor and present the results of their research orally to the class in stages during the course and in a final written report to the professor. (4 credits)

**MGT 5312 Capstone Project: Integrating the Knowledge and Skills of Sustainable Business**

Students will be guided by faculty in the development of a complete business plan for launching and/or running a sustainable business of their choice. The project will include sufficient real data to allow students to secure the funding and other resources for implementing the model that they develop. (4 credits)

**MGT 5313 Socially and Environmentally Responsible Management: Developing Inner Intelligence to Promote Socially Responsible Action**

An increasing number of organizations are concerned about social and environmental responsibilities in the context of sustainable development, and are interested in developing tools to improve their performance and accountability in these areas. This course introduces students to these issues with emphasis on current research in these fields. The key to sustainable progress is to align individual and collective consciousness with total Natural Law available in the Self of everyone. Topics include business ethics,

stakeholder influences, corporate social responsibility, environmental management, natural capitalism, triple bottom line reporting. (2–4 credits)

**MGT 5314 Modeling Sustainable Technologies: Knowledge is the Basis of Action**

Any business proposal involving sustainable technologies must analyze the performance and economics of the technology. This course trains the student in the use of software tools, such as RETscreen for modeling sustainable technologies. (2 credits)

**MGT 5342 Human Resource Management: Designing Systems to Attract, Retain, Motivate, and Nurture the Organization’s Most Precious Resource**

People are an organization’s most important asset. Success comes from organizing and managing people to produce the products and services that customers value. This survey course exposes students to the full array of human resource functions: human resource planning, recruitment and selection, training and development, performance evaluation, and compensation. Topics include the legal rights and responsibilities of employers employees, and unionization. (2 credits)

**MGT 535 Needs Analysis and Program Evaluation: Utilizing Self-Referral Mechanisms to Improve Performance**

Human resource development involves identifying the specific requirements of client organizations and constructing evaluation procedures that accurately document instructional outcomes. Topics include roles in needs analysis; methods of organizational analysis, operational analysis, and job analysis; specifying objectives and outcome measures; and reporting and using evaluation data. Students apply the techniques of this course in performing the front-end analysis for a project with an actual client. (2–4 credits)

**MGT 536 Training Design: Creating Optimal Learning Opportunities to Fulfill Organizational Goals**

The design of effective training programs involves providing learning opportunities that are consistent with learner needs and organizational objectives. This course develops skills in designing instructional programs and materials, and delivery of training. Students apply the skills and understanding gained in the course in a project with an actual client. (2–4 credits)

**MGT 5401 Enterprise Resource Planning**

In this course, business students learn how Enterprise Resource Planning (ERP) systems permit integration of business functions into one seamless information system. Students receive in-depth training as business functional analysts in finance and control through a specific ERP software application. They will learn a five-step ERP implementation methodology: project preparation, business blueprint, realization, final preparation, and

implementation. Then, students apply what they have learned to a business scenario via a simulation. Students experience how business process mapping provides the fundamental, integrated intelligence for all ERP systems. (4 credits). Prerequisite: Managerial Accounting at the level of MGT 404 or 5232.

**MGT 541 Management Information Systems: Utilizing the Principle That Action Anywhere Is Felt Everywhere**

Students explore basic concepts of accounting system design and development, including terminology related to systems, networks, electronic commerce, and ERP systems. This course develops hands-on skills with software programs utilized by management accountants including Excel spreadsheets, Access databases and PowerPoint presentations. Students will learn advanced tools such as how to use Excel pivot tables, a technique for extracting and analyzing data with greater insights. (2–4 credits)

**MGT 548 Electronic Commerce**

The Internet is a platform for communication that is instantaneous, nearly costless, and can reach both large populations and narrowly targeted groups. This changes the way firms work with their customers, their supply chains, and even their internal operations, and it creates opportunities to measure the effectiveness of tactics as never before. This course surveys server and hosting options, network and telephony protocols, markup languages, Web development tools, and electronic commerce packages and analyzes the current best practices in distribution, pricing, and product customization made possible through electronic commerce. Examples of major Internet business models are reviewed, including portals, auctions, community, vertical industries, and automation platforms. Topics include marketing, purchasing, payment, legal, international, tax and ethical aspects of business on the Internet. (4 credits) *Prerequisite:* MGT 430

**MGT 550 Financial Management: Intelligently Directing the Flow of Funds to Achieve the Organization's Strategic Goals**

Financial management provides an intelligent direction to the flow of funds for maximizing firm value. This course introduces techniques and concepts necessary to effectively manage the financial resources of any organization in order to achieve strategic goals. Topics include the time value of money, stock and bond valuation, the CAPM model of risk and return, capital investment decisions, the analysis of financial statements, and cash flow forecasting, and the sources of funding for a business. (2–4 credits) *Prerequisites:* MATH 153, MGT 515

**MGT 5502 Financial Management: Intelligence Gives an Evolutionary Direction to Change**

This course for experienced managers reviews the basic ideas of discounted cash flow analysis and then covers Sharpe's CAPM explanation of investors' expected rate of return with applications to share pricing and share issuance. Principles of financial decision-making and capital budgeting are taught using cases and examples. (2 credits)

*Prerequisite:* MATH 153

**MGT 551 Corporate Finance: Using Quantitative Tools to Direct Corporate Resources for Strategic Success**

This course examines quantitative tools for intelligent management of corporate finances, including: optimum capital structure, analysis of portfolio and risk management, dividend policies, and critical issues related to mergers and acquisitions. Investment decision analysis topics include discounted and non-discounted cash flow analysis, ranking investment projects, income tax implications, and risk analysis. Students discover how various quantitative tools empower decision-makers with broad awareness that sharpens the ability to focus on key variables. (4 credits) *Prerequisites:* MGT 517, MGT 404, MGT 430

**MGT 555 Human Resource Development: Unfolding the Full Potential of the Individual**

The development of human resources is the most significant responsibility of managers in the knowledge economy. This course surveys the practices of employee training and development, examines research on ways to unfold the creative intelligence of personnel, and looks at the higher stages of human development required for higher levels of managerial responsibility (2-4 credits). *Prerequisite:* MGT 429

**MGT 5551 Transcendental Meditation Program Teacher Training**

This course comprises the Transcendental Meditation Program Teacher Training Course, providing the knowledge and experience of consciousness as the basis of life and preparing one to present the knowledge to others. It also gives an opportunity for personal development through deeper personal experience of the Unified Field of Natural Law and understanding of the Science of Creative Intelligence. Participation in the course does not automatically qualify a student to graduate as a teacher of the Transcendental Meditation program. Further training and fieldwork may be needed before graduation as a teacher. (variable credits) *Prerequisites:* STC 108/109 or FOR 500 and other prerequisites as established by MVED

**MGT 5552 Employee Health and Wellness: The Basis for Success and Fulfillment**

The current popularity of employee wellness programs demonstrates that corporate decision makers have a growing understanding of the connection between behavior, health and productivity. This course will review best practices of assisting employees to improve diet, increase exercise, reduce substance abuse and overcome the harmful effects of stress. The course will also examine the effect that such programs can have on the overall health of the company. (2 credits) *Prerequisite:* MGT 429.

**MGT 561 Compensation and Benefits**

This course introduces students to organizational compensation, reward, and benefit programs and the theories of employee behavior used in their design and implementation. Topics include techniques to address external competitiveness (e.g., wage surveys, pay policies), internal consistency (e.g., work analysis and evaluation), recognition of employee contributions (e.g., individual and group merit programs), system administration (e.g., policies and communication), required and optional benefit programs (2–4 credits). *Prerequisite:* MGT 429.

**MGT 562 International Finance: Maintaining Cultural Integrity While Promoting Global Prosperity through the International Monetary System and Foreign Exchange Markets**

This course provides an introduction to the theory and practice of financial management in an international context. Topics include the international monetary system, the foreign exchange market, forecasting foreign exchange rates, management of foreign exchange exposure, international investment, and political risk management. (4 credits)

**MGT 566 Human Resource Strategy: Utilizing the Company's Most Precious Resource to Improve Productivity and Achieve Success**

This course provides general managers with an understanding of key human resource factors needed to formulate integrated HRM systems that can support business strategies and provide a competitive advantage. Students learn about the processes that explain work behaviors, and how to promote behaviors to implement focused business strategy using staffing, development, and reward systems. The course shows how development of individual and collective consciousness produces effective HRM. Case studies and HR planning exercises relate the course to the students' business goals. (2–4 credits)

**MGT 567 World-Class Quality and Performance: Improving Quality and Performance through Improving the Quality of Brain Functioning of Every Manager**

In this course students learn key principles and concepts that underlie contemporary management approaches to analyzing business processes, improving business performance and quality, increasing customer satisfaction and loyalty, and promoting

sustainable continuous improvement. These approaches include the “Lean Enterprise” approach developed by Toyota and the Six Sigma system for reducing defects and improving business performance. Best practices by world-class companies will be examined through readings and case studies. Applications to environmental management and sustainability will be emphasized. Topics include: the contribution of Deming, Juran, and other quality management pioneers; building customer satisfaction and loyalty through improved quality and performance; human resource management in world-class companies; process management and analysis; tools for business process improvement; best practices in managing for sustainability; building and sustaining organizations committed to world-class quality and performance. (4 credits) *Prerequisite:* MGT 518

**MGT 568 Advanced Investment Practices: Profiting from the Principle That the Nature of Life Is to Grow**

Successful investing provides enormous rewards in terms of freedom and financial security. This course presents modern portfolio theory and covers how to evaluate equity and debt securities, real estate, and commodities, and how to use insurance, options, and futures to hedge risk. Students create a model portfolio based on both fundamental and technical analyses of current and historical market conditions. (2–4 credits) *Prerequisite:* MGT 430

**MGT 5681 Socially Responsible Investing: Guiding Resources Toward Sustainable Business**

Socially responsible investing screens companies according to their industry and operational practices, looking for the businesses that will be sustainable in the long run. This introductory course reviews the basics of investment analysis, examines the philosophy that money is colored by how it is earned, and reviews the practices and performance of socially responsible investment funds. (2–4 credits) *Prerequisite:* MGT 430

**MGT 569 International Business: Broad Comprehension and Fine Focus to Think Globally and Act Locally**

This course explores the issues of marketing, finance, and management as they exist in the international business environment for both a multinational corporation and single businessperson. Differences between business practice in the U.S. and abroad are explored where those differences affect business objectives. Cultural, economic, governmental, and demographic issues are studied through lectures and cases. (2–4 credits) *Prerequisite:* MBA standing.

**MGT 570 Business Analysis for Management Accountants: Developing the Ability to Shift Attention from Analysis to Synthesis**

Enlightened managers easily move from broad awareness of strategic issues to the fine points of operational business decisions. In this course, students exercise the swing of their awareness by working case exercises in economics, global business issues, internal controls, analytical decision-making, and financial statement analysis. A survey of subjects covered in part 1 of the CMA examination. (4 credits) *Prerequisite:* MGT 404

**MGT 573 Advertising: The Flow of Information from Producer to Buyer**

This course explores the approaches to effective advertising necessary to achieve sales and market share objectives. Topics include review of consumer behavior and buying patterns, differences between individual and corporate buying, defining objectives, expenditure analysis, media selection; and the design, management, and evaluation of advertising programs. (2–4 credits). *Prerequisite:* MGT 425.

**MGT 5731 Seminar in Communications and Media: Distributing Knowledge Through the Process of Knowing.** In this capstone course for the specialization in Communications and Media, students pursue a research project under the guidance of the professor and present their learning regularly to the class in a seminar format. (2–4 credits)

**MGT 574 Marketing Research: Using Data Analysis to Identify Trends in Collective Consciousness and Assess Support for New Business Ideas**

Market research is the first activity that should be conducted when contemplating a new business or governmental activity. It is the means for refining an initial idea to a concept that is maximally supportable by the environment. The course covers specification of information needs, research design methods, sources of marketing information, analyzing and interpreting data, and developing evaluation and feedback systems. (2–4 credits) *Prerequisite:* MGT 425

**MGT 575 Internet Marketing**

This course presents the core aspects of marketing online, including usability oriented site architectures, pay per click campaigns, search engine optimization, social media and content strategies. Students develop a working website to demonstrate mastery of these concepts. (2–4 credits) *Prerequisite:* MGT 425

**MGT 5751 Analytics for Internet Marketing**

Web analytics is a process that extracts useful business intelligence from data about customer behavior on the Internet. In this course, you learn how to use industry-standard analytics tools to both measure return on investment and make adjustments to online

presentations in order to maximize success in achieving key performance goals. (2-4 credits) *Prerequisite:* MGT 575

**MGT 577 Accounting Reporting and Control: Purifying the Process of Information Presentation by Utilizing Cycles of Rest and Activity**

Managers, who experience regular cycles of rest and activity in their mind and body, enliven organizing power. This course offers mini-cases in budgeting, cost management, performance measurement, information management, and external financial statement preparation – all of which facilitate insightful decision-making. A survey of subjects covered in part 2 of the CMA examination. (4 credits) *Prerequisite:* MGT 404

**MGT 578 Marketing Management: Creating a Positive Influence to Attract, Satisfy, and Retain Customers**

Marketing is the process of creating exchanges that satisfy individual and organizational objectives. This course covers market research methods to understand consumer behavior and market segmentation with implications for product design and policies on advertising, pricing, distribution, and sales force management. (2–4 credits)

**MGT 579 International Marketing: Expanding the Range of One’s Influence**

This course examines the development of international marketing programs, from the determination of objectives and evaluation of international market opportunities through the coordination of strategies in world markets. It emphasizes the application of basic marketing principles in the global environment, the extent of standardization of marketing programs across several countries, and the selection of appropriate entry strategies for foreign markets (2–4 credits) *Prerequisite:* MGT 425

**MGT 581 Employment Law: Aligning Behavior with Natural and National Law**

This course examines the growing body of employment-practices law and its impact on human resource policy and decision-making. Topics include equal employment opportunity and discrimination, occupational safety and health, compensation and benefits, employee protection, and labor relations. Special issues (e.g., adverse impact in employee selection, wrongful discharge, sexual harassment, disabilities) are discussed in the context of statute, case law, and implications for managers in the work setting. (2–4 credits)

**MGT 582 Management and Organization: Expanded Consciousness Is the Basis of Ideal Behavior at the Individual, Team, and Organizational Levels**

An understanding of the principles of human behavior at the individual, interpersonal, group, and organizational levels of analysis is critical to successful planning, organizing, and implementation by any manager. This course explores the dynamics of individual and group achievement from the perspectives of both skills and theory. Topics include

general management theory, leadership, delegation and coordination, planning and problem solving, organizational structure, and organizational change. (2–4 credits)

**MGT 5821 Executive Management Practices for Accountants: Leading from the field of all possibilities**

World-class leadership in organizations requires knowledge of a variety of key management skills including how to recruit, select and develop personnel. In this course, students discover leading-edge techniques in behavioral-based interviewing, managing employee performance, creative employee recruitment techniques, leadership behaviors and effective communication through memo writing and PowerPoint presentations. Students will be challenged by individual and small group projects, case studies, Harvard Business Review articles, field trips, business simulations and guest speakers. (2 credits)

**MGT 583 Mediation and Negotiation: Utilizing the Deepest Principles of Human Nature to Create Win-Win Solutions**

This course is a survey of negotiation, mediation, and arbitration methods of resolving disputes without litigation in the public as well as private sectors. Students gain practical negotiation skills through participation in negotiation and mediation workshops and the analysis of case studies. Topics include understanding the perspective of other parties, analyzing the structure of negotiations, building a productive framework for negotiation, defining objectives and strategy, framing proposals, and finding “win/win” solutions. (2–4 credits)

**MGT 585 Strategic Management for Management Accountants: Developing the Foresight to Shape the Future**

Managers who foresee dangers before they arise creatively shape the future rather than react to events. This course examines forward-looking topics in strategic planning and marketing, corporate finance, decision analysis, and investment decision-making. It prepares the student for part 3 of the CMA exam. (2–4 credits) *Prerequisite:* MGT 404.

**MGT 5852 Lean Accounting Transformation: Transforming the Flow of Information Using Nature’s Principle of Least Action**

As Lean Management techniques sweep the world, accountants are asked to prepare reports and support decision-making utilizing a new set of reporting tools. In this course, students begin with an intensive review of traditional management accounting topics (including cost-volume-profit analysis, variable costing, incremental analysis, and responsibility accounting) each of which are foundational for Lean Accounting. Through case studies, guest lectures, articles, and field trips, students will explore how to: (a) support Lean Management transformation by preparing reports that will facilitate analysis and decision-making, and (b) implement Lean Management techniques to improve internal accounting services. Additional lectures cover contemporary topics in financial

accounting including Sarbanes-Oxley Act, US payroll accounting, and US-GAAP. (4 credits)

**MGT 5853 Systems for Developing Organizational Excellence: Maximizing Sustainable Organizational Brilliance**

In the past ten years, business leaders around the world have developed new methodologies to steer their organizations towards sustainable achievement of “Triple Bottom Line” success, i.e., financial results, social responsibility, and environmental stewardship. In this course, students will learn about the major programs for developing organizational excellence including Six Sigma, Lean Management, Balanced Scorecard, Continuous Process Improvement (kaizen), and other best practices methodologies. (2 credits)

**MGT 5854 Lean Management Principles: Managing According to Natural Law**

Through selected journal and website articles, students are introduced to the basic concepts of Lean Management as exemplified in the Toyota Production System. The elements, rules and tools of lean are explored as a methodology for aligning an organization’s strategic and operational plans to be consistent with Nature’s organizing principles. Students write essays and take online quizzes to demonstrate mastery of the material. (2 credits)

**MGT 5855 Lean Accounting I: Transformation through Organizational Self-referral**

To effectively support lean management initiatives, accountants must embrace new procedures to prepare management reports that focus on inventory size reductions, tracking of waste and failure costs, and improved productivity and occupancy costs. They must reveal the causal factors that drive lean success. They must think creatively about how to structure compensation systems that encourage lean behaviors. Through articles, case studies, lectures, and written assignments, students will gain a solid foundation for facilitating lean transformation. (2 credits)

**MGT 5856 Lean Accounting II: Creating Coherence in the Flow of Accounting Services**

In this course, students learn how to apply the concepts of lean management to streamline accounting processes and to better meet the needs of the internal customers who use accounting services. Students learn how to assess internal customer requirements, how to map accounting value streams, how to identify non-value added activities, and how to conduct kaizen events to continuously improve accounting services. (2 credits)

**MGT 5857 Cases in Lean Management and Accounting: Sharpening the Intellect to Improve Performance**

Through detailed case studies and articles, students dig deeply into the details of how organizations have applied lean concepts to improve key management systems and accounting business processes. Topics include performance metric systems, revised compensation incentives, revised management accounting reports, work cell box scores and balanced scorecard implications. (2 credits)

**MGT 5858 Implementing Lean Accounting in Organizations: Applying the Principle of Least Action for Maximum Success**

In this course, students are required to either implement some aspect of lean accounting within their organization or to write an instructional case study on some aspect of lean accounting. Faculty approves projects based on proposal submissions. Guidelines will be provided on case study write-ups. (2 credits)

**MGT 5859: U.S. and International Accounting Practices: Order is Basis of Success**

In this course for experienced international accountants, important topics are covered to orient accounting professionals to the USA workplace. Students learn the US-GAAP procedures for accounting for payrolls, uncollectible accounts receivable, marketable securities, periodic and perpetual inventories. Additional topics include preparation of financial statements, provisions of Sarbanes Oxley Act, convergence issues regarding IFRS, financial ratios for investments, and foundations of strategic planning. Students begin a comprehensive review of managerial and cost accounting. By examining the rules and regulations for economic order in the USA, students appreciate the framework for building their professional success. (2 credits)

**MGT 587 Business Applications and Communications: Perfecting Communication Skills to Ensure Success.**

Management accountants are required to collaborate and communicate effectively with coworkers and top executives. This course examines topics and requires essays related to organizational management, behavioral and ethical considerations, and the Sarbanes-Oxley Act. It prepares the student for part 4 of the CMA exam. (4 credits) *Prerequisite:* MGT 404.

**MGT 5881 Sustainable Community Development: Building a Whole that is More Than the Sum of Its Parts**

The quest to live a prosperous life without jeopardizing the well-being of future generations can be effectively undertaken on the community level. This course will focus on enhancing sustainability through a variety of avenues available to community government including: city planning, building code enforcement, waste management,

eco-tourism, and energy self-sufficiency. As part of the course, students will prepare and give presentations to local community leaders to inspire them to take action. (2-4 credits)  
*Prerequisite:* MGT 482.

### **MGT 5882 Program Impact Evaluation and Policy Oversight**

Publicly funded programs should have demonstrable effects, and those effects should in some way outweigh the costs of the program. The Government-Wide Monitoring and Evaluation System and the Outcomes Performance Management System provide a framework for public resource management monitoring and oversight. The evaluation research process includes evaluation design, measure selection, data collection, and data analysis and presentation of findings to demonstrate program impact. Tools for public resource management monitoring include budget analysis, expenditure tracking, performance monitoring, integrity monitoring, and oversight tracking. (2 credits)

### **MGT 5883 South Africa Legislative Framework**

The Constitution of the Republic of South Africa defines the legislative framework. This course presents the processes and requirements that can take place before a bill becomes a Law. It deals with the various types of bills and who may initiate a bill, and how bills are passed. Topics include the drafting green papers, white papers, and bills. (2 credits)

### **MGT 591 Practicum Away: Stabilizing Knowledge Gained with Practical Experience**

Action creates the steps of progress. Students gain hands-on accounting experience with a U.S. company as a financial analyst, staff accountant, internal auditor or another type of accounting-related work. Training goals and objectives will be developed in conjunction with the on-site company supervisors. Students write a case study based on their experience at work. (2–4 credits)

### **MGT 591A Business Internship: Skill in Action**

During internships students apply the knowledge from their management courses in supervised practical settings. (3 credits) *Prerequisite:* consent in the form of written authorization of international student advisor.

### **MGT 593 Topics in SCI and Management: Applying the Organizing Power of Nature's Management**

Contacting the source of pure intelligence within the individual is the foundation of ideal management. This course covers a variety of topics in the Science of Creative Intelligence. (1–4 credits — may be repeated)

**MGT 594 Industry Analysis for Strategic Planning: Analyzing the Wholeness to Create Future Expansion**

The goal of this course is to cultivate the holistic and specific values of management in the awareness of the student so that whatever management responsibility one may have, the process of management is always spontaneously upheld by the infinite organizing power of Natural Law. This capstone course weaves together the student's knowledge of the specific areas of accounting, finance, marketing, operations, and management and organization. Students research a firm in the context of its industry to identify the firm's strengths, weaknesses, opportunities and threats. Each student's project concludes with either an evaluation of the firm's apparent strategy, a strategy formulation for the firm, or a valuation of its stock. (4 credits) *Prerequisites:* MGT 315, MGT 425, MGT 430

**MGT 5941 Business Process Modeling: Smoothing the Flow of Consciousness**

In this course, business analysts learn how to effectively communicate with IT professionals who are developing data solutions for management. This course is ideal for non-technical business analysts and management accountants. Through the knowledge of UML Business Analysis, students learn how to combine business knowledge, financial processes, policies and rules to support the IT team. (2 credits)

**MGT 5942 Business Process Modeling Project: Smoothing the Flow of Consciousness**

In this course, students apply the knowledge of business process modeling to a practical problem. They will successfully impart the business and financial reality of an organization to IT experts. They will produce precise, comprehensive, standardized text and diagrams that are easy to understand and that tie together business and financial realities. Students learn how to create the path of least resistance in communication by utilizing the flow of consciousness. (2–4 credits)

**MGT 597 Special Topics in Management**

This course covers advanced topics in management approved by the department chair for a single offering by a faculty member. (2–4 credits)

**MGT 598B Business Internship: Skill in Action**

**MGT 598U University Internship: Skill in Action**

During internships students apply the knowledge from their management courses in supervised practical settings. (3 credits) *Prerequisite:* consent in the form of written authorization of international student advisor.

**MGT598S Symposium on Sustainable Economics**

**MGT 599 Directed Study**

(variable credits) *Prerequisite:* consent of the department faculty

**MGT 600 Models of Organizational Excellence: Ideal Principles of Management for a Sustainable World**

Organizational excellence means integrated, balanced success in all the specific areas of business. This course presents a variety of frameworks for understanding organizational excellence: students become familiar with contemporary models and with the vision of perfection presented by Maharishi Master Management<sup>SM</sup>. Topics include origins of the organizational excellence movement, current models of excellence, stakeholder perceptions of excellence, stage models of organizations, principles and practices of visionary organizations, and perfection through Maharishi Vedic Management. (4 credits)

**MGT 601 Organizational Behavior Theory and Research: Engaging the Managing Intelligence of Nature for Perfection in Management**

A review of the classic works in the Organizational Behavior (OB) literature, this course examines the main issues and questions addressed by OB since its inception in the late 1930s, including motivation, small group behavior, leadership, power, and organizational culture and change. Students will develop hypotheses for how expansion of consciousness influences OB. (2–4 credits)

**MGT 605 Advanced Seminar in Management: Perceiving Subtler Knowledge Through Refined Awareness**

Topics will be chosen according to current research interests of students and teachers. This seminar features in-depth exploration of advanced topics to prepare students for dissertation research. (2–4 credits)

**MGT 606 Socially and Environmentally Responsible Management: Developing Inner Intelligence to Promote Socially Responsible Action**

An increasing number of organizations are concerned about social and environmental responsibilities in the context of sustainable development, and are interested in developing tools to improve their performance and accountability in these areas. This course introduces students to these issues with emphasis on current research in these fields. The key to sustainable progress is to align individual and collective consciousness with total Natural Law available in the Self of everyone. Topics include business ethics, stakeholder influences, corporate social responsibility, environmental management, natural capitalism, triple bottom line reporting. (4 credits)

### **MGT 607 Assessment and Evaluation: Measuring Growth of Self-Actualization and Enlightenment**

Assessment and evaluation are important skills for science and business. In this class, students will master the fundamental principles of assessment and evaluation and gain experience in administering tests. The class project will feature a practicum in which all will contribute to developing a measure of states of consciousness. Topics include: reliability, validity, intellectual tests, abilities tests, vocational tests, personality tests, test administration, and ethical standards in testing. (4 credits)

### **MGT 630 Analysis of Variance: Finding Order in Diversity**

This course provides an applied introduction to the most widely used statistical procedures in management research for analyzing data obtained from experiments. Applications will be emphasized that involve computer analysis of real data sets using state-of-the-art software. Topics include review of one-sample and two-sample t-test procedures, single and multi-factor analysis of variance (ANOVA), multiple comparison of group means, analysis of covariance, tests of model assumptions, power and required sample size, and introduction to regression analysis. (4 credits) *Prerequisites:* MGT 517 or MGT 524 (or equivalent) and permission of instructor

### **MGT 631 Multiple Regression Analysis: Discovering the Order and Precision of Nature's Intelligence**

This course examines contemporary procedures of multiple regression analysis for business data, primarily cross-sectional data from observational studies. Topics include review of simple regression, hypothesis tests and confidence intervals in multiple regression, modeling nonlinear regression relationships, model specification strategies, diagnostic testing of model inadequacy, analysis of interactions between variables, heteroskedasticity-robust regression, binary explanatory variables, outliers and influential observations, omitted variable bias, and assessing internal and external validity in multiple regression studies. (4 credits) *Prerequisites:* MGT 630 (or equivalent) and permission of instructor

### **MGT 632 Causal Inference in Non-Experimental Designs: Discovering the Order at the Basis of All Diversity and Change**

This course will examine advanced procedures of multiple regression analysis used in contemporary management research. Special emphasis will be given to the evaluation of program effectiveness using data from quasi-experimental or non-experimental research designs. Topics include: quasi-experimental and observational designs; testing for selection bias; adjusting parameter estimates for selection bias; panel regression methods; logit and probit regression methods for regression with binary dependent variables; instrumental variables regression to correct for omitted-variable bias, simultaneous

causality, and measurement error; introduction to regression analysis for time series data; estimation of dynamic causal effects. *Prerequisite:* MGT 631 (4 credits)

**MGT 635 Experimental Research Design: Unified Knowledge through Subjective and Objective Approaches**

This introductory course begins with the logic of causation and correlation in social science. We review the steps of scientific inquiry: literature review, theory development, operationalization and measurement of variables, data collection and analysis, interpretation, and write-up. Experimental and quasi-experimental research designs are treated specifically. Topics include the types of validity, the “control” of extraneous influences by design or by statistical methods, and the relationship between research design and statistical testing. (4 credits)

**MGT 636 Qualitative Research Methods: Researching from the Field of Pure Subjectivity**

Qualitative research is often used in research on complex behavioral systems and in the exploration of a new field of study. Using methods such as participant observation, unstructured interviewing, and the examination of documents, a scholar can form theories that may be later tested by quantitative methods or validated on other samples. Particular attention is given in this course to the methodology of grounded theorizing in multiple case studies and problems of data analysis, interpretation, and generalization. (4 credits)

**MGT 655 Human Resource Development: Unfolding the Unbounded Potential of the Individual for Collective Effectiveness**

Strategic and integrated human resource development (HRD) programs can improve individual, system-wide, and organizational performance. Development of individual and collective consciousness provides the foundation for performance improvement. Students learn to diagnose performance needs, to design performance improvement interventions, to link performance interventions to business goals, to develop partnerships with management for implementing HRD programs, and to measure the costs and benefits of HRD programs. (4 credits)

**MGT 689 Preparation for the Comprehensive Examination: From Broad Comprehension to Sharp Focus — Calling upon the Brain’s Total Potential**

The comprehensive examination assesses the student’s ability to express and apply the knowledge from the courses in the Ph.D. program. Students are registered for this course while preparing for and writing the comprehensive examination. (4 credits)

**MGT 690 Preparation for the Qualifying Examination: Effective Planning from the Field of All Possibilities**

This course provides the time necessary to prepare for the qualifying examination, which demonstrates research competence. It may be in the form of a research proposal, or in another form at the discretion of the program faculty. After successful completion of this examination, students advance to the status of Ph.D. Candidate. (2–4 credits — may be repeated) *Prerequisites:* completion of all core curriculum and consent of the graduate faculty

**MGT 692 Seminar on Writing: Communicating Knowledge in Terms of Wholeness**

This course prepares doctoral students to be competent in the conception, organization, writing, and presentation of scholarly works. (4 credits)

**MGT 693 Seminar on Teaching: Creating a Frictionless Flow of Knowledge**

This course prepares doctoral students to be competent teachers. Topics include curriculum design; effective use of lecture, questioning, class discussion, and team-based learning; appropriate and effective use of supporting materials; and construction of effective means to assess student learning outcomes. (4 credits)

**MGT 698 Research Practicum: Stabilizing Knowledge through Practical Action**

Students develop research skills through hands-on experience in research activities such as literature review, instrumentation, data collection, data analysis, and report writing. (4 credits)

**MGT 699 Directed Study**

(variable credits) *Prerequisite:* consent of the School faculty

**MGT 700 Preparing the Dissertation Proposal: Elaborating the Seed Idea from Wholeness to Point Using Nature's Sequential Steps of Progress**

Having gained doctoral candidacy by completing the comprehensive and qualifying examinations, students prepare a proposal for a doctoral dissertation that is acceptable to their major professor and dissertation committee. (2–4 credits — may be repeated)

*Prerequisites:* Ph.D. candidate status and consent of the dissertation advisor

**MGT 701 Dissertation Research: Research into the Transcendental Field of Consciousness as the Basis of Personal, Business, and Academic Success**

Students conduct original research and prepare their dissertations. (2–4 credits — may be repeated) *Prerequisites:* approved dissertation proposal and permission of the dissertation committee

## Government Courses

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### **GOV 201 U.S. Government and Politics: The Natural Law Theory of the Founding Fathers and Its Application in Modern Times**

This course studies the nature and functioning of U.S. governmental institutions and the American political process. Topics include the Constitution; the Presidency, Congress, the Supreme Court and the judicial branch; administrative and regulatory agencies; political parties and elections; the process of policy formulation and implementation; special interest groups; the role of public opinion and the media; and the relationship between government and national consciousness. (4 credits)

### **GOV 280 International Relations and Peace: Applying Principles of Cultural Integrity, Invincibility, and World Harmony to International Relations**

This course examines contemporary international relations with an emphasis on the search for effective means to reduce and prevent armed conflict, enhance international cooperation, and promote world peace. Students will analyze in-depth case studies and write policy papers on key issues in international relations. (4 credits)

### **GOV 290 Government and Collective Consciousness: Understanding and Utilizing the Group Dynamics of Consciousness to Create Permanent World Peace**

From the perspective of the Science of Creative Intelligence and Maharishi Vedic Science, students explore the principles and dynamics of collective consciousness and their relationship to governmental functioning, societal trends, and the quality of life in society. Students examine published evidence verifying the beneficial changes in society produced by the group practice of the Transcendental Meditation and TM-Sidhi programs, with particular reference to the implications of these technologies of consciousness for enhancing governmental achievements and promoting world peace. (Offered jointly with the Department of Maharishi Vedic Science) (4 credits)

### **GOV 400 Special Topics in Government: Exploring the Field of All Possibilities in Government**

Possible topics include international trade and competitiveness, health economics and health policy, public sector management, comparative government, and international organizations and regimes. (4 credits — may be repeated) *Prerequisite:* consent of the Department faculty

### **GOV 402 Global Environmental Politics and Policy: Developing Policies That Recognize and Support the Interconnectedness of Human Beings and Nature**

This course analyzes the politics of global environmental protection with an emphasis on the study of policy options to solve and prevent environmental problems throughout the world. Among the issues to be discussed are genetic engineering of food products, pesticide and other chemical contamination in agriculture, global warming, trans-

boundary shipment of toxic waste, air and water pollution, and deforestation. Students will analyze several in-depth case studies and write policy papers. (4 credits) (Offered jointly with the Department of Sustainable Living)

**GOV 420 Economic Analysis of Environmental Policy: Allocating Global Resources Effectively**

This course applies key principles of environmental economics to the analysis of issues of environmental policy and environmental management. Lessons for environmental policy are derived by studying the effectiveness and limitations of current environmental and resource policies with respect to several key contemporary challenges to the national and international environment. No previous study of economics is required. (4 credits) (Offered jointly with the Department of Sustainable Living)

**GOV 445 Environmental Law: Connecting National Law with Natural Law to Protect the Environment from Global Warming, Pollution, and Resource Depletion while Creating Abundance for All Nations**

From local regulations about water quality to global initiatives like the Kyoto Accord, the law is an important tool for regulating our use of the environment. During this course, students will become familiar with international treaties and protocols on global warming, pollution, and endangered species. The class will also study the key features of American environmental law including the Clean Air and Water Act, the Environmental Protection Act, and other current policies and regulations. Perhaps most importantly, students will understand the lawmaking process as a way to use the legal system to bring about positive change and build sustainable communities. (4 credits) (Offered jointly with the Department of Sustainable Living)

**GOV 484 Mediation and Negotiation: Utilizing the Deepest Principles of Human Nature to Create Win-Win Solutions**

This course is a survey of negotiation, mediation, and arbitration methods of resolving disputes without litigation. Students gain practical negotiation skills through workshops and case studies. Topics include understanding other parties, building a productive framework for negotiation, defining objectives and strategy, framing proposals, and finding “win/win” solutions. (2–4 credits) (Offered jointly with the Department of Sustainable Living)

**GOV 498 Internship in Government: Developing Skill in Action**

This course gives students practical experience in a branch of national government or in state or local government. Students maintain journals that record their experiences during their internships. Students pay their own transportation costs, if travel is required. (4 credits — may be repeated for credit) *Prerequisite:* consent of the School and the Academic Standards Committee

**GOV 499 Directed Study**

(variable credits) *Prerequisite:* consent of the Department Chair