

## Graduate Certificate in Business Studies

### PROGRAM

#### 1. Need

For professionals in every field, including science, engineering, law, fine arts, and sports, survival in today's world not only requires the skills to perform the work, it also requires the knowledge to manage the business aspects of the organization within which the professional works. Architects, for example, will become associates and partners in architectural firms. Establishing, building, and maintaining relationships with their clients, contractors, consulting engineers, and governmental inspectors are critical to the economic success of those firms. Civil engineers will be bidding and working on projects that must be carefully managed requiring skills in cost accounting, project planning, and information systems. Health professionals may open their own practices and find that, in addition to the practice of medicine, they must also hire and manage an office staff and negotiate lease agreements for their office or clinic space, computer equipment, and medical technology. Dancers will join performance companies that must raise private funds to support their operations, design and market the programs and performances for a season or a road trip, recruit and manage a cadre of support personnel from choreographer to conductor to costume designer. In short, knowing one's profession is necessary but not sufficient for success.

For many years the David Eccles School of Business has been able to accommodate enrollment from graduate students in other colleges in selected classes on a space-available basis. Increasingly, however, we have been getting requests that students be admitted to multiple courses helping them prepare for post-graduate careers. Several colleges and departments, including architecture, civil engineering, computer science, fine arts, nursing, and medicine have requested that their students be allowed to enroll in business courses on a more regular basis. Some of these colleges and departments have also revised their curricula such that their students have more flexibility to take more courses outside their home departments as part of their programs. For example, students in the Masters of Engineering program may take up to 9 credit hours outside engineering; fourth year medical students have gotten approval for several school of business courses to count in the electives that they take in their last year; and students in the Health Services Administration graduate emphasis option may take up to six business courses to meet requirements for that track. For some graduate students from these colleges, a credential in business is an attractive addition to their in-field graduate program. The Graduate Certificate in Business Studies will meet the needs of these and other students and the courses taken for the Certificate may also be used to complete their other degree requirements.

#### 2. Educational Objectives

The Graduate Certificate in Business Studies is designed to allow graduate students in University of Utah colleges and schools outside the David Eccles School of Business and post-graduates in non-business disciplines to take course work in areas of business that are essential for success in today's world. The Graduate Certificate in Business Studies is designed to give students a set of

courses building either breadth or depth in the aspects of business that will enable them to be successful in the variety of contexts into which they may move. It is designed to provide maximum flexibility so that students can select the set of courses that would be most valuable for their career paths. The design also enables students to best take advantage of the background they have within their graduate fields or to fill gaps in areas where they have less experience. For example, engineering and health science graduate students who typically have solid backgrounds in quantitative skills may choose courses such as accounting, finance, and production and operations management which build upon a solid foundation of math and statistics. Others with strong quantitative backgrounds may wish to bolster their marketing and management skills. While some architecture and fine arts students with strong preparation in creative design and performance may find the art of management and entrepreneurship more appealing, others may want to delve more deeply into math-intensive courses. Students can use the certificate to enhance current strengths or to develop new areas of expertise.

### 3. Impact on Existing Programs

We anticipate that the availability of this graduate certificate will have a positive impact upon several programs outside the school of business as discussed above. With the opportunity for graduate students matriculated in other degree programs to obtain a set of business courses while enrolled in their professional programs, we anticipate the demand for those other programs will increase. The opportunity to obtain additional professional credentials with a minimum investment in course work may increase demand for the Certificate. At the same time, we do not anticipate any adverse impact on other business school programs. Currently the school of business is experiencing tremendous growth in both its new Professional MBA program and its long-established Executive MBA program. These programs are both designed for the working professional and both draw students with degrees and/or work experience in professions such as engineering and medicine. However, these programs are designed for individuals with several years of work experience (3-6 years for the PMBA and 10-12 years for the EMBA) and require a minimum of 48 credit hours of graduate work. We expect that many graduates from other professional schools will still find these degree programs attractive at various points in their careers.

There appear to be a number of cases in which a 15-credit hour Certificate may be more attractive than a full-length MBA program. First, the time commitment to complete the 48 credit hour requirements to earn an MBA may be too daunting. Second, employer-sponsored educational benefits programs may not include support for education or training except that which furthers one's professional credentials. Third, in some situations the tax consequences to employees of educational benefits may be different whether their degree objective is in their professional field (a masters in engineering) or another discipline (such as business).

### 4. Courses

To earn the Graduate Certificate in Business Studies, students may choose 15 credits from among any of the 6000 level courses taught as part of the school's MBA and PMBA programs. A current list of courses is attached as Appendix 1. Courses are offered regularly and several are available during summer semester providing flexibility in scheduling. Until we are able to assess

the demand by Certificate students for individual courses, they will be available for Certificate students on a space-available basis.

Students will be expected to complete all course prerequisites or obtain instructor approval prior to enrolling in a specific course. For those courses with prerequisites, including those which must be taken in a prescribed sequence, students generally can meet those requirements within the structure of the Certificate. For example, Financial Accounting is a prerequisite for Financial Management and for Managerial Accounting; Financial Accounting and Managerial Accounting are prerequisites for Marketing Management. Both of the sequences fit into the Certificate requirements. Students are encouraged to seek guidance from the counselors in the Masters Program Office to ensure that they take courses in the necessary sequence and should seek approval from their home college/school for taking these courses as part of a graduate program.

As we gain experience with the Certificate, the school plans to outline various tracks or sets of courses designed to meet various student needs. For example, one track might prepare someone for general management, another for marketing, and another for quantitative analysis and decision making. For initial guidance in course selection, students can follow our MBA Emphases (each of which outlines a 12-credit hour set of inter-related courses. Descriptions of these emphases are included as appendix 2).

## 5. Assessment

All courses offered within the David Eccles School of Business are evaluated each semester using the campus-wide student course evaluation instrument. Results of these evaluations are provided to the individual instructors, reviewed by the department chairs, and available to the masters programs curriculum committee. The latter committee makes recommendations regarding curriculum refinement and revision at both the course and program level. This committee oversees the introduction of new courses into our graduate programs and may make recommendations that the set of courses available to Certificate students be refined as new courses become available. Faculty who are members of this committee teach several of the courses available through the Certificate and thus will have direct experience with the Certificate students.

The ultimate value of the Graduate Certificate in Business Studies will be its impact upon the professional careers of students. In conjunction with the relevant colleges, a plan will be developed to monitor placement and career progression of students after completion of the Certificate. In addition to assessment of the contributions Certificate students make to their organizations, an important part of this assessment will be to understand the expectations of employers about the preparation Certificate students will have. Input will be sought through interviews with alums and their employers at regular intervals.

The David Eccles School of Business has a number of advisory boards whose members represent many business interests. Currently the National Advisory Board includes representatives from the construction industry (Layton Construction), computer science (Sun Microsystems, Inc., Evans & Sutherland), engineering (EuroNevada Mining, Engineer.com), and consulting

(Accenture). Our advisory board for our Medical Leadership programs includes physicians, hospital administrators, and representatives from insurance providers and health care systems. These boards will be used as appropriate to provide input on the quality and timeliness of the curriculum.

#### 6. Faculty

Faculty teaching courses in the certificate program are primarily full-time faculty from each of the departments of the school of business. In selected courses, qualified adjunct faculty may teach because of their current relevant business experience.

#### 7. Coordinator

Debra Scammon, associate dean for academic programs, will be the coordinator of the program. Her vitae is attached as appendix 3.

#### 8. Advisory Committee

We do not anticipate having a separate advisory board for this program. However, as described under #5 above, several existing boards have members with knowledge of the business communities for which the Certificate is designed. We will work these and with participating colleges and their community boards as appropriate to monitor the program.

#### 9. Budget

All courses for the Certificate program are currently being offered within our other masters programs. Thus, faculty teaching the courses for the certificate are doing so as part of their regular teaching load. We anticipate that, depending upon enrollment in the Certificate program, additional staff time will be needed to support the application, tracking, and graduation clearance for Certificate students. Funds will be generated through earned SCH credit and graduate course differential tuition. Because both the administrative support and the student demand are difficult to predict, we will examine the financial status of the Certificate program annually and will conduct a formal review after three years.

### STUDENTS

Students wishing to earn the Graduate Certificate in Business Studies must officially apply to and be accepted by the School of Business before taking any course work for the Certificate. We will work with participating colleges to develop an admissions procedure and committee including representatives from those colleges. Admissions decisions will be made by the the Graduate Certificate in Business Studies Committee and status in the Certificate, including completion, will be monitored by the Masters Program Office and students' home colleges/departments. In addition to initial admissions requirements, students must maintain good academic standing in their home department in order to continue taking courses for the Certificate.

Applicants for admission to the Graduate Certificate in Business Studies must meet the following requirements:

- a bachelor's degree from a fully accredited college or university
- an undergraduate GPA of at least 3.0
- a college algebra course with a B or better
- a statistics course with a B or better

Students who successfully complete the Certificate and later choose to apply for admission to a graduate degree program in the David Eccles School of Business may be able to waive specific course requirements based upon the courses taken to earn the Certificate. Graduate School policy allows students to transfer up to 9 credit hours of business classes taken while not matriculated into degree programs.

## Appendix 1

### David Eccles School of Business Masters Courses

#### Accounting Course Descriptions

##### ACCTG 6000 Financial Accounting (3)

Designed to provide students with an understanding of the financial reporting process followed by all public and many private companies. Students gain the ability to read and understand published financial statements and perform formal financial analysis.

##### ACCTG 6001 Managerial Accounting (1.5)

Focuses on the way management determines the information they need for effective decision-making and how those needs are met. Includes consideration of a variety of management planning, control, and decision-making tools. Considers the communication and behavioral aspects of their use. Prereq: ACCTG 6000 or equivalent.

##### ACCTG 6002 Topics in Accounting/Finance (3)

Designed to teach students to read and understand financial statements with an emphasis on performing formal financial analyses. Finance topics include capital budgeting and working capital, management workings of the capital markets and CAPM.

##### ACCTG 6010 Information Systems (1.5)

Deals with the application of current information-related technology in management. This includes the role of information technology in gaining competitive advantage, as well as in planning, control and decision making. Management's responsibilities and activities in making investments in technology are discussed. The impact of e-business is also covered in this course

##### ACCTG 6210 Strategic Cost Management (3)

Identification and development of accounting information for strategic management and continuous improvement of an organization. Emphasis is given to tools and applications of strategic cost management.

##### ACCTG 6300 Tax Research (1.5)

Extended treatment of tax research methodology, ethical tax standards, sources of tax authority, uses of tax services, citators, communicating tax conclusions, and income tax practice and procedure. Prereq.: ACCTG 5310

##### ACCTG 6310 Taxation of Deferred Compensation (1.5)

Examination of federal income tax laws and regulations regarding deferred compensation and fringe benefits and emphasis on pension plans, profit-sharing plans, stock bonus plans, stock option plans, nonqualified plans, self-employed plans, individual retirement accounts, and other fringe benefits. Reporting requirements and tax planning are also emphasized. Prereq.: ACCTG 5310

##### ACCTG 6320 Advanced Corporate Taxation (3)

Study of federal income taxation of corporations and shareholders, emphasizing corporate formation, capital structure, distributions, redemptions, liquidations and the "S" election. Prereq.: ACCTG 5310

ACCTG 6330 Corporate Reorganization Taxation (1.5)

In-depth study of corporate reorganizations, tax carry-over provisions, and tax-planning strategies. Prereq.: ACCTG 6320

ACCTG 6340 Estate and Gift Taxation (1.5)

In-depth study of estate and gift taxes including review of Internal Revenue Code, regulations, ruling and judicial decisions. Emphasis on inclusion in gross estate, transfers, claims against the estate, marital deductions, other deductions, taxable estate, inter-vivos transfers and fundamental concepts of estate planning. Prereq.: ACCTG 5310 required and ACCTG 6300 strongly encouraged

ACCTG 6350 Pass-Through Entities Taxation (3)

In-depth analysis of pass-through entities (partnerships, LLCs, LLPs) emphasizing formation, operation, distribution, liquidation, and/or sale of interests, opportunities, pitfalls, and strategies are emphasized. Prereq.: ACCTG 5310

ACCTG 6390 Tax Factors in Business Decisions (1.5 - 3)

Integrates several disciplines to take a broader, more interdisciplinary approach to the analysis of business problems and to decision making. Also emphasizes tax opportunities, pitfalls, and alternatives, and how they can impact decision making. Prereq.: ACCTG 6000 or equivalent

ACCTG 6410 Systems Analysis and Design (3)

This course introduces you to the field of systems analysis, basic systems analysis tools, and the procedures for conducting a systems analysis. Topics covered include the role of the systems analyst in organization; concepts, philosophies, and trends in systems analysis and design; and tools and techniques for such analysis activities. Prereq.: ACCTG 6010 or equivalent.

ACCTG 6420 Database Theory and Applications (3)

Advanced topics in database theory and design, including hands-on development of a working database system. Topics covered include the relational database model, foundations in relational algebra, design techniques, SQL, distributed databases, multimedia databases, and knowledge bases. Prereq.: ACCTG 6010 or equivalent.

ACCTG 6430 Management Support Systems (3)

Issues related to information systems support for management decision making. The impact of technology on the decision making process, including the benefits and concerns arising from the use of this technology. Prereq.: ACCTG 6010 or equivalent.

ACCTG 6440 Object Oriented Technology (3)

An introduction to object oriented (OO) technology and the object paradigm. The course will cover conceptual modeling, data modeling, object oriented analysis, object oriented design, and object oriented implementation. This will include a practical experience in an object oriented programming environment. Prereq.: ACCTG 6010 or equivalent.

ACCTG 6450 Telecommunications (1.5)

The objective of this course is to provide students with a sound theoretical and practical foundation in the field of data communications, networking, and the Internet, so that they can better design, develop, and manage Information Technology systems. Prereq.: ACCTG 6010 or equivalent.

#### ACCTG 6470 E-Business (1.5 - 3)

This course will cover the fundamental concepts of e-business as well as exploring the technological requirements for successful e-business. Topics will include how to 'dotcom' existing businesses as well as new business forms and ideas. Customer relationship management and strategy will also be covered, with a focus on value chain analysis. Students will do an in-depth analysis of an e-business opportunity, and will have some hands-on exposure to e-business technical architecture.

#### ACCTG 6510 Cases in Auditing and Systems (3)

The primary objective of this course is to familiarize students with contemporary problems in auditing practice and systems and the general research methodology in dealing with those problems. A secondary objective is to improve students' teamwork and communication skills. The course consists primarily of a series of challenging cases in auditing and systems.

#### ACCTG 6520 Computer Security (3)

Objectives include providing students with an understanding of the security issues in a computerized environment. Students will be exposed to security guidelines, implementation and cost issues, security issues pertinent to the Internet, and other issues. Students will also be exposed to the potential for fraud and abuse in a computerized environment.

#### ACCTG 6530 Statistical Auditing (3)

The objective of this course is to give students a working knowledge of statistical techniques used for problem solving in both audit practice and management control. The course content includes nonstatistical sampling, widely used statistical sampling methods, and nonstatistical and statistical based analytical methods.

#### ACCTG 6610 Financial Reporting (1.5 - 3)

This course is designed to improve your ability to read and interpret firms' financial statements by studying how Generally Accepted Accounting Principles (GAAP) are applied in practice. Topics include using annual financial statement footnote disclosures to assess earnings quality and uncover off-balance sheet debt related to lease agreements and pension obligations and off-income statement expenses related to employee stock options. This class is user-oriented as opposed to preparer-oriented. Prereq.: CCTG 6000 or equivalent.

#### ACCTG 6620 Financial Statement Analysis (1.5 - 3)

Use of financial statements to analyze business profitability, liquidity, solvency and valuation. The analysis focuses on developing an understanding of a company's operating strategies, industry position and related economic characteristics. Prereq.: ACCTG 6000. ACCTG 6610 encouraged.

#### ACCTG 6630 Accounting Theory Seminar (1.5 - 3)

Advanced level course emphasizing the development of modern accounting theory. Topics include income measurement, valuation, market efficiency, standards setting and accounting research. Objectives include enhancement of problem identification and solving skills and application of various accounting paradigms to current accounting issues.

#### ACCTG 6810 Accounting Integration (1.5 - 3)

This course focuses on the integration of financial accounting, auditing, managerial accounting and systems in assessing their relationships individually and collectively to business decision making. The course emphasizes the use of case studies and consideration of current business and accounting issues to demonstrate the link between the various functional areas.

#### ACCTG 6820 Business and Tax Strategies (1.5 - 3)

This course integrates taxes, accounting, economics, finance and mathematics to help prepare students to take a broader, more interdisciplinary approach to business problems and financial decision making. The course also emphasizes tax opportunities, pitfalls, and alternatives.

#### ACCTG 6830 International Accounting (1.5 - 3)

Surveys financial, managerial and tax accounting in a global arena. Considers special decision-making complexities inherent in multinational operations and analyzes the roles accounting information plays in these settings. Prereq.: ACCTG 6000 or equivalent

#### ACCTG 6840 Interpersonal Relations & Communication in Accounting (1.5 - 3)

Identifies and develops interpersonal communication skills needed by auditors and accountants within the context of communication networks specific to their professional environments.

#### ACCTG 6850 Special Topics in Accounting (1.5 - 3)

Topics vary according to current issues, talents or experience of instructor. Course may be repeated when topic varies.

#### ACCTG 6910 Special Study for Masters Students (1-3)

Departmental approval is required prior to registration. See masters programs advisor.

## **Finance Course Descriptions**

#### FINAN 6020 Financial Management (3)

Topics include financial analysis, planning, working capital management, financial math, valuation and capital budgeting. Prereq.: ACCTG 6001 or equivalent

#### FINAN 6025 Managerial Economics (1.5)

Addresses fundamental principles of economics from the managerial perspective. Topics include supply and demand in markets, analysis of production and cost, consumer theory, analysis of market structure, the banking system and others. Prereq.: Math 1100 or equivalent

#### FINAN 6210 Cases in Financial Strategy (3)

Application of financial principles and analysis in real business situations. Management decision-making in all areas of business finance. Ethical, regulatory and international applications to finance. Emphasis on oral and written communication skills. Personal computer applications. Prereq.: FINAN 6020

#### FINAN 6220 Theory of Corporate Finance (3)

Examines the theoretical aspects of modern corporate finance. Topics discussed include optimal capital structure in different market environments, dividend policy, conflict of interest between various groups involved in the firm's decision making and issues of asymmetric information and signaling. Prereq.: FINAN 6020

#### FINAN 6240 Derivatives & Risk Management (3)

Recognition, measurement, and management of financial risks to which a corporation is exposed. Topics include portfolio management, measuring credit, currency, or interest rate risk, and the use of derivatives to hedge against

risk. Prereq: FINAN 6020

#### FINAN 6300 New Venture Finance (1.5)

This course covers topics involved with raising capital for new and growing businesses. Topics include venture capital, private placements, initial public offerings (IPOs), mezzanine debt, Preferred stock, warrants, dilution, and other topics surrounding the financing of new business ventures. Prereq.: MGT 6810

#### FINAN 6350 Financial Markets in the e-Era (1.5)

Investing in the Financial Markets in the e-Era; Beyond Greed & Fear. The proliferation of the Internet has dramatically increased investors access to financial markets. This course will introduce students to efficient markets paradigm and to behavioral finance issues with a goal of providing students with a framework for evaluating the costs and benefits associated with various investment strategies and the implications for both investors & managers.

#### FINAN 6360 Survey in Investments (3)

Different investments media including stocks, bonds and various speculative vehicles in the contexts of the market environment in which they are traded. Analytical treatment of portfolio selection and criteria, and measurement of investment performance. Prereq.: FINAN 6020

#### FINAN 6550 International Financial Management (1.5 - 3)

Financial management of the multinational firm or of the firm with international affiliates, suppliers or markets. Subjects parallel those of standard financial management but with added dimension of exchange rate phenomena, risks and hedging, payments mechanisms, instruments and institutions for international business. Prereq.: FINAN 6020

#### FINAN 6910 Special Study for Masters Students (1-4)

Department approval is required prior to registration. See masters programs advisor.

## **Management Course Descriptions**

#### MGT 6040 Data Analysis and Decision Making (3)

This course will develop decision making abilities with data-analysis and decision models. Applications will be in the business functional areas. Students will use computers to solve business problems. Course topics will include regression models, linear programming, decision analysis, and project management. Prereq.: Math 1090, and MGT 2490

#### MGT 6050 Laying the Foundations of Teamwork (1.5)

The purpose of this course is to understand the theory and processes of working in a group or team. The course is designed to be relevant to the broad spectrum of problems that are faced in a variety of group settings. Students will learn analytical and behavioral tools to effectively diagnose complex dynamics in work groups and take action to improve group performance. Students will also learn practical interpersonal skills useful for implementing effective strategies in group situations. The course is intended to help students be more effective while working in study groups in the masters program and later working in groups and teams once they graduate. Considerable emphasis is placed on simulations, role-playing, and cases. This course culminates with a team-based community service project.

#### MGT 6051 Managing and Leading in Organizations (3)

This course provides students the tools necessary for solving organizational problems by reviewing basic concepts in

the following areas: individual motivation and behavior, decision making, small group behavior, leadership, political dynamics, corporate culture, conflict and cooperation, managing human resources, and problem solving. The course incorporates theory and research and provides various frameworks that students can use to diagnose and deal with problems and challenges in organizations.

#### MGT 6052 Business Communication (1.5)

This course explores the underlying concepts and the various techniques necessary for effective communication for managers and leaders in today's ever-changing workplace. In this course we examine the similarities and differences between writing and speaking in a business context. Students learn both communication theory and the practical application of communication excellence. This course covers managerial communication on three levels; interpersonal/supportive communication, advanced public speaking, and managerial writing. Each of these types of communication will be covered in light of how to inform, persuade, praise, recommend, manage, lead, create change, and embrace diversity.

#### MGT 6060 Production and Operations Management (3)

Operations management studies the way that firms manage procurement, production, and distribution of goods and services in an increasingly competitive international marketplace. This course develops skills and knowledge critical for successful design and strategic management of world-class manufacturing and service operations. Topics covered may include integrated product/process analysis and design, materials management, supply chain management, use of information technologies in the extended enterprise, service operations, total quality management, experience curves, technology management, project management, and operations strategy.

#### MGT 6061 Topics in Production and Operations Management (3)

Strategic considerations and implications of managerial policies in production and operations management--the conversion function of an organization. Production scheduling, capacity planning, inventory management and the management of new technologies. The course also covers manufacturing and service operations.

#### MGT 6070 Introduction to Strategic Management (3)

An introduction to business strategy concepts. Introduces the role of the board of directors and general management as strategy makers. It provides the tools necessary to analyze the business environment, the resources of the firm and alternative strategies. It provides frameworks for structuring the firm and for designing control systems to guide implementation of strategic decisions. The course consists of lectures, extensive case work to demonstrate the use of the tools in a business context, and written case analyses.

#### MGT 6310 Business Law (1.5 - 3)

Basic principles of business law for graduate students.

#### MGT 6420 Quality Management (1.5)

Designing and organizing a system for controlling the quality of products and services in an organization. Topics include quality and quality systems, statistical process control, methods for quality improvement, acceptance sampling, design quality methods and behavioral perspectives in managing for quality. Prereq.: MGT 6050

#### MGT 6421 Quality Management II (1.5)

An introduction to the tools of process control and improvement. Topics include design quality and error prevention, management by fact, statistical thinking and statistical process control. Emphasis will be given to the design and interpretation of process and control charts. Prereq.: MGT 6050 or MGT 6051

#### MGT 6430 Regression Analysis (1.5 - 3)

Regression theory and applications to managerial and social science problems. Includes two- and three-variable regression in summation notation, matrix algebra, general linear model and some advanced topics. Prereq.: MGT 6030

MGT 6440 Multivariate Statistics for Management (1.5 - 3)

Multivariate statistics for management and business administration. Topics include multidimensional random variables, multivariate distributions, linear combinations of random variables, transformations, outliers, tests of mean vectors, multivariate analysis of variance, multiple discriminant analysis, canonical correlation analysis, principal components analysis, cluster analysis and multivariate experimental designs. Mathematical models, computer graphics, data analyses and research examples are reused to present principles and practices of multivariate statistics. Students use data analysis systems to analyze multivariate data. Prereq.: MGT 6040

MGT 6450 Simulation of Business Problems (1.5 - 3)

This class will concentrate on building simulation models of business processes, and on using the models to improve processes. Simulation software will be used to allow for modeling of complex situations in many areas of business, including production management, finance and marketing. Prereq.: MGT 6040

MGT 6460 Stochastic Models in Management Science (1.5 - 3)

Chance-constrained programming and other stochastic programming models, inventory and queuing models, computer simulation of management systems, probabilistic dynamic programming, replacement models, Markov chain models, dynamic programming in Markov chains. Prereq.: MGT 6030

MGT 6500 Managerial Negotiation (1.5 - 3)

Explores processes and techniques of bargaining and negotiating in organizational settings. Students develop negotiation skills through extensive case analyses and simulation exercises. Includes bargaining situations between individuals, bosses and subordinates, departments and groups and large collectives such as labor and management.

MGT 6510 Problem Solving (1.5 - 3)

An important part of leadership and management consists of defining and attempting to solve many types of problems. This course addresses two types of problems, referred to as convergent (Tame) and divergent (Wicked). Different methods for approaching these types of problems are discussed. Specifically, two quantitative techniques available for solving convergent problems will be considered, as will alternative approaches for addressing divergent problems. Class participants will enhance both analytical and creative thinking abilities to more effectively identify problems and potential solutions, allowing them to develop a whole new way of thinking about problems.

MGT 6520 Enhancing Creativity in Business Organizations (1.5 - 3)

Creative ideas and solutions to important problems are urgently needed in business organizations. Yet many organizations pay little attention to the development and support of creative talent. This course will focus on: (1) the development of creative talent: creative thinking, creative problem solving; (2) the importance of organizational climate in supporting and encouraging creativity; (3) exploration of the relationship between creative thinking and product/process innovations and improvements in business organizations.

MGT 6530 Competitive Advantage Through People (1.5 - 3)

This course focuses on organizing and managing people to achieve sustainable competitive advantage. The people-centered management strategies used by high performance firms will be examined, emphasizing both research and leading-edge practice. The following topics are explored: attracting, developing, motivating and retaining talent to support strategic objectives; designing high performance organizations; knowledge management; recruitment and selection processes; building a flexible and capable workforce; designing reward systems; managing work/life balance; measuring and communicating performance; understanding the legal environment; and leading an

organizational transformation.

#### MGT 6540 Ethics of Management (1.5 - 3)

The purpose of this course is to help students understand the ethical problems that confront managers and to approach their role as managers with a sense of purpose and vision. The course explores students' own ethical orientations, the values of practicing managers, and alternative approaches to ethical problems. Representative topics include making choices about influencing and obeying the law, profits versus other values, the relationship between the interests of individuals and groups, how corporate policies affect the ethical choices of individuals, and criteria for making ethical judgments.

#### MGT 6550 Organizations, Environments, and Structure (1.5 - 3)

Focuses on the design of organizations and how such factors the environment, technology, jobs and people affect successful design of such structures. Concepts of congruence and contingency are used to illustrate how executives can design and redesign organizations effectively.

#### MGT 6560 Organizational Change and Development (1.5 - 3)

Theories of management change with objectives of increasing organizational effectiveness and individual satisfaction and motivation. Topics include the theories of organization change, organizational diagnosis and intervention. Emphasis will be on implications and applications of theories for managing organizational change.

#### MGT 6570 Power and Politics Within Organizations (1.5 - 3)

Organizations are fundamentally political entities and in them, power and influence are key mechanisms by which things get done. Moreover, effective leadership involves developing and wielding influence among others. In this course, such processes will be diagnosed and analyzed focusing on the sources, dynamics, and effects of power and political struggles in organizations. Course objectives include: developing the ability to create and use sources of power beyond formal authority, identifying common strategies and tactics of influence, and exercising skills that make each student more effective in complex, changing organizations. Course materials and activities focus on topics such as: the management of strategic dependencies and social/political capital; ethics; culture and unobtrusive control; commitment; persuasion processes; and network building.

#### MGT 6590 Managing International Human Resources (1.5)

Focuses on the strategic implementation of human-resource policies in organization. Topics include the legal and ethical implications of human-resource decisions, diversity and equal opportunity, reward systems and career paths, employee influence, and work design and technology. The course design is a combination of case method and written analysis.

#### MGT 6610 Practical Management Science I (1.5 - 3)

This course takes a practical approach to management science by using popular business software (e.g., Microsoft Excel) to solve analytical models. Management-decision problems covered in the course may include marginal analysis, linear and integer programming, goal programming, transportation models, specialized network models, inventory models, critical-path method/project management networks, queuing theory, and simulation. Where applicable, the course will build on topics at a more advanced level than models covered in MGT 6040 and MGT 6060 Production/Operations Management.

#### MGT 6611 Practical Management Science II (1.5 - 3)

This course continues the practical approach to management science by using popular business software (e.g., Microsoft Excel) to solve analytical models. Management-decision problems covered in the course may include marginal analysis, linear and integer programming, goal programming, transportation models, specialized network models, inventory models, critical-path method/project management networks, queuing theory, and simulation. Where applicable, the course will build on topics at a more advanced level than models covered in required courses such as MGT 6040 Data Analysis and Decision Making and MGT 6060 Production/Operations Management. Although it is recommended to take both MGT 6610 and MGT 6611 in succession, MGT 6610 is not a prerequisite for this course.

#### MGT 6620 Supply Chain Management (1.5 - 3)

Recent developments in electronic commerce and information technology have motivated firms to rethink their supply chain strategies. Cross-functional coordination within the firm and integrated decision-making throughout the value chain, from sourcing of raw materials to delivery of finished goods to customers, are critical to success in any industry, be it service or manufacturing oriented. Topics of discussion include outpartnering and virtual integration, process redesign for effective supply chain management, enterprise resource planning, and the role of information agents in changing product and service management strategies. Class discussion is motivated by case studies that examine emerging supply chain strategies and associated information technology systems being adopted by firms in a variety of industries. This course is sequenced with other courses in electronic business. It builds a good foundation for courses like Marketing in the Information Age, which focuses on marketing strategies for the customer end of the technology integrated supply chain, and complements information systems courses such as Systems Analysis and Design and Database Theory and Design.

#### MGT 6630 Operations Planning and Control (1.5 - 3)

Design of information and decision systems for allocating resources and scheduling activities. Development of conceptual structures for guiding the design of integrated planning and control systems. Topics include forecasting, materials resource planning, just-in-time manufacturing and capacity management. Prereq.: MGT 6060 or 6061

#### MGT 6650 Operations Systems Design (1.5 - 3)

An integrated examination of the design and improvement of production/operating systems. Prereq.: MGT 6060 or 6061

#### MGT 6670 Service Operations (1.5 - 3)

This course aims to develop a better understanding of best practices in the service sector through analysis of leading-edge firms and the strategies they have employed to create and maintain competitive advantage. The course emphasizes the close coordination of marketing and operations in the design and implementation of service delivery processes. Topics include the importance of developing both human and technical skills among employees who represent the most critical point of contact between the service organization and its customers, and the role of technology, in particular information technology, in changing the nature of the service delivered and/or the way in which the service is delivered. The course relies heavily on the analysis of a number of case studies, and includes a group project where the principles developed in the course are applied to a real service organization. Prereq.: MGT 6040

#### MGT 6690 International Operations Management (1.5)

Approaches operations problems for global companies. Includes issues in facility location, productivity management, cultural production considerations, and global operations strategy.

#### MGT 6700 Corporate Strategy (1.5 - 3)

Addresses the challenges of formulating and implementing strategy in companies that are active in multiple

businesses. Students extend the concepts from MGT 6070 on analyzing the resources of firms--assets and capabilities--to explore in depth how those resources can be used to create value across multiple markets. The course examines the challenges of using different means of diversification such as mergers, acquisitions, and internal development to gain or exploit competitive advantages in multiple markets. Addresses the vertical scope of organizational boundaries of firms, such as the option of owning resources versus securing them through alternative means such as marketing contracting, alliances, and inter-firm networks. The course emphasizes the managerial and implementation issues of multi-business companies.

#### MGT 6710 Strategy and Technology (1.5 - 3)

An introduction to the management of technology as a business activity. The focus is on the processes by which technological enterprises evolve, and on the technological innovation process in established technology-based firms, with considerable attention devoted to the dynamics of "intrapreneurship." Heavy emphasis is placed on classroom analysis of published case studies of technological enterprises, together with readings that outline basic concepts applicable to the subject.

#### MGT 6720 Applications of Business Strategy (1.5 - 3)

Emphasizes the environment in which strategic decision-making takes place. It provides an opportunity to apply the analytic tools learned in MGT 6070 in a variety of contexts. It also provides an opportunity to expand upon the critical roles of general management in changing political, economic, and social environments, such as the global environment or the technology intensive environment. The manager as leader, as ethical guide, and social conscience for the organization, and as creator of shareholder wealth are featured topics. The course is taught primarily through the use of topical strategy cases. Students can expect written case analyses, group projects, and a major written project.

#### MGT 6730 Merger, Acquisition, and Alliance Strategies (1.5 - 3)

Cooperative strategies have become a prominent feature of the modern competitive landscape. This course focuses on mergers and acquisitions, in which one firm takes over another, and on alliances, in which two or more firms join forces, from a strategic perspective. The course is intended to increase the effectiveness of students at analyzing issues related to technology, strategy, and organization as they apply to these actions. Characteristics of successful and unsuccessful mergers and acquisitions are examined in detail. Similar concerns for alliances are developed in detail, and the benefit of networks of alliances in the information economy are emphasized. The strategic choice of startup, alliance, or acquisition as a way to increase the knowledge and capabilities of a firm is developed in detail, as this is perhaps the single critical decision in the knowledge driven economy. Finally, issues surrounding managing mergers and alliances to increase the chances of strategic success are covered. Prereq.: MGT 6070, FINAN 6020

#### MGT 6790 International Management (1.5 - 3)

Management of firms having substantial activities in more than one country. A project in international trade is required as well as cases involving strategy and operations for the multinational firm, global industry analysis and country analysis. The central intellectual model for the course is the unitary world market.

#### MGT 6791 Global Strategic Management (1.5 - 3)

Focuses on unique aspects of strategic management in the global environment. Such issues as worldwide competition, global technology, political risk, global financial strategies and multinational organizations are addressed. The course is primarily a case analysis course with limited lectures. Students can expect written case analyses, group projects and a major written project. Prereq.: MGT 6070

#### MGT 6810 Entrepreneurship and Emerging Business (1.5 - 3)

This course introduces the concept of the entrepreneur and of the role of the entrepreneur and innovator in the modern economy. It introduces the processes involved in identifying and defining opportunities in emerging

industries and of developing and refining the business concept. At the end of the course, the student should understand the potential of entrepreneurship as a career option and should have completed the preliminary analysis for an entrepreneurial business idea. The course involves extensive exposure to entrepreneurs and entrepreneurial ventures and requires a formal business concept paper. Students are encouraged to develop new venture teams with both classmates and outside business partners.

#### MGT 6820 Building the Entrepreneurial Venture (1.5 - 3)

This course takes the student through the process of writing a business plan and establishing a new business venture. Building from business concepts developed in MGT 6810, students will create fully developed business plans. Students will be encouraged to enter these plans in the Utah Entrepreneurial Challenge competition. The course also covers the process of building a company from the business plan. Concerns about legal, human resource, financing, marketing, location, and other practical aspects of turning a technological promise into a viable business. The outcome of the courses will be, at a minimum, a complete business plan. Students will be ready to start a company on completion of this course. Prereq.: MGT 6810 and FINAN 6300

#### MGT 6830 Entrepreneurial Counseling (1.5 - 3)

A practicum for MBA or other qualified graduate students in counseling small entrepreneurial companies. Students are assigned in teams to work on a variety of problems ranging from the broad development of new working strategies to specific needs in marketing, finance, etc. Counseling teams prepare written recommendations and plans and present an oral report to clients. Professor approval required.

#### MGT 6910 Special Study for Masters Students (1-3)

Departmental approval is required prior to registration. See masters programs adviser.

## **Marketing Course Descriptions**

#### MKTG 6090 Marketing Management (3)

Focuses on developing analytical skills to make basic marketing decisions: target market, positioning, and marketing mix. Instructional approaches include case analyses, lectures, and a competitive situation. Oral and written communication are stressed.

#### MKTG 6091 Topics in Marketing Management (3) (only for one-year MBA students)

A small number of lectures provides a framework for marketing decision making. A case analysis approach is used to enhance analytical skills and practice decision making in a variety of situations. Oral and written communication is stressed.

#### MKTG 6210 International Marketing (1.5 - 3)

Role of international trade in the nation's economy; differences in managing domestic marketing and international marketing; requisite concepts, strategies, function and institutions. Prereq.: MKTG 6090

#### MKTG 6220 Culture and International Business (1.5 - 3)

Many experts consider culture to be the single most important influence in international business. This class is designed to acquaint students with the concept of culture and the way in which it functions in international business. Culture is defined and explored from various perspectives, using examples from cross-cultural negotiations, strategy, market research, advertising, etc.

#### MKTG 6300 Marketing in the Information Age (1.5)

In the information age, many products and services have become more information intensive. Usually, it is possible to digitize part of the value chain, i.e., create a virtual value chain, which can be accessed by a network. This course examines the impact of the Internet and related digital technologies on marketing and business. This course will focus on marketing implications of information intensive products and services, business models for the information economy and using the Internet to perform marketing functions such as, customer service, advertising and brand building, pricing, personalization and customization and building community.

#### MKTG 6450 Marketing Research (3)

Marketing research strategy and tactics. Scientific process as an aid to decision-making in marketing management. Surveys, experiments, observation methods and use of secondary data analysis and interpretation.

#### MKTG 6460 Qualitative Research Methods (3)

This course emphasizes qualitative data collection methods including individual and group depth interviews and observation, as well as ways to interpret, present and enhance the trustworthiness of qualitative research.

#### MKTG 6550 Marketing for Health Professionals (1.5 - 3)

Designed to acquaint health professionals with marketing theory and methods and to demonstrate their application to health services, programs and medical practice. Theoretical issues relevant to effective program design, distribution, pricing and promotion are studied with emphasis on marketing research and its role in improving these activities. Prereq.: MKTG 6090

#### MKTG 6600 Marketing Analysis and Decision Making in an Information Age (1.5 - 3)

This course deals with concepts, methods, and applications of decision modeling to address marketing issues such as segmentation, targeting and positioning; new product design and development; advertising sales force, and promotion budgeting; and pricing. It attempts to translate conceptual understanding into specific operational models that can be implemented on PC-based computer software. Prereq.: MKTG 6090 or 6091

#### MKTG 6690 Regression Analysis (3)

Regression theory and applications to managerial and social science problems. Course includes two- and three-variable regression in summation notation, matrix algebra, general linear model and some advanced topics.

#### MKTG 6720 Marketing Communications (1.5 - 3)

Current models of interpersonal communication and persuasion studied with emphasis on their application in professional marketing practice. Monitoring of verbal and nonverbal feedback from receivers is analyzed in conjunction with designing signals to be sent. Laboratories scheduled weekly. Prereq.: MKTG 6090 or 6091

#### MKTG 6730 Advanced Marketing Communications (3)

Building on the basic objectives, concepts and analytic tools employed in the effective selling process. Advanced topics in selling are covered. These include analysis of the communication process within small groups and networks within organizations and application of learning principles, logic and creativity in improving effectiveness. Laboratories and field projects are scheduled weekly. Prereq.: MKTG 6720 or professor approval

MKTG 6770 Consumer Behavior (3)

The course covers a broad array of issues involving the consumer market, the forces affecting purchase and consumption choice behavior, and the different avenues for reaching consumers. Prereq.: MKTG 6090 or 6091

MKTG 6800 New Product Development (3)

The course focuses on the managerial and marketing issues surrounding the development of new products and services in established companies. The managerial portion deals with creating an innovative climate and management of the new product development process. The marketing portion will cover generating ideas from consumers, concept and product testing, test marketing and new product introduction Prereq.: MKTG 6090 or 6091

MKTG 6810 Brand Management (1.5 - 3)

Problems associated with the development and management of both consumer and industrial products. Identification of potentially profitable market segments, adjustments in the product or product line, international product management, branding, packaging and pricing policy in a changing competitive environment. Prereq.: MKTG 6090

MKTG 6860 Empirical Research Methods (3)

Develops ability to design research. Stresses design of research strategy, data collection, use of multivariate statistics and computer analysis. Stresses elements of research common not just to marketing but all business research areas. Prereq.: MGT 6040

MKTG 6910 Special Study for Masters Students (1-3)

Departmental approval is required prior to registration. See masters programs adviser.

## **Appendix 2**

### **David Eccles School of Business Masters Emphases**

#### **ACCOUNTING EMPHASIS**

The Accounting emphasis is designed for students interested in pursuing a future in accounting or an accounting related position. This emphasis will provide a solid background in accounting and will enable a student to be successful within an organization, whether directly related to accounting or related to managerial positions with accounting oversight. This background would also be supportive of a consulting career with a focus on accounting.

#### **Emphasis Requirements**

Courses required for emphasis (12 credits):

ACCTG 6210 Strategic Cost Management (3 hours)  
ACCTG 6510 Cases in Audit/Systems (3 hours)  
ACCTG 6610 Financial Reporting (3 hours)  
ACCTG 6820 Business/Tax Strategies (3 hours)

#### **MARKETING EMPHASIS**

This emphasis will prepare students for careers in product and brand management, international marketing, e-commerce, management consulting, and general management with a marketing emphasis.

#### **Emphasis Requirements**

The Marketing emphasis consists of twelve hours of courses to be taken within the marketing department from the following list of courses:

**MKTG 6210** International Marketing (1.5)  
**MKTG 6220** Culture and International Business (1.5)  
**MKTG 6300** Marketing in the Information Age (1.5)  
**MKTG 6550** Marketing for Health Professionals (1.5)  
**MKTG 6600** Marketing Analysis and Decision Making in an Information Age (3)  
**MKTG 6770** Consumer Behavior (3)  
**MKTG 6800** Innovation and New Product Development (3)  
**MKTG 6810** Product Policies (to be renamed Product and Brand Management) (3)

## INFORMATION SYSTEMS EMPHASIS

This emphasis will prepare students for careers in consulting firms, in industry as liaisons between the IT group and the business, in management within IT groups, working as database specialists, as systems analysts, and many other exciting careers.

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### Emphasis Requirements

Core Courses (9 credit hours):

ACCTG 6410 Systems Analysis and Design (3)  
ACCTG 6420 Database Theory and Design (3)  
ACCTG 6440 Object Oriented Technology (3)

Plus at least 3 hours from suggested electives.

## FINANCE AND FINANCIAL ACCOUNTING EMPHASIS

The Finance and Financial Accounting emphasis consists of twelve hours of courses beyond the core in finance and accounting.

This emphasis will prepare a student for jobs such as portfolio manager, real estate developer, financial analyst, CFO, banker, credit analyst, venture capitalist, mortgage lender, risk manager, economic consultants and financial planner.

The finance and financial accounting emphasis is designed to provide students with a clearly defined set of courses that will help to prepare them for careers in the area.

### Emphasis Requirements

Core Courses (6 credits):

FINAN 6210 Cases in Financial Strategy (3)  
ACCTG 6610 Financial Reporting (3)

Students also take 6 credit hours of relevant electives for either the Financial Consulting and analysis track or the corporate finance track.

## E-BUSINESS EMPHASIS

The emphasis in E-Business is for MBA students whose career objectives involve the emerging area of electronic business. Students are able to combine these e-business courses with courses in a functional area such as Finance, Information Systems, Marketing, or Operations Management in order to apply concepts from e-business to various situations.

### Requirements

E-Business Core (9 credit hours):

ACCT 6410 Systems Analysis and Design (3)  
ACCT 6420 Database Theory and Design (3)  
ACCT 6470 E-Business (1.5)  
MKT 6300 Marketing in the Information Age (1.5)

Students take at least 3 credit hours of other related electives

## **PRODUCT MANAGEMENT EMPHASIS**

The Product Management Emphasis is cross-functional in nature and pulls together courses from Accounting, Management, and Marketing that pertain to strategic and operational issues critical to successful product management. Students take twelve hours of courses selected from the cross-functional mix outlined below.

### **Emphasis Requirements**

Students must complete twelve credit hours from the following list of courses.

#### Courses:

**ACCT 6210** Strategic Cost Analysis (3)  
**MGT 6420** Quality Management I (1.5)  
**MGT 6421** Quality Management II (1.5)  
**MGT 6620** Technology Integrated Supply Chain Management (3)  
**MGT 6670** Service Operations Management (3)  
**MGT 6710** Strategy and Technology (3)  
**MKTG 6800** Innovation and New Product Development (3)  
**MKTG 6810** Product and Brand Management (3)

## **ENTREPRENEURSHIP & EMERGING BUSINESS EMPHASIS**

This program is targeted specifically at entrepreneurial management in emerging, technology-intensive industries.

### **Emphasis Requirements**

Students must complete twelve credit hours, including the three core courses and three hours of relevant elective courses:

#### **Core Courses (9 credit hours):**

MGT 6810	Entrepreneurship and the Emerging Business	3.0
MGT 6820	Building the Entrepreneurial Venture	3.0
FIN 6300	New Venture Finance	3.0

## **INTERNATIONAL BUSINESS EMPHASIS**

The International Emphasis in the MBA program consists of twelve hours of course work. The curriculum is designed to build an understanding of the cultural, historical, political and economic forces driving major world markets. The International Emphasis will prepare students in management to be sensitive to various differences and needs of successful international and global businesses.

### **Emphasis Requirements**

Students must complete the two core courses and courses 6 credit hours of electives in global and/or international topics from accounting, finance, management or marketing.

#### Core Courses (4.5 credit hours):

MGT 6790 International Business (3)

MGT 6910 Current Issues in International Business: Speaker Series (1.5)

Appendix 3  
Faculty Coordinator's Vita

**NAME:** DEBRA L. SCAMMON

**RANK AND DEPARTMENT:** Associate Dean for Academic Programs  
Emma Eccles Jones Professor of Marketing

**DEGREE:** Ph.D., University of California, Los Angeles, 1978  
(Marketing)  
M.S., University of California, Los Angeles, December,  
1973 (Marketing)  
B.S., California State University, Northridge, June, 1971  
(Marketing)

**HONORS:**

2000	Emma Eccles Jones Professor of Marketing David Eccles School of Business
2000	Outstanding Reviewer, Journal of Public Policy & Marketing
1994	Presidential Teaching Scholar University of Utah
1991-2000	George Eccles Faculty Scholar David Eccles School of Business
1989	Distinguished Teaching Award University of Utah
1988	Hatch Teaching Prize, Finalist University of Utah
1986	American Marketing Association Doctoral Consortium Resident Faculty Fellow University of Notre Dame
1985	American Marketing Association Doctoral Consortium Resident Faculty Fellow Duke University
1983	Kappa Kappa Gamma "Favorite Professor" University of Utah
1980	National Science Foundation Chatauga Seminar Fellow University of Utah
1978	Association for Consumer Research Doctoral Dissertation Award Second Runner-Up
1975	American Marketing Association Doctoral Consortium Fellow

1973	University of California, Los Angeles American Marketing Association, Student Chapter Outstanding Marketing Student
1973	University of California, Los Angeles Beta Gamma Sigma Graduate Honor Society
1971	University of California, Los Angeles American Marketing Association, Student Chapter Outstanding Marketing Student California State University, Northridge

**WORK EXPERIENCE:**

1999 - present	Associate Dean for Academic Programs
1998-1999	Interim Dean
1997-1998	Associate Dean for Faculty Development and Teaching/Learning Resources
1995-1997	Associate Dean for Academic Programs and Teaching/ Educational Resources
1992-1995	Associate Dean for Research and Faculty Development
1990	Visiting Professor of Equine Marketing Department of Equine Administration School of Business University of Louisville
1988-1992	Chair, Department of Marketing David Eccles School of Business University of Utah
1985 to present	Professor, Department of Marketing
1980 to 1985	Associate Professor, Department of Marketing
1975 to 1980	Assistant Professor, Department of Marketing
1973 to 1975	Adjunct Professor, Department of Marketing, California State University, Northridge

**PROFESSIONAL SERVICE:**

1996-1998	Editor, Journal of Public Policy & Marketing
1995-2002	Editorial Review Board, Journal of Marketing
1982-present	Editorial Review Board, Journal of Public Policy & Marketing
Various years	Editorial Review Board, Journal of Health Care Marketing
Various years	Editorial Review Board, Journal of Advertising
Various years	Conference Planning Committee and Reviewer, Association for Consumer Research American Marketing Association Association for Health Care Research

**TEACHING AND RESEARCH INTERESTS:**

Marketing Law and Public Policy, Environmental Marketing,  
Health Care Marketing, Consumer Behavior, Consumer Decision  
Making, Services Quality

**SELECTED RECENT PUBLICATIONS:**

**BOOKS AND JOURNALS:**

Fuller, Dan A. and Debra L. Scammon (2000), "Antitrust Concerns about Evolving Vertical Relationships in Health Care," Journal of Business Research, Vol. 48, No. 3, June, pp. 227-232.

Mason, Marlys J. and Debra L. Scammon (2000), "Health Claims and Disclaimers: Extended Boundaries and Research Opportunities in Consumer Interpretation," Journal of Public Policy & Marketing, Vol. 19, No. 2 Spring, pp. 144-150.

Scammon, Debra L. and Robert N. Mayer (2000), "The Effectiveness of Environmental Labeling," in The Handbook of Marketing and Society, Paul N. Bloom and Gregory T. Gundlach (eds).

Fuller, Dan A. and Debra L. Scammon (1996), "Newly Evolving Organizational Structures in the Health Care Industry: Principles of Antitrust Enforcement and Developing Concerns," Journal of Public Policy & Marketing, Vol 15, No. 1, Spring, pp.128-134.

Fuller, Dan A., Debra L. Scammon and Randy T. Davis (1996), "Big Fish in A Small Pond: Advantages and Disadvantages of A First-Mover Strategy," Journal of Ambulatory Care Marketing, Vol. 6, No 1, 1-10.

Scammon, Debra L. and Dan A. Fuller (1996), "Update on the DOJ/FTC Principles Relating to Health Care and Antitrust Enforcement," Utah's Health: An Annual Review, Spring, 1-4.

Smith, Jackie A., Debra L. Scammon and Susan L. Beck (1995), "Using Patient Focus Groups for New Patient Services," The Joint Commission Journal on Quality Improvement, Vol. 21, No. 1 (January), pp. 22-31.

Smith, Jackie A., Debra L. Scammon, Susan L. Beck (1995), "Listening to the Language of Patients: Using Patient Focus Groups to Improve Patient Care." Strengthening Hospital Nursing, chapter.

Li, Lawrence B., Scott D. Williams, and Debra L. Scammon (1995), "Practicing With the Underserved: A Qualitative Analysis of Motivations, Incentives, and Disincentives," Archives of Family Medicine, Vol. 4 (February), pp. 124-134.

Scammon, Debra L., Lawrence B. Li and Scott D. Williams (1995), "Increasing the Supply of Providers for the Medically Underserved: Marketing and Public

Policy Issues," Journal of Public Policy & Marketing, Vol. 14, No. 1, Spring, 35-47.

Scammon, Debra L. and Robert N. Mayer (1995), "Agency Review of Environmental Marketing Claims: Case-by-Case Decomposition of the Issues," Journal of Advertising, Summer, Vol. 24, No. 2, pp. 33-44.

Scammon, Debra L., Scott D. Williams, and Larry B. Li (1994), "Understanding Physicians' Decisions to Practice in Rural Areas As a Basis for Developing Recruitment and Retention Strategies," Journal of Ambulatory Care Marketing, Vol. 5, No. 2, pp. 85- 100.

Fuller, Dan A. and Debra L. Scammon (1994), "An Examination of Recently Issued Antitrust Guidelines for Health Care: Revolution, Evolution or Business as Usual?" Utah's Health An Annual Review, Vol. II, Fall 1994, pp. 103-111.

Thompson, Randy C. and Debra L. Scammon (1993), "Improving Client Satisfaction and Clinic Revenues Through Systems Simulation: The Case of a University Nutrition Clinic," Journal of Ambulatory Care Marketing, Vol. 5, No. 2, pp. 11-26.

Gray-Lee, Jason, Debra L. Scammon and Robert N. Mayer (1994), "Current Status of Environmental Marketing Claims," Journal of Public Policy & Marketing, Vol. 13, No. 1 (spring).

Scammon, Debra L. and Dan A. Fuller (1993), "Vertical Relationships Among Health Care Organizations: Strategic Options and Antitrust Issues," Advances in Non-Profit Marketing, Vol. 6, No. 1, pp. 41-62.

Hsieh, James Youlong and Debra L. Scammon (1993), "Cultural and Economic Antecedents to Evolving Consumer Concerns in Taiwan," Journal of Consumer Policy, Vol. 16, winter, pp. 61-78.

Scammon, Debra L. and Mary Jane Sheffet (1992), "Market Share Liability: An Analysis Since Sindel," Journal of Public Policy & Marketing, Vol. 11, No. 1, Spring, pp. 1-11.

Mayer, Robert N. and Debra L. Scammon (1992), "Caution: Weak Product Warnings May Be Hazardous to Corporate Health," Journal of Business Research, Vol. 24, No. 4, June, pp. 347-360.

Scammon, Debra L. and Dan A. Fuller (1992), "The Management of Upstream and Downstream Risk Through Selective Contracting," Journal of Ambulatory Care Marketing, Vol. 5, No. 1, pp. 209-219.

Scammon, Debra L. (1992), "Book Review: 'Marketing and Advertising

Regulation' by Murphy and Wilkie," Journal of Marketing, Vol 56, No. 1, (January), pp. 120-21.

Mc Alexander, James H., John W. Schouten and Debra L. Scammon (1991), "Positioning Professional Services: Segmenting the Financial Services Market," Journal of Professional Services Marketing, Vol 7 No. 2, pp.149-166.

#### **CONFERENCE PROCEEDINGS:**

Mason, Marlys J. and Debra L. Scammon (1999), "Product and Brand Decisions in a Complex Information Environment: The Case of Dietary Supplements," William Wilkie, Greg Gundlach, and Patrick Murphy, Eds., Proceedings of the Marketing and Public Policy Conference, Vol. 9, forthcoming.

Mason, Marlys J. and Debra L. Scammon (1999), "Satisfaction with Health Care Among the Chronically Ill: Lessons for Care Delivery and Policy," Advances in Health Care Research, Hair, Ed. (won best conference paper award)..

Fuller, Dan A. and Debra L. Scammon (1999), "Alliances, Partnerships and Networks in Health Care," Advances in Health Care Research, Hair, Ed., forthcoming.

Scammon, Debra L. and Marlys J. Mason (1999), "Consumers and Nutritional Supplements: Could This be Me? This is Me!," Eric Arnould and Linda Scott (eds), Advances in Consumer Research, Vol. XXVI.

Scammon, Debra L. (1998), "Emerging Perspectives on Research in Marketing and Public Policy: Reflections from a Editor," Alan Andreasen, Alex Simonson, and N. Craig Smith (eds), Proceedings of the Marketing and Public Policy Conference, Vol. 8, p.114.

Scammon, Debra L. and Frank Thomas, M.D. (1998), "Physician Executives: Their Roles, Needs for Business Savvy and Options for Education in Business," Advances in Health Care Research, Hair and Wilson-Woodside, Eds., 134-142.

Fuller, Dan A. and Debra L. Scammon (1998), "Academic Medical Centers: Rethinking The Future," Advances in Health Care Research, Hair and Wilson-Woodside, Eds., 1-12.

Fuller, Dan A. and Debra L. Scammon (1997), "Transformation to 'Collective Competition': Alliances and Partnerships in Health Care," Advances in Health Care Research, John and Sylvester, Eds., 10-18.

Fuller, Dan A. and Debra L. Scammon (1996), "An Update on the DOJ/FTC Principles Relating to Health Care and Antitrust Enforcement," Advances in Health Care Research, M. Ruwe and J. John, Eds. (1996), pp.191.

Meyer, Karin J., Lawrence B. Li, Debra L. Scammon, and Marlene J. Egger

(1995), "Residency Training and Reconstruction of Family Physicians' Career Choices," Advances in Health Care Research, Marcia L. Ruwe and Harlan E. Spotts, Jr. Eds., pp. 48-50.

Fuller, Dan A., Debra L. Scammon and Randy T. Davis (1995), "The Rise and Fall of a Free-Standing Psychiatric Hospital: A Case of Lost First-Mover Advantage," Advances in Health Care Research, Marcia L. Ruwe and Harlan E. Spotts, Jr. Eds., pp. 148-154.

Scammon, Debra L., Jackie A. Smith, and Tika Beard (1994), "The Role of 'Free' Mammograms in Motivating First-Time Screening: A Community Experiment," Advances in Health Care Research, Meadow and Spotts, Eds., pp. 28-36.

Fuller, Dan A. and Debra L. Scammon (1994), "Competition and Collaboration in the Health Care Industry: Has There Been a Change in Antitrust Enforcement Goals?" Advances in Health Care Research, Meadow and Spotts, Eds., pp. 38-44.  
Ottum, Brian, Debra L. Scammon, and Ynte Van Dam, "The Effect of Eco-Labels on Brand Choice," Debra Ringold, Ed., Proceedings of the 1994 Marketing & Public Policy Conference, pp. 109-111.

Mayer, Robert N., Debra L. Scammon, and Jason Gray-Lee, "Checking Out the Audit of Environmental Claims," Debra Ringold, Ed., Proceedings of the 1994 Marketing & Public Policy Conference, pp. 112-115.

Scammon, Debra L., Jackie A. Smith, and Tika Beard (1994), "The Role of 'Free' Mammograms in Motivating First-Time Screening: A Community Experiment," H. Lee Meadow and Harlan E. Spotts, Jr., Eds., Advances in Health Care Research, pp. 28-36.

Fuller, Dan A. and Debra L. Scammon, "Competition and Collaboration in the Health Care Industry: Has There Been a Change in Antitrust Enforcement Goals?" H. Lee Meadow and Harlan E. Spotts, Jr., Eds., Advances in Health Care Research, pp. 38-44.

Mayer, Robert N., Debra L. Scammon, and Jason Gray-Lee (1993), "Will the FTC Guides on Environmental Marketing Affect the Hue of Green Marketing? An Audit of Claims on Product Labels," Mary Jane Sheffet, Ed. Proceedings of the 1993 Marketing & Public Policy Conference, 19-30.

Gray-Lee, Jason, Debra L. Scammon, and Robert N. Mayer (1993), "A Guiding Light: Illuminating the Green Marketing Guides," Mary Jane Sheffet, Ed. Proceedings of the 1992 Marketing & Public Policy Conference, 75-91.

Scammon, Debra L., Scott D. Williams, and Larry B. Li (1993), "Understanding Physicians' Decisions to Practice in Rural Areas As a Basis for Developing Recruitment and Retention Strategies," Ron Hoverstad and H. Lee Meadow, Eds.

American Association for Advances in Health Care Research, 13-20.

Fuller, Dan A. and Debra L. Scammon (1993), "Marketing Health Insurance Under the New Strategies for Health Care Reform," Ron Hoverstad and H. Lee Meadow, Eds. American Association for Advances in Health Care Research, 7-12.

Mayer, Robert N. and Debra L. Scammon (1992), "Poisoning the Well: Do Environmental Claims Strain Consumer Credulity?" Advances in Consumer Research, Vol. XX, McAlister and Rothschild, editors, pp. 698-703.

Scammon, Debra L. and Robert N. Mayer (1992), "Environmental Labeling and Advertising Claims: International Action and Policy Issues," European Advances in Consumer Research, Vol. 1, pp. 338-344.

Scammon, Debra L. and Dan A. Fuller (1992), "Horse Racing Rounds the Turn: Gambling for the Fun of It," European Advances in Consumer Research, Vol. 1. Sheffet, Mary Jane and Debra L. Scammon (1992), "A Public Policy Approach to Delayed Manifestation Injuries," Proceedings of the 1992 Marketing and Public Policy Conference, Washington, D.C., May, pp. 39-47.

Scammon, Debra L., Robert N. Mayer, and Ken R. Smith (1992), "The Morning After: Have Consumers Learned Anything From Alcohol Warning Labels?", Proceedings of the 1992 Marketing and Public Policy Conference, Washington, D.C., May, pp. 93-104.

Mayer, Robert N., Debra L. Scammon, and Kathleen Zick (1992), "Turning the Competition Green: The Regulation of Environmental Claims," Proceedings of the 1992 Marketing and Public Policy Conference, Washington, D.C., May, pp. 152-165.

Thompson, Randy and Debra L. Scammon (1992), "New Service Innovation: A Study of Three Hospitals," Advances in Health Care Research, Hoverstad and Balaz, editors, pp. 5-11.

Dan A. Fuller and Debra L. Scammon (1992), "Vertical Integration in Health Care: Antitrust Issues," Advances in Health Care Research, Hoverstad and Balaz, eds, pp.82-89.

#### **GRANTS:**

Scammon, Debra L. principle investigator, University Teaching Committee Grant, "Developing Teaching Skills in the Art of Discussion Teaching," \$1500.00 for fall 1998.

Scammon, Debra L. principle investigator, Higher Education Technology Initiative Grant for Curriculum Development, "Integrated Technology for An Executive MBA Program," \$219, 525.00 for academic year 1997-98.

Scammon, Debra L. University Technology Starter/Mentor Grant, "Lotus Notes and Learning Space for Distance Delivery of an Executive Education Course," 1997.

**PROGRAM DEVELOPMENT:**

*Administration for Physicians Executives* Executive education short course on business administration for physicians and other health care professionals. Course co-sponsored by the Matheson Center for Health Care Studies and the School of Medicine.

**TEACHING AWARDS:**

Presidential Teaching Scholar, 1994

George Eccles Faculty Scholar, David Eccles School of Business, 1991-present.

University Distinguished Teaching Award, 1989

Hatch Teaching Prize, Finalist, 1988.

Kappa Kappa Gamma "Favorite Professor," 1983.

**BUSINESS INVOLVEMENT:**

Consultant: Marketing Research, Marketing Strategy Planning  
various health care organizations including Childrens Health Services, Inc., University of Utah Health Sciences Center, Intermountain Health Care, Holy Cross Breast Care Services, CompHealth

Marketing and Public Opinion Research  
D C Bar Association  
Utah State Health Department

Speakers' Bureau - primarily in the health care area.  
Group Practice Management Association  
Women in Business  
Utah Chapter, Hospital Planning, Marketing and Public Relations  
Utah Public Health Professionals

**OTHER PROFESSIONAL ACTIVITIES:**

Editor: Journal of Public Policy & Marketing  
(term July 1995-June 1998)

Editorial Review Board: Journal of Health Care Marketing  
Journal of Public Policy & Marketing  
Journal of Marketing  
Utah's Health: An Annual Review

Section Editor: "Policy Watch," Journal of Public Policy & Marketing

Ad Hoc Reviewer: Journal of Consumer Research  
Journal of Retailing  
Journal of Marketing Research  
Advances in Non-Profit Marketing  
Association for Consumer Research  
American Marketing Association  
Decision Sciences

Professional Association Offices: American Association for Advances in Health Care Research  
Board of Directors  
Treasurer and Vice President for Research  
Arrangements Chair, annual conferences  
American Marketing Association, Special Interest Group on Marketing and Society  
Board of Directors

**SERVICE**

Reviewer Thrasher Foundation

Board of Advisors University Home Care Services  
AT&T Credit Card

Advisory Group Utah State Health Department Tobacco  
Reduction/Prevention Media Evaluation  
Loyal Bennion Community Service Center  
Health Insights

**OTHER PROFESSIONAL POSITIONS**

Advertising and Marketing Research Consultant, Federal Trade Commission, 1978-79

Visiting Professor, Equine Administration Department, College of Business, University of Louisville, Louisville, Ky., 1991.

Partner, Jack Teague's Two Bits Training Center, Arabian and quarter horse breeding, showing, training.