

Areas include planning, control, and financing current operations and longer-term capital commitments; management of cash flows; evaluation of income-producing property and expansion. Prerequisite: FNCE387.

FNCE420 (4)

Applications in Corporate Finance

Focuses on capital budgeting and long-term financing, including such related topics as leasing, mergers, and international investment and financing decisions. Detailed analysis of cash-flow estimation, risk evaluation, portfolio analysis, cost of capital, and capital structure decisions. Prerequisite: FNCE387.

FNCE426 (4)

International Financial Management

The financial management and maintenance of international enterprises. Short- and long-term capital sources and uses. Capital budgeting in changing foreign exchange conditions. Exchange exposure coverage, taxation impacts, and global-risk diversification. Prerequisites: BSAD265 and FNCE387.

FNCE429 (4)

Portfolio Theory

Theories and techniques for management of portfolios; emphasis on the portfolio manager's role in diversification and meeting investors' goals, and a review of empirical literature. Prerequisite: FNCE387.

FNCE450 (4)

Advanced Finance

Advanced study of the financial management of business firms. Emphasizes areas of major interest from both applied and theoretical points of view. Areas include capital budgeting, valuation, financial structure, mergers and acquisitions, and short-term asset management. Prerequisite: FNCE405.

FNCE474 (4)

Estate Planning

Introduction to the various tools of estate planning, including the purpose and use of wills, trusts, gifts, and life insurance. Stresses the role of the professional. Estate and gift tax consequences considered. Specific applications to non-profit organization development programs are made.

FNCE490 (4)

Seminar in Finance

An integration of advanced topics in finance, including market structure, restructuring, application of contingent claim analysis to financial decisions, dividend policy, and capital structure. Prerequisite: FNCE387.

FNCE526 (4)

International Financial Management

The financial management and maintenance of international enterprises. Short- and long-term capital sources and uses. Capital budgeting in changing foreign-exchange conditions. Exchange exposure coverage, taxation impacts, and global diversification. Prerequisite: FNCE387.

FNCE675 (4)

Financial Management

Application and integration of advanced topics in financial management. Prerequisite: FNCE387.

FNCE680

Investment Strategy

Study of security risk-and-return concepts, security analysis, and concepts of market efficiency. Emphasizes equity investments, bonds, options, future, and international securities. Prerequisite: FNCE387.

(4) MANAGEMENT, MARKETING, AND INFORMATION SYSTEMS

Chan Shun Hall, Suite #218
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http://www.andrews.edu/SBA/

Faculty

- Allen F. Stembridge, *Chair*
- Betty Gibson
- William Greenley
- Phylis Mansfield
- Robert C. Schwab
- Douglas A. Singh
- Lois Swaine
- Jacquelyn Warwick

COMPUTER SCIENCE AND INFORMATION SYSTEMS

For information on Computer Science and Information Systems offerings, see the supplement to the bulletin.

**BBA in Information Systems
BS in Computing with options in Computer Science and Software Systems
MS in Software Engineering**

Academic Programs	Credits
BBA in Information Systems	
BBA in Management	105
BBA in Management Long-term Care Emphasis	105
BBA in Marketing	105
BBA/BA: Language and International Business	134
Minor in Marketing	32
Graduate Programs are listed on p 156.	

Mission. The Department of Management, Marketing, and Information Systems of the School of Business prepares students for the challenge of working with people in for-profit and not-for-profit organizations, serving world-wide within the Seventh-day Adventist Church organization and in small business operations and large corporations.

Intellectual, spiritual, physical, and social development, built on a solid foundation of ethics and cross-cultural understanding, is the goal of the educational endeavors of the department.

MANAGEMENT

Management is a broad-based discipline. The faculty offers courses for students who desire either a specific business emphasis within management or a general business degree. Most management graduates enter into an internship or training program where they can integrate their general business skills with specific job responsibilities.

All management majors must obtain a C+ minimum grade in ACCT111,112,113 and a B minimum grade in BSAD355.

Major in Management (BBA)

Required courses for major 12

BSAD384, 436; MKTG456

Elective major courses 28

Major Group A electives (16-28 credits)

BSAD104, 210, 330, 342, 350, 374, 376, 415, 431, 432, 440, 444, 450, 460, 464, 466, 467, 477, 487, 490, 497, 498, 499; FNCE397, 474

Major Group B elective (0-12 credits)

Option 1: Any course in accounting, econom-

ics, management information systems, marketing, or finance.

Option 2: Up to 8 credits from courses outside School of Business. The student should be able to demonstrate the need for such courses. Credits approved for application to the 40-credit management major by petition.

BBA core	57
BBA cognates	8
General Education requirements not included above	69
General electives	16
Only 6 of the 16 credits may be taken in ACCT, BSAD, FNCE, and MKTG prefix courses	
Total credits for the BBA degree	190

Since management is a broad field, variation is allowed in academic programs. Management majors are urged to focus their course work in an area of concentration. Emphases available in the department are Long-Term Care Management, Human Resource Management, Not-for Profit Management, and Small Business Management.

BBA in Management

Long-Term Care Emphasis

Required courses for major 40
ACCT331, 332, BSAD384, 431, 432, 436, 460, 466, 487, MKTG330.

Required cognates 11
NRS221, 231, SOCI410

Students already meeting the cognate requirements, through formal or alternative means, may elect a suitable substitute from the following: BSAD342, 374, 415, 440, 464, COMM320, 437, 456, JOUR354, 430.

BBA core	57
BBA cognates	8
General Education requirements not included above	69
General electives	5
These electives may not include ACCT, BSAD, FNCE, or MKTG prefix courses.	
Total credits for the BBA degree	190

The degree listed above is specifically designed to furnish skills in the domain of practice essential for taking the NAB (National Association of Boards of Examiners for Nursing Home Administrators) licensure examination.

MARKETING

While course work in the marketing functional areas forms the core of academic preparation for careers in marketing, other business courses and course work in behavioral science, communications, mathematics, and information science, contribute to the well-rounded perspective needed by marketing managers.

All marketing majors must obtain a C+ minimum grade in ACCT111, 112, 113 and a B minimum grade in MKTG310.

Major in Marketing (BBA)

Required courses in major	18
BSAD499 (2 credits); MKTG320, 330, 456, 490	
Elective major courses	22
Major Group A electives (14-22 credits) BSAD487, 497, 498, 499; MKTG365, 368, 375, 425, 444, 465	
Major Group B elective: (0-8 credits) ANTH336; ART414; BSAD431, 432,	

440, 444, 450, 467, 497, COMM405, 454; ECON454, JOUR354, 454; PSYC450.

BBA core	57
BBA cognates	8
General Education requirements not included above	69
General electives	16
Only 6 of the 16 credits may be taken in ACCT, BSAD, FNCE, and MKTG prefix courses	
Total credits for the BBA degree	190

Minor in Marketing

Required courses 16
ECON226; MKTG310, 320, 330

Minor electives 16
Courses chosen from MKTG offerings

Recommended cognates
ACCT111,112,113; BSAD210, 355
Total credits for the minor 32

BBA/BA in International Business and Language

This program prepares students for international careers with business and language skills, providing practical, on-site, work experience and an academic background in international affairs. Students receive two separate but integrated degrees: a Bachelor of Business Administration with a major in management and a Bachelor of Arts in language for international trade. See p. 87 under International Language Studies for a full description.

General Education Requirements—81

Religion—16	16
RELB100, RELP400 Select 2 from the following: RELB210, 225, RELT250, 340	
Arts and Humanities—12	12
HIST115,116, IDSC211, 212	
Physical/Natural Science—8	8
IDSC321,322	
Social Science—8	8
PSYC101, ECON225	
Language and Communication—12	12
ENGL111, 112, 306, COMM104	
Mathematics and Computer Science—12	12
MATH165, STAT285, INSY110	
Wellness—3	3
HLED130 (Plus personal fitness level or activity course sophomore through senior years)	
Service—2	2
BHSC100 (plus field work) Alternatives include: a. Departmental "S" courses b. Completing an individual plan for service c. Enrolling in a specific two-credit fieldwork course	

Breadth—8
SOCH119 and one approved 4-credit choice from Physical/Natural Sciences

Specialized Studies in Language—41
French requires a minimum of 41 credits above FREN141, including FREN420, 430, 468, 478, plus an elective course at the 400 level.

All majors must attend a full academic year at the Centre universitaire et pedagogique du Saleve, Collonges, France.

Spanish requires a minimum of 41 credits above SPAN141, including SPAN420, 436,

437, 468, 478, plus an elective course at the 400 level.

All majors are required to attend a full academic year at Colegio Adventista de Sagunto, Spain, or Universidad Adventista del Plata, Argentina.

Business Core and Business Major with Cognate 93

Business core—49	49
ACCT111-113, BSAD265, 341, 345, 355,475, 494, ECON226, FNCE387, INSY315, 316, MKTG310	
Business major—40	40
BSAD384, 436, 450, 467, ECON427 or FNCE426, ECON454, MKTG456, 465, MDLG490, 495	
Cognate	4

A systematic study of entrepreneuring, with an emphasis on contemporary trends. The creation, assessment, development, and operation of new and emerging ventures. Entrepreneurial assessments are done to determine the possibility of success for each student. Students learn how to write business plans and how to start their own company.

BSAD341***Business Law I***

Introduction to general principles of law and its interpretation including limited coverage of business torts and crimes, as well as coverage of contract and sales law, property law, agency, and commercial paper.

BSAD342***Business Law II***

Extensive coverage of debtor-creditor relations including secured transactions and bankruptcy; business organization, including partnership and corporate law; consumer and environmental protection, employment law and insurance, estate planning and international law. Prerequisite: BSAD341.

BSAD345***Business and Society***

A study of how business operates within the political, legal, and social environment, its relationship to government agencies and government controls, and how business relates its activities to various social problems. Ethical considerations of business decisions as related to this environment.

BSAD350***Quality Management***

Major aspects include management attitudes and management of the work force, customer expectations, organizational structure, product design and manufacture, purchasing and inventory control, and service provision. Assumes a background in management, marketing, personnel, and purchasing theory.

BSAD355***Management and Organization***

Introduces concepts of effective management in organizational settings. Primary emphases include the organizational processes necessary for organizational effectiveness (planning, organizing, leading, and controlling), the nature of individual and group behavior, and the role of management in facilitating a mutually satisfying fit between employee needs and organizational requirements.

BSAD374***Compensation Administration***

A study including job analysis, job descriptions, job specifications, job evaluation, setting of wage scales, fringe benefits, wage incentives, management of wage, and salary problems. Prerequisite: BSAD355.

BSAD376***Management of Insurance***

Principles of personal and business insurance, kinds of insurance, risk management for individuals and business firms.

BSAD384***Personnel Management***

A survey of the objectives and issues associated with personnel management in organizations. Topics include studies in human resources plan-

ning and forecasting, job analysis and evaluation, personnel recruitment, selection and assessment, training and development, performance evaluation, compensation and benefits, grievance procedures and disciplinary actions. Prerequisite: BSAD355.

BSAD415***Training and Development***

(4) Theories and practices for developing and training people in the organization. Considers facilities, media, and human resources used in selecting, developing, implementing, staffing, and evaluating training programs. Emphasizes methods to upgrade employees' skills based on their aptitudes and interests, in addition to the needs of the organization. Prerequisite: BSAD355.

BSAD431***Perspectives in Health-Care Delivery***

(4) An overview of how health-care is delivered in the U.S., including organizational aspects of health-care delivery, managed care, financing of services, the

completed all BBA core requirements or is currently enrolled in the remainder.

BSAD497 (1-4)
Topics in _____
 Topics of current interest in the sub-discipline area noted not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Permission of the instructor required.

BSAD498 (1-4)
Independent Readings/Study in _____
 Directed study or readings under the guidance of the instructor. Oral and reading reports may be required. Graded S/U. Permission of the dean required. Prerequisite: previous upper-division work in the discipline; minimum cumulative GPA of 2.75 and minimum GPA of 3.00 in business subjects.

BSAD499 (2-4)
Independent Research in _____
 Study under the supervision of the instructor. Permission of the dean required. Prerequisites: previous upper division work in the discipline; minimum cumulative GPA of 2.75 and a minimum GPA of 3.00 in business subjects.

BSAD500 (2-2)
Survey of Management/Marketing
 Introduces concepts of effective management in organizational settings, and a general survey of the major marketing methods, institutions and practices. Not available for MBA program.

BSAD515 (4)
Organizational Behavior
 Application of behavioral-science concepts to understanding individual and group behavior in organizations. Students develop analytical skills necessary to interpret and apply basic psychological and sociological research findings. Topics include attitude formation, perceptual processes, motivation, job design, reward systems, leadership, group processes, organization structure and design. Prerequisite: BSAD355 or 500.

BSAD530 (4)
Management of Not-for-Profit Organizations
 Issues facing managers in third-sector organizations. Studies of the mission and objectives pursued, strategic leadership and board composition, organizational structure and operation, marketing and fund-raising, financial management, training and motivation of volunteers, assessment of stakeholder satisfaction and overall operating effectiveness. A major field project is required. Prerequisite: BSAD355 or 500.

BSAD531 (4)
Health-Care Delivery in the U.S.
 Financing mechanisms, delivery organizations, and payment systems for health-care services in the U. S. Explores the historical development, current trends, and future directions. Another approved course may be substituted if the student has already completed BSAD431 with a grade of B or better.

BSAD532 (4)
Health-Care Policy and Management
 Surveys current problems, policies, and management issues in health-care reform. Prerequisite: BSAD531. Another approved course may be substituted if the student has already completed

BSAD432 with a grade of B or better.

BSAD533 (4)
Health-Care Institutional Management I
 A study of health-care institutions, with special emphasis on the management of a community hospital. Prerequisites: BSAD532; BSAD355 or 515.

BSAD545 (4)
International Management
 Understanding the global enterprise and how management concepts, principles, and practice transcend national boundaries. Focus on global strategies, the importance of cultural differences to organizational effectiveness, management of people in international organizations, personnel selection and repatriation, political risks, ethics and social responsibility. Recommended: BSAD355.

BSAD550 (4)
Business Research Methods
 Study of the various needs for research in business and of research methods; includes the foundations of research, research design, data collection, analysis, and reporting. Prerequisite: STAT285.

BSAD554 (4)
Legal Aspects of Health-Care Administration
 Legal liability of health-care facilities and staff, malpractice insurance and suits, government controls, and legislation affecting health-care institutions.

BSAD556 (1-4)
Topics in Business Administration
 Topics of current interest in the management area not ordinarily covered in-depth in regular courses. Repeatable to 16 credits.

BSAD560 (4)
Intercultural Business Relations
 The process of globalization demands culturally aware managers, both in the domestic and the international market. This course studies the role of culture in business, aims to develop skills in cross-cultural communication and negotiations; and prepares the student for the increasing cultural diversity in the workplace.

BSAD635 (4)
Health-Care Institutional Management II
 Study of health-care institutions, with special emphasis on the management of alternative delivery systems; ambulatory-care centers, outpatient surgery centers, community health clinics, rural health clinics, home health care, HMOs, etc. Prerequisite: BSAD533.

BSAD648 (variable)
Workshop

BSAD660 (4)
Long-Term Care Management
 The continuum of retirement-living and elder-care services, history of long-term care, psychology of aging, management of long-term care organizations, financial management, marketing, quality assurance, and licensure and certification. Prerequisite: BSAD533. Another approved course may be substituted if the student has already completed BSAD460 with a grade of B or better.

BSAD670 (4)

Human Resources Seminar
 Topics may include human-resources planning, job analysis and design, recruitment, screening and selection, training and career development, performance evaluation, compensation and rewards, affirmative action, discipline, unions, grievances, and conflict resolution. Emphasis on cases, projects, and research. Prerequisite: BSAD515 or permission of instructor.

BSAD688 (4)
Management and the Environment
 Introduces the interplay between organizations and their social, political, legal, and cultural environments. Equips students with basic knowledge of issues in organization-environment relations which they are likely to face as managers, and to introduce the student to timely pragmatic, problem-solving approaches for dealing with such relations.

BSAD689 (4)
Strategic Management
 The analysis of strategy—its formulation, development, and implementation. Emphasis on deriving and integrating functional policies in terms of the strategic orientation of the organization. Primarily taught by case method. Assumes that the student has completed all MBA Core requirements or is currently enrolled in the remaining courses.

BSAD690 (1-4)
Independent Readings
 Designed for the individual needs of a student. Oral/written reports may be required. Graded S/U. Permission of the dean required. Prerequisite: Completion of 24 graduate business credits with a cumulative GPA of at least 3.25.

BSAD694 (2-4)
Independent Research
 Designed to fit the individual needs of the student. Permission of the dean required. Prerequisite: Completion of 24 graduate business credits with a cumulative GPA of at least 3.25.

MARKETING

MKTG310 (4)
Principles of Marketing
 A general survey of the major marketing methods, institutions, and practices examined from the viewpoint of their effects on exchange transactions linking producers with consumers. Assumes a working knowledge of micro-economics.

MKTG320 (4)
Consumer Behavior
 An integration of the various disciplines in the behavioral sciences with marketing theory to understand, explain, and predict consumer decisions. Explores both the theoretical and practical implications of individual behavioral variables, group influences, and consumer decision processes. Prerequisite or corequisite: MKTG310.

MKTG330 (4)
Marketing Management
 An investigation of the strategic issues and decisions facing marketing managers. Emphasis on the analytical process by which market opportunities and environmental events translate into marketing plans. Prerequisite: MKTG310.

MKTG365 (4)
Personal Selling

Principles and practices of personal selling and sales promotion. Emphasizes steps in the personal selling process, use of technology in personal sales, and trade promotion. Explores sales-force management including recruitment, compensation, and assignment. Prerequisite: MKTG310.

MKTG368**Advertising and Promotion**

Focuses on the role of promotion and communication in the marketing mix. Explores the nature and types of promotion, including advertising and point-of-purchase display, the steps in developing an advertising campaign, and measures of advertising effectiveness. Explores the management of the promotion and advertising functions in an organization. Prerequisite: MKTG310.

MKTG375**Direct Marketing**

Marketing goods and services directly to consumers, marketing through catalogs, direct-mail, telemarketing, TV and radio direct response, magazine and newspaper direct response, electronic shopping and kiosk shopping. Prerequisite: MKTG310.

MKTG425**Marketing Channel Management**

Focuses on the major channel decisions made by marketing management. Attention to the marketing strategy problems of designing channel objectives, distinguishing major channel alternatives, and selecting the most appropriate channel to facilitate the flow of goods from producers to consumers. Prerequisite: MKTG310. Recommended MKTG330.

MKTG444**Not-for-Profit Marketing**

Examines the meaning and role of marketing concepts and tools in nonprofit institutions such as hospitals, schools, public agencies, foundations, and churches. The role of activities such as marketing research, product development, pricing, advertising, publicity, personal selling, and marketing control are examined in the nonprofit sector. Prerequisite: MKTG310.

MKTG456**Marketing Research**

Focuses on the systematic collection of business and marketing-related data to provide information to decision makers. Emphasis on translating management problems into research questions, developing a research design to address these questions, and analyzing research results with recommendations to management. Prerequisites: STAT285, MKTG310.

MKTG465**International Marketing**

Marketing problems arising from various degrees of foreign involvement. Includes marketing research, project planning and development, pricing, promotion, distribution, and organization. Emphasis on management of these marketing functions in a multinational context where the parameters differ from those in domestic marketing. Prerequisite: MKTG310. Recommended MKTG330.

MKTG490**Marketing Decision Making**

An integrative capstone course for marketing majors. Emphasizes process by which marketing managers seek solutions to marketing problems

and considers marketing opportunities. Field studies provide students with opportunities to apply knowledge gained in marketing coursework to concrete situations. Assumes completion of majority of courses in marketing major.

MKTG540**(4) Not-for-Profit Marketing**

Study of marketing concepts and tools for not-for-profit institutions. Topics include marketing research, product development, pricing, advertising, publicity, personal selling and marketing control. Prerequisite: MKTG310.

MKTG676**Marketing Management**

A survey of marketing management processes of analyzing market opportunities, researching and selecting target markets, designing marketing strategies and tactics, and evaluating and controlling marketing programs. Emphasis on how marketing managers anticipate and react to a changing environment and evolving market structures to facilitate exchange transactions between producers and consumers. Prerequisite: MKTG310.

**OFFICE SYSTEMS
MANAGEMENT****OFSY100****Keyboarding**

Mastery of alpha-numeric keyboard; student registers for the level that represents his/her speed objective. Each hour of credit consists of 20-25 lab hours arranged to accommodate the student's schedule. Credit not applicable toward a major or minor in the School of Business.

OFSY102**Office Software Applications**

Development of skills in various microcomputer office software applications. Choices include DOS, word processing, spreadsheet, calculating software. Repeatable as content varies. Prerequisite: typing skill of 20 wpm. Credit not applicable toward a major or minor in the School of Business.

OFSY302**Advanced Office Software Applications**

Concentrates on advanced features of office software applications such as word processing, spreadsheets, word publishing, and other applications. Emphasis on problem solving. Students are encouraged to provide original applications for critique. Prerequisites: typing skills of 25 wpm and INSY110 or OFSY102 or permission of instructor.

OFSY307**Business Communications**

Develops skills in those oral and written presentations essential to communications in business.

Graduate Programs

Faculty*Accounting, Economics, and Finance*

Leonard K. Gashugi, Chair

Samuel Chuah

Ann M. Gibson

Mary Ann Hofmann (on leave)

Darlene R. Kausch

Malcolm B. Russell

Delynn J. Shepard

Management, Marketing, and Information Systems

Allen F. Stenbridge, Chair

William Greenley

Phylis Mansfield

Robert C. Schwab

Douglas A. Singh

Jacquelyn Warwick

Master of Business Administration

Students who enter the program without prior course work in business must take a 2-year (7-quarter) MBA degree program. The graduate curriculum in business administration is divided into foundation courses and advanced courses. The foundation courses approximate three quarters of work; advanced courses—a minimum of four quarters. Foundation courses provide study in business fundamentals; advanced courses emphasize the understanding of administrative processes in resolving problems faced by business executives.

All or part of the prescribed foundation program may be waived for students with appropriate undergraduate course work from an accredited institution with acceptable grades, or an acceptable score on a departmentally prepared examination. Waiver examinations for previous course work may be required for courses taken more than five years before entering the MBA program or when the content of previous work is judged insufficient. All waiver exams must be taken during the first quarter of enrollment in the MBA program.

Standards of Scholarship. All graduate students are expected to maintain a 3.00 GPA in all graduate courses that apply to the degree requirements.

No grade of D or F (or U) may be used to satisfy degree requirements; however, these grades are included when computing the cumulative GPA and, if they occur in courses normally meeting degree requirements, the degree GPA.

The GMAT is required for regular admission status. The examination must be taken before 16 credits have been completed. Regular admission status must be met no later than the quarter before the last quarter in which the student expects to enroll.

Only courses numbered above 500 may be used to meet MBA requirements. Other graduate programs in the School of Business may include a limited number of 400-level swing courses.

A maximum of 9 credits in approved courses may be taken off-campus or in another school of the university.

Foundation Courses. Foundation courses provide an introduction to the broad field of Business Administration. Such courses must be completed early in the program of study.

The following courses constitute the foundation for the MBA degree: ACCT111,112; 113 or 331; BSAD341, 345 (BSAD688 may be taken as an elective in the MBA program in place of BSAD345), 355, 475; ECON225, 226; FNCE387; INSY315, 316; MKTG310, STAT285.

MBA Course Work

Advanced courses are divided into two groups, required and elective; 32 are in courses required of all students, and 16 are in elective courses. All

advanced courses are offered only at the graduate level.

Core Requirements 32

These courses help the student view the business enterprise as an integrated unit operating in a complex economic, political, and social system: ACCT610, BSAD515, 550, 689, ECON520, 528, FNCE675, MKTG676.

Students who have taken the approximate equivalent of any of the required core courses as an advanced undergraduate course with a minimum of a B grade may be permitted to replace it with an elective.

Elective courses 16

ACCT550, 567, 586, 615, 630, BSAD530, 531, 532, 533, 545, 554, 556 (up to 16 credits of topics may be elected, provided no one specific topics course is greater than 4 credits), 560, 635, 660, 670, 688, 690, 694, FNCE526, 680.

**ACCOUNTING/FINANCE
EMPHASIS**

Many states require candidates to study one year beyond the baccalaureate degree in order to be eligible to take the CPA examination. The School of Business offers a graduate program of studies in business and accounting that culminates in meeting the AICPA requirements and receiving the MBA degree. Undergraduate courses in business and accounting taken at other schools must be equivalent in content and credit hours to be transferred to the program.

The MBA with an accounting emphasis consists of two phases. Phase I includes undergraduate courses that provide a strong foundation in the functional areas of accounting. Most states require CPA examination candidates to complete these courses at the undergraduate level. Phase I courses may be waived if the courses have been completed successfully prior to enrollment in the MBA program.