

**INTEGRATIVE  
MANAGEMENT**

**PIM**

**The Eli Broad College of Business  
and The Eli Broad  
Graduate School of Management**

**800 Managerial Skills**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Approaches to effective group management in business organizations. Creating, maintaining, and leading work groups.

**801 Firm Analysis**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Faculty supervised analysis of the student's employing organization. Organization and financial structure. Information, accounting, operating, and marketing systems.

**802 Environmental Analysis**

Spring. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Faculty-supervised analysis of the student's employing organization. Customer and competitor analysis. Legal and financial environment. Human resource issues.

**803 Strategic Analysis**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Faculty-supervised analysis of the student's employing organization. Strategy formulation and policy integration.

**811 Financial Accounting Concepts**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Financial reporting issues from a user's perspective. Measurement, valuation, and reporting concepts and issues. Analysis and use of financial accounting information for decision making.

**812 Managerial Accounting**

Fall. 1(1-1) RB: PIM 811 R: Open only to MBA students in the Program in Integrative Management.

Accounting information for decision making and control: cost behavior patterns, activity-based costing, cost allocations, budgeting, transfer pricing, and accounting controls. Application of course concepts to work environment.

**813 Information Systems**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Information, process, and technology architectures of corporate information systems. Role of information in organizational control and decision making. Methods for evaluating effectiveness of information systems. Application of course concepts to the work environment.

**821 Managerial Economics**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Economics of the firm, with applications. Supply and demand, production and cost, competitive markets, pricing with market power, strategic behavior.

**822 Macroeconomics for Managers**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Determinants of national income, employment, and inflation. Macroeconomic environment of business: business fluctuations, fiscal and monetary policy, international capital flows, and forecasting macroeconomic data.

**831 Legal Environment of Business**

Spring. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

The U.S. legal system. Interrelationship of law and ethics. Regulation of business by courts, state and federal statutes, and governments. Applications of course concepts to work environment.

**841 Corporate Finance**

Fall. 1(1-1) RB: PIM 811 R: Open only to MBA students in the Program in Integrative Management.

Valuation techniques for bonds and stocks. Investment decisions by firms. The relation between risk and return. Pricing models for risk. U.S. capital markets. Application of course concepts to work environment.

**842 Managerial Finance**

Spring. 1(1-1) RB: PIM 811 and PIM 841 R: Open only to MBA students in the Program in Integrative Management.

Market efficiency, capital budgeting, security issues, dividend policy, capital structure, and bankruptcy costs. Agency problems between different stakeholders and option pricing. Application of course concepts to work environment.

**850 Analysis and Decision Modeling**

Summer. 1(1-1) RB: STT 315 R: Open only to MBA students in the Program in Integrative Management.

Models to support decision making: applications of regression analysis, decision analysis, simulation, forecasting, and project management.

**852 Organizational Design**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Assessing tasks, environments, and technology to organize and implement corporate and business unit strategies. Assessing distinctive competencies in organizations to deal with dynamic environments. Application of course concepts to work environment.

**853 Human Resource Management**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Strategic organizational issues associated with managing the labor market to acquire, develop, and compensate human resources. Application of course concepts to work environment.

**855 Strategic Management**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Determination of the strategic direction of the firm in a global, complex, and volatile environment. Analysis of the management of strategic actions and processes within and across firm boundaries. Integration of environmental factors and organizational functions in the analysis of management problems.

**862 Customer and Competitor Analysis**

Spring. 1(1-1) RB: PIM 861 R: Open only to MBA students in the Program in Integrative Management.

Assessment of consumer and organizational buying behavior processes and competitive environments. Competitive strategies and customers' needs, wants, motivations, and behaviors throughout the value-added chain. Application of course concepts to work environment.

**863 Marketing Systems**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Marketing decision making within global, customer, economic, ecological, and competitive environments. Gathering and analyzing marketing information. Developing strategies to guide the organization and operational market plans. Application of course concepts to work environment.

**870 Supply Chain Management**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Development of strategies within the supply chain. Interrelationships among purchasing, manufacturing, operations, and logistics management to enhance economic competitiveness. Application of course concepts to work environment.

**871 Product Innovation**

Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Analytic, decision making, and planning concepts and tools for development of new innovative products and services. Strategic management of technological innovation within changing market environments.

**872 International Strategies**

Fall. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

International, comparative, and cross-cultural perspectives in business. Markets and implications for managers. Global opportunity assessment, currency risk, and operational considerations.

**873A Current Business Issues: Finance**

Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics.

**873B Current Business Issues: Marketing**

Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics.

**873C Current Business Issues: Supply Chain**

Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics.

**873D Current Business Issues: International Business**

Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics.

## Integrative Management—PIM

**873E Current Business Issues: Business Law**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics.

**873F Current Business Issues: Management**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics.

**873G Current Business Issues: Information Systems**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics regarding information systems issues.

**873I Current Business Issues: Accounting**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to MBA students in the Program in Integrative Management.

Perspectives on current and emerging topics regarding accounting issues.

**873J Current Business Issues: Economics**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to Weekend MBA students.

Perspectives on current and emerging topics in business and economics.

**873K Current Business Issues**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to Weekend MBA students.

Perspectives on current and emerging topics in business.

**874 The Global Marketplace**  
Summer. 1(1-1) R: Open only to MBA students in the Program in Integrative Management.

Commercial, economic, cultural, and political aspects of global environments. Exposure to leading executives and government representatives of major trading partners. Develop a comparative framework for competitive strategy in a multi-country context.

**875 Product and Process Development**  
Fall. 1(1-1) R: Open only to Weekend MBA students.

Approaches, methods and tools for managing product and process innovation projects. Resource management, cross-functional integration, co-development partnerships, project scheduling, and the management of trade-offs. Discussion of ways to foster and manage continuous innovation and improvement. Organizational and managerial values, culture, human resource development, and resource deployments related to innovation management.

**876 Ethics in the Workplace**  
Fall. 1(1-1) A student may earn a maximum of 2 credits in all enrollments for this course. R: Open only to Weekend MBA students.

Ethical dimensions of decision making in the business environment.

**891 Special Topics in Business**  
Fall, Spring, Summer. 1(1-1) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open only to Weekend MBA students.

Faculty-supervised study in special topics relevant to business executives.