



UNIVERSITY OF FLORIDA

Graduate Programs in Business
Warrington College of Business Administration
Fisher School of Accounting
JOHN KRAFT, DEAN

100 Bryan Hall * P.O. Box 117150
Gainesville, Florida 32611-7150
E-mail Address: kraftj@wpgate.cba.ufl.edu
Tele: (352)392-2397. ext. 1217 * Fax: (352)392-2086

GENERAL FACULTY MEETING SEPTEMBER 30, 1997 3:15 P.M.**102 bus AGENDA

1. Minutes from the General Faculty Meeting of April 18, 1997
2. Introduction of New Faculty
3. Capital Campaign Update - Phil Hills
4. AACSB Reaccreditation
5. BITS Report - Donna Johnson
 - a. Student Computer Requirements
 - b. Business 101 Renovation
 - c. Computers, Staff, and Network
6. College Incentive Funds
7. SAP R/3 System - Selcuk Erenguc
8. Biltmore Project
9. Freshman Seminar Series

GRADUATE FACULTY MEETING SEPTEMBER 30, 1997

1. Minutes from the Graduate Faculty Meeting of April 18, 1997
2. Proposed Graduate Course Changes - Attachment I

Reinstate Course:

MAN 7933 - Seminar in Management

- Change prerequisites, dropping MAN 7205 and MAN 7275, leaving only

September 30, 1997

Page 2

"Consent of Instructor"

- Change description to: Discussion of research topics and literature in strategic aspects of management decision-making

Change prerequisites & Description

MAN 7925 - Workshop in Management

- Change prerequisites, dropping MAN 7108, adding "Consent of Instructor"
- Change description to: Required of all doctoral students in Management. Presentation and discussion of research.

Change Description

MAN 7108 - Concepts and Methods in the Behavioral Sciences

- Change description to: Discussion of research topics and literature in human resources management.

New Courses

MAN 7905 - Individual Work in Management

- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Reading and/or research in management

MAN 7910 - Supervised Research

- 1-5 credits/semester; 5 total repeatable credits allowed

MAN 7940 - Supervised Teaching

- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Supervised teaching in department undergraduate program

ECO 7925 - Second Year Paper Workshop

- 3 credits
- Prerequisite: Having passed written field exams
- Description: Students will develop a research project and report periodically on their progress. Building on feedback from faculty and other students, a final paper of publishable quality will be written.
- Grading will be S/U

The MBA Committee has approved the following course changes and they have requested that these changes be presented at the next College of Business Administration Graduate Faculty Meeting for approval.

Change Course Level

FIN 5425 - Corporation Finance

September 30, 1997

Page 3

- Change course level from 5000 to 6000 (FIN 6425)

New Courses

FIN 6438 - Study in Valuation

- 2 credits
- Description: Independent analysis of comparable firms in industry. Assessment of relative investment attractiveness of these firms and industry. Projects to be presented and critiqued by investment professionals.

FIN6465 - Financial Statement Analysis

- 2 credits
- Description: Examines the fundamental analysis of corporate financial statements. Identifies reliable estimates of fundamental corporate earning power and earning risks.

Proposal for New Program

J.D./M.A. in Business Administration with a concentration in Real Estate and Urban Analysis



UNIVERSITY OF FLORIDA


Graduate Programs in Business
Warrington College of Business Administration
Fisher School of Accounting
W. Andrew McCollough, Associate Dean

109 Bryan Hall * P.O. Box 117150
Gainesville, Florida 32611-7150
E-mail Address: wamccol@nervm.nerdc.ufl.edu
Tele: (352)392-8436. ext. 1223 * Fax: (352)392-2086

September 16, 1997

MEMORANDUM

TO: John Kraft

FROM: W. Andrew McCollough 

SUBJECT: Proposed Graduate Course Changes

The Graduate Committee has approved the following course changes and they have requested that these changes be presented at the next College of Business Administration Graduate Faculty Meeting for approval.

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- Change description to: Discussion of research topics and literature in human resources management.

New Courses

MAN 7905 - Individual Work in Management

- 1-5 credits/semester; 5 total repeatable credits allowed

WEEK 11: Governance

- Arrow, K., 1964. Control in large organizations. Management Science 10: 397-408.
- Ouchi, W. G., 1977. The relationship between organizational structure and organizational control. Administrative Science Quarterly 22: 95-113.
- Ouchi, W. G., 1980. Markets, bureaucracies, and clans. Administrative Science Quarterly 25: 129-141.
- Eisenhardt, K. M., 1985. Control: Organizational and economic approaches. Management Science 31: 134-149.
- Beatty, R. P., & Zajac, E. J., 1994. Managerial incentives, monitoring, and risk bearing: A study of executive compensation, ownership and board structure in initial public offerings. Administrative Science Quarterly 39: 313-335.

WEEK 12: Strategic decision-making

- Allison, G. T., 1971. Essence of decision: Explaining the cuban missile crisis. Boston, MA: Little-Brown.
- Lindblom, C., 1959. The science of muddling through. Public Administration Review 19, 79-88.
- Mintzberg, H., 1978. Patterns in strategy formulation. Management Science 24: 934-948.

WEEK 13: Strategic change

- Nelson, R. R., & Winter, S. G., 1982. An evolutionary theory of economic change. Cambridge, MA: Belknap Press.
- Henderson, R. M., & Clark, K. B., 1990. Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. Administrative Science Quarterly 35: 9-30.

WEEK 14: New directions**WEEK 15: Class presentations**

Florida Department of Education
Statewide Course Numbering System
Course Termination or Change Transmittal Form
(See instructions on reverse side)

Form UCC2
OAA # _____

Part I: To Be Completed By the Institution or School District

Institution/District: University of Florida		District Code: 00	Institutional Code: 001535	Instructional Unit or Department: MANAGEMENT
Terminate Current Course: Effective term (month/year): _____				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix MAN Level 7 Course Number 925 Lab Code _____ Contact Hour Base 1-3 or Head Count _____ Institution's Course Title: Workshop in Management				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassify: Pref, No., Lab Code	(See above)			
Level	(See above)			
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Corequisites	MAN 7108		Consent of Instructor	
Change Course Title: _____				
Change Course Description (Course syllabus must be attached.): Required of all doctoral students in Management. Presentation and discussion of research.				
Intended Students (Mark all that apply.): <input type="checkbox"/> Undergraduate Nonmajors <input checked="" type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): _____ <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input checked="" type="checkbox"/> Advanced Undergraduates				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced				
Effective Term (month/year): ASAP		Department Contact and Telephone Number: Lea King 352-392-0163		
Signature, Department Chair: <i>William G. Mauer</i> 9/10/97 (Date)		Signature, College Dean: _____ (Date)		
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)		

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

Part III: SCNS Staff Use Only

Signature	Date Entered	Correspondence Number
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**MAN 7925
Workshop in Management**

Explanation

This course is the departmental workshop, which all Ph.D. students are required to attend. Thus, the prerequisite is inappropriate. Students present their own research and also hear and discuss the work of faculty members and visiting professors to the department. This change in the course description broadens the content of the workshop.

Florida Department of Education
Statewide Course Numbering System
Course Termination or Change Transmittal Form
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Form UCC2
OAA # _____

Part I: To Be Completed By the Institution or School District

Institution/District: University of Florida		District Code: 00	Institutional Code: 001535	Instructional Unit or Department: Management
Terminate Current Course: Effective term (month/year): _____				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix MAN Level 7 Course Number 108 Lab Code _____ Contact Hour Base 3 or Head Count _____ Institution's Course Title: Concepts and Methods in the Behavioral Sciences				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassify: Pref, No., Lab Code	(See above)			
Level	(See above)			
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Corequisites			Consent of Instructor <i>(no change)</i>	
Change Course Title:				
Change Course Description (Course syllabus must be attached): Discussion of research topics and literature in human resources management				
Intended Students (Mark all that apply.): <input type="checkbox"/> Undergraduate Nonmajors <input checked="" type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input checked="" type="checkbox"/> Advanced Undergraduates				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Effective Term (month/year): ASAP		Department Contact and Telephone Number: Lea King 352-392-0163		
Signature, Department Chair: <i>William G. M...</i> (Date) 9/10/97		Signature, College Dean: _____ (Date)		
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)		

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative _____	Date _____

Part III: SCNS Staff Use Only

Signature _____	Date Entered _____	Correspondence Number _____
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**MAN 7905
Individual Work in Management**

Explanation (in place of course syllabus and reading list)

This course is individually-tailored reading and research with a graduate faculty member. By nature, each student's reading list will be different and there is no common reading list, as there would be with a seminar. The student and faculty member design appropriate and specific goals, and the faculty member assigns a grade based on the quality of completion of the goals.

MAN 7910
Supervised Research

Explanation (in place of course syllabus and reading list)

This course involves student research on a specific research project in management, to be supervised by a graduate faculty member. By its nature, the course has no common reading list. Evaluation and grading are the responsibility of the faculty member based upon mutually-agreed goals for the research project.

**MAN 7940
Supervised teaching**

Explanation (in place of course syllabus and reading list)

Ph.D. students in the Department of Management are provided the opportunity to teach up to two sections of an undergraduate course, although they are not required to do so. Typically, one course is taught in the third year and one in the fourth. The teaching is undertaken under the supervision of the department chair, who works with the student to create a syllabus, design a course, and address pedagogical issues. Students are referred to on-campus resources for instruction in teaching and are encouraged to utilize all available resources.

The department chair evaluates the student through observation and a follow-up conference in which the student is encouraged to make an assessment of his or her progress and development. Grading is pass-fail, and the chair assigns the grade.

Florida Department of Education
Statewide Course Numbering System
Course Termination or Change Transmittal Form

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Part I: To Be Completed By the Institution or School District

Institution/District: University of Florida	District Code: 00	Institutional Code: 001535	Instructional Unit or Department: Finance, Insurance & Real Estate
Terminate Current Course: Effective term (month/year): _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix FIN Level 5 Course Number 425 Lab Code _____ Contact Hour Base 3 or Head Count _____ Institution's Course Title: Corporation Finance			
Change Course As Indicated Below:			
Item to Change	Change From	Change To	
Reclassify: Pref, No., Lab Code	(See above)		
Level	(See above) 5	6	
Amount of Credit			
Contact Hour Base or Head Count			
Prerequisites/Corequisites			
Change Course Title:			
Change Course Description (Course syllabus must be attached.):			
Intended Students (Mark all that apply.):			
<input type="checkbox"/> Undergraduate Nonmajors <input checked="" type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduates			
Category of Instruction: <input type="checkbox"/> Introductory <input checked="" type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (month/year): Spring 1998		Department Contact and Telephone Number: Priscilla Kenney 2-0153	
Signature, Department Chair: <i>David T. Brown</i> (Date) 9/11/97		Signature, College Dean: _____ (Date)	
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)	

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

Part III: SCNS Staff Use Only

Signature	Date Entered	Correspondence Number
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FIN 6438: STUDY IN VALUATION
(sample syllabus)

Professor Michael Ryngaert

Office:

303C Business Building
392-9765

Office Hours:

As posted or by appointment

Course Organization:

This course is primarily an independent study course. Students select an industry and produce an analysts report on four to five firms in that industry. The reports should roughly outline each firm's strategies, strengths, weaknesses, future earning's forecasts, and investment attractiveness. Students will periodically meet with a professor to insure satisfactory progress in their work. At the end of the module students will present their "analyst's report."

Grading:

Grades will be based on:

Written report	35%
Formal presentation.	65%

There are no formal meeting times for the course. During the term one or two speakers will be brought in from the investment community to talk about how they approach their job.

Meeting 1: Overview of course expectations

Meeting 2: Lectures from investment professionals

Final Meetings: Student Presentations

FINANCIAL STATEMENT ANALYSIS

Overview of Topical Coverage (University Bulletin Information)

This course examines the fundamental analysis of corporate financial statements. The goals of such analyses are to identify reliable estimates of fundamental corporate earning power and earnings risks. Topics include major accounting principles underlying statement presentation, the analysis of fixed income default risk, determinants of equity earnings, and the projection of potential future financial statements.

Topical Outline:

The following outline illustrates the major topics to be included in the course.

- I. Overview of Financial Statement Analysis**
 - A. General Approaches Used in Fundamental Statement Analyses
 - B.

- II. Major Accounting Principles**
 - A. Assets
 - 1. Inventory Valuation
 - 2. Fixed Assets & Depreciation
 - 3. Merger and Acquisition Accounting
 - 4. Major Footnotes Related to Asset Reporting

 - B. Liabilities
 - 1. Reserves and Contingencies
 - 2. Retirement Benefit Liabilities
 - 3. Deferred Taxes
 - 4. Minority Interests
 - 5. ESOP's
 - 6. Major Footnotes Related to Liability Reporting

 - C. Equity
 - 1. Review of Equity Sources
 - 2. Inflation Considerations
 - 3. Foreign Currency Translation Adjustments
 - 4. Treasury Stock
 - 5. Statement of Equity Changes
 - 6. Major Footnotes Related to Equity Reporting

 - D. Income Statement
 - 1. Problems in Revenue Recognition
 - 2. Problems in Cost Recognition (R&D, Goodwill and other amortization)
 - 3. Extraordinary items
 - 4. EPS Calculations

E. Statement of Cash Flows

III. Ratio Analysis of Financial Statements

- A. Analyses of ROE
 - 1. Expanded Dupont Models
 - 2. Models Which Correct for Interest Expense
- B. Analysis of Default Risk
 - 1. Static Ratio Models
 - 2. Simulation of Future Debt Coverage Ability
- C. Analyses of Liquidity and Asset Management
- D. Preparation of Pro Forma Statements

IV. Industry Analyses

- A. Growth Measurement
- B. Conceptual Determinants of Revenue Growth
- C. Quantitative Models of Revenue Growth

V. Company Analysis

- A. Analyses of EPS Growth
- B. Management Evaluation
- C. Simulation Projections of Earnings and Dividends
- D. Analysis of Equity Risk and Value

Teaching Approach

Concepts and techniques will be illustrated using actual company case studies. Extensive use will be made of computer based information such as Compustat data, Internet information, Dow Jones News retrieval, Bloomberg and other sources of company data and analyst's reports.

Illustrative Texts

More than one text will probably be required to provide the coverage presented in the course. Illustrative texts include:

Graham and Dodd's SECURITY ANALYSIS, 5th Edition by Sidney Cottle, Roger Murray and Frank Block

The Analysis of Financial Statements, 6th Edition, by Leopold Bernstein

Investment: Concepts, Analysis & Strategy, 5th Edition, by Robert Radcliffe

Grading:

Grades will be based on tests, student participation and a course paper.

For students who are a part of the MBA Program in Security Analysis, the course paper is intended to represent the start of a thorough Industry and Company Analysis which they will have completed by the conclusion of their course work in the Program in Security Analysis.

**J.D./M.A. in Business Administration with a concentration in
Real Estate and Urban Analysis Joint Degree Program**

Recognizing the important role of individuals with a strong knowledge of both real estate economics and finance as well as real estate law, the College of Law and the Department of Finance, Insurance and Real Estate have created a joint degree program. The program allows students to complete both the Juris Doctor and Master of Arts in business administration with a concentration in real estate degrees in three years. Under the joint degree program agreement, the Department of Finance, Insurance and Real Estate will allow 12 semester credits of appropriate courses from the law curriculum to be counted toward the Master of Arts in business administration in real estate degree. Reciprocally, law students may receive up to 12 semester credits for graduate courses taken in the Master of Arts degree in business administration real estate Program.

Admissions.

Students must apply separately to each program and meet the admissions requirements for both the J.D. and the M.A. in business administration with a concentration in real estate and urban analysis program. Students may begin one of the two programs before acceptance in the other. However, to qualify for joint degree status, the student must be admitted into the second program by the end of the first semester in the real estate degree program or the fourth semester of the law program.

Admission procedures for students applying to the M.A. in business administration with a concentration in real estate and urban analysis as joint J.D./M.A. students are the same as for other students admitted to the M.A. in business administration with a concentration in real estate and urban analysis program. Under normal circumstances a GRE score of at least (1000) or a GMAT score of at least (500) and an undergraduate grade point average of at least 3.0 are required. To enter the M.A. in business administration with a concentration in real estate and urban analysis program, students should have some background in accounting and business economics.

Plan of Study.

In order to receive an M.A. degree in business administration with a concentration in real estate and urban analysis, candidates must (1) complete 16 credit hours of study from the following list and (2) complete REE 6948, the Capstone Seminar Project course in lieu of a thesis.

Course	Credit Hours
REE 6505 Principles of Real Estate Decision Making	2
REE 6705 Geographic Information Systems & Location Analysis	2
REE 6395 Real Estate Investment and Securities	2
REE 6707 Urban Market Research	2
REE 6206 Primary Mortgage Markets and Institutions	2
REE 6208 Secondary Mortgage Markets and Securitization	2
REE 6092 Corporate & International Real Estate	2
GEO 6938 Selected Topics in Geography (Intro. Quant. Analysis)	3
GEO 6938 Selected Topics in Geography (Inter. Quant. Analysis)	3
BCN 4751 Residential Site Development	3

These courses represent the required courses for the Master of Arts in business administration with a concentration in real estate and urban analysis. These courses will be offered so that they can be completed during the Fall and Spring Terms of any year. The two credit hour courses are offered on a modular basis. That is they run for half of a semester. Modular courses are offered in the first and second halves of the Fall and Spring Semesters.

Graduate Assistantships, Scholarships and Fellowships.

Students enrolled in the joint degree program are eligible for all assistantships, scholarships and fellowships available to students in the program during any semester where they are enrolled in at least 12 semester hours of courses in the Master of Arts in business administration with a concentration in real estate and urban analysis program. All students admitted to the program are eligible for these awards and need not apply for them separately.

Further Information.

For further information contact both the College of Law and the Department of Finance, Insurance and Real Estate.

College of Law

Patrick Shannon
Assistant Dean for Student Affairs
University of Florida
College of Law
P.O. Box 117621
Gainesville, FL 32611-7621

Tel: (352) 392-0421

Fax: (352) 392-8727

Student.svc@law.ufl.edu

Department of Finance, Insurance and Real Estate

Professor David T. Brown
Department of Finance, Insurance and Real Estate
University of Florida
Warrington College of Business
P.O. Box 117162
Gainesville, FL 32611-7162

Tel: (352) 392-5844

Fax: (352) 392-0301

dbrown@dale.cba.ufl.edu



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September 22, 1997

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- 3 credits
- Prerequisite: Having passed written field exams
- Description: Students will develop a research project and report periodically on their progress. Building on feedback from faculty and other students, a final paper of publishable quality will be written.
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Change Course Level

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September 22, 1997

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Proposal for New Program

J.D./M.A. in Business Administration with a concentration in Real Estate and Urban Analysis

September 22, 1997

Page 2

- Description: Reading and/or research in management

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- Description: Supervised teaching in department undergraduate program

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Attachments

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Part I: To Be Completed By the Institution or School District

Institution/District: University of Florida		District Code: 00	Institutional Code: 001535	Instructional Unit or Department: Management
Terminate Current Course: Effective term (month/year): _____				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix MAN Level 7 Course Number 933 Lab Code _____ Contact Hour Base 3 or Head Count _____ Institution's Course Title: Seminar in Management				
Change Course As Indicated Below:				
Item to Change	Change From	Change To		
Reclassify: Pref. No., Lab Code	(See above)	REINSTATE		
Level	(See above)			
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Corequisites	MAN 7275 - 7205	Consent of Instructor		
Change Course Title: Seminar in Strategic Management				
Change Course Description (Course syllabus must be attached.): Discussion of research topics and literature in strategic aspects of management decision-making				
Intended Students (Mark all that apply.): <input type="checkbox"/> Undergraduate Nonmajors <input checked="" type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input checked="" type="checkbox"/> Advanced Undergraduates				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Effective Term (month/year): ASAP		Department Contact and Telephone Number: Lea King 352-392-0163		
Signature, Department Chair: <i>William E. Miller</i> (Date) 9/10/97		Signature, College Dean: _____ (Date) _____		
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Institutional Contact: _____ (Date) _____		

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative _____	Date _____

Part III: SCNS Staff Use Only

Signature _____	Date Entered _____	Correspondence Number _____
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**MAN 7933: SEMINAR IN STRATEGIC MANAGEMENT
SYLLABUS**

Professor: Heather Elms
 Office: 211F Business Building
 Office telephone: (352) 392-0108
 Mgmt. Dept. telephone: (352) 392-0163
 E-mail address: elmsh@dale.cba.ufl.edu
 Office Hours:

Course requirements

You will be expected to read and critically assess all of the assigned readings and be prepared to discuss them in class. Each week, I will also assign a paper or a set of papers to each individual in the class for presentation to the class the following week. At the end of the semester, you will be required to submit to me and present to the class an empirical research paper which makes use of the literature on strategic management.

The course requirements and their potential contribution to your final grade in the course are as follows:

Class Presentations and Participation	50%
Research Paper & Presentation	50%

COURSE OUTLINE

WEEK 1: What is strategic management?

- Child, J., 1972. Organizational structure, environment and performance: The role of strategic choice. Sociology 6: 2-22.
- Rumelt, R. P., 1979. Evaluation of strategy: Theory and models. In Schendel, D. E., & Hofer, C. W., (Eds.), Strategic management: A new view of business policy and planning. Boston: Little-Brown.
- Caves, R. E., 1980. Industrial organization, corporate strategy, & structure: A survey. Journal of Economic Literature 18: 64-92.
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WEEK 2: Theories of the firm

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- Penrose, E. G., 1959. The theory of the growth of the firm. New York: Wiley.
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WEEK 3: Industry and firm effects

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- Hansen, G. S., & Wernerfelt, B., 1989. Determinants of firm performance: The relative importance of economic and organizational factors. Strategic Management Journal 10: 399-411.
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WEEK 4: Strategy and structure

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WEEK 5: : Diversification

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WEEK 6: Vertical Integration

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WEEK 7: Resource-based view

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WEEK 8: Organizational economics

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- Mahoney, J. T., 1992. Organizational economics within the conversation of strategic management. Advances in Strategic Management 8: 103-155.

WEEK 9: Transaction Cost Economics

- Williamson, O.E., 1975. Markets and hierarchies: Analysis and antitrust implications. New York: The Free Press.
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- Williamson, O.E., & Ouchi, 1991. The markets and hierarchies and visible hand perspectives. In Van de Ven, A. & Joyce (Eds.), Assessing Organization Design & Performance. New York: John Wiley & Sons.
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WEEK 10: Agency Theory

- Jensen M. C., & Meckling W. H., 1976. Theory of the firm: Managerial behavior, agency costs, and ownership structure. Journal of Financial Economics 3: 305-360.
- Fama, E. F., 1980. Agency problems and the theory of the firm. Journal of Political Economy 88: 288-307.
- Fama, E. F., & Jensen, M. C., 1983a. Separation of ownership and control. Journal of Law and Economics 26: 301-325.
- Fama, E. F., & Jensen, M. C., 1983b. Agency problems and residual claims. Journal of Law and Economics 26: 327-349.
- Eisenhardt, K. 1988. Agency- and institutional-theory explanations: The case of retail sales compensation. Academy of Management Journal 31: 488-511.
- Demsetz, H., 1995. Agency and nonagency explanations of the firm's organization. The economics of the business firm: Seven critical commentaries. Cambridge, England: Cambridge University Press.

**Juris Doctor/Master of Arts in Business Administration with a concentration
in Real Estate and Urban Analysis**

The faculties of the College of Law and the Department of Finance, Insurance and Real Estate have approved a joint degree program culminating in both a Juris Doctor degree, awarded by the College of Law, and a Master of Arts degree in business administration with a concentration in real estate and urban analysis, awarded by the Department of Finance, Insurance and Real Estate. Under the joint degree program, a student can obtain both degrees in approximately one year less than it would take to obtain both degrees if pursued consecutively. Essential criteria relating to the joint degree are as follows:

1. Candidates for the program must meet the entrance requirements for and be accepted by both colleges. Both colleges must be informed by the student at the time of application to the second program, that he/she intends to pursue the joint degree program. Students are encouraged to announce their intent of seeking a joint degree as soon as possible.
2. The joint degree program is not open to students who have already earned one degree.
3. Admission to the second program is required no later than the end of the second consecutive semester after beginning one degree of the joint degree program. A summer term is counted as half a single semester. An exception to this requirement will be made for two semesters for the students in residence at the time the joint degree program is initiated.
4. A student must satisfy the curriculum requirements for each degree before either degree is awarded. The Graduate Division of the Department of Finance, Insurance and Real Estate will allow 12 credits of appropriate law courses to be credited toward both the Master of Arts in business administration with a concentration in real estate and urban analysis and the Juris Doctor degrees. The 12 credits selected from the law curriculum must be approved by the Assistant Dean for Graduate Studies upon the recommendation of the student's graduate supervisory committee. Reciprocally, law students may receive toward the satisfaction of the Juris Doctor degree, not more than 12 semester credits for courses taken in the graduate curriculum of the Department of Finance, Insurance and Real Estate. Two of the courses, not more than a total of 6 semester credits, will be treated as the two graduate courses ordinarily allowed to be taken outside of the College of Law for credit toward Law School graduation.
5. A student enrolled in the joint degree program may spend the first year in either the College of Law or the Department of Finance, Insurance and Real Estate. Students admitted to one college but electing to spend the first academic year in the other college under the joint degree program may enter the second college thereafter without once again qualifying for admission so long as they have notified the second college before the end of the first week of the first semester in the joint degree program and are in good academic standing when the studies commence in the second college. Any student who participates in the joint degree program beginning in the Fall Semester must register for a course or courses in the second college no later than the beginning of the fifth semester, including the summer term as a semester. Any student who participates in the joint degree program beginning law school in the Spring Semester must commence study in the Department of Finance, Insurance and Real Estate no later than the fifth semester, including summer term as a semester. Students must carry the minimum number of credits required by either college.
6. The Department of Finance, Insurance and Real Estate courses which are to be credited toward the Juris Doctor degree must carry a grade of "B" or higher and will not be counted in the College of Law grade point average. College of Law courses which are to be credited toward the Master of Arts degree must carry a grade of "C" or higher and will not be counted in the grade point average in the Department of Finance, Insurance and Real Estate.

7. Students enrolled in the joint degree program must complete the College of Law's advanced writing requirement. An approved master's thesis in real estate will satisfy the advanced writing requirement of the College of Law if so certified by a law school faculty member. Non thesis students must still satisfy the College of Law's writing requirement.
8. A student enrolled in the joint degree program will not receive either degree until he/she has satisfied all of the requirements for both degrees, or until he/she has satisfied the requirements of one of the degrees as if he/she had not been a joint degree candidate.
9. Students who enroll in the joint degree program but do not complete the program may receive credit toward the College of Law degree under the graduate level course option for a maximum of two courses, not to exceed 6 semester credits, taken from the graduate curriculum of the Department of Finance, Insurance and Real Estate. Although the grade is not computed in the student's grade point average, a grade of "B" or higher must be earned to receive credit hours for the course(s).
10. Students in the joint program will be eligible for the graduate teaching assistantships and research assistantships in the Department of Finance, Insurance and Real Estate on the same basis as other real estate graduate students, subject to the guidelines and restrictions set by the Department of Finance, Insurance and Real Estate.
11. To facilitate student progress in the joint program, it is proposed that to the fullest extent possible given the availability and consent of appropriate law faculty, the student's graduate supervisory committee be comprised of two graduate faculty members from the Department of Finance, Insurance and Real Estate and one law faculty member. Whether a law faculty member serves on the supervisory committee or not, thesis (optional, not required) will deal with a topic related to law.
12. The program will begin in the Spring 1998 term.



UNIVERSITY OF FLORIDA

Graduate Programs in Business
Warrington College of Business Administration
Fisher School of Accounting
JOHN KRAFT, DEAN

100 Bryan Hall * P.O. Box 117150
Gainesville, Florida 32611-7150
E-mail Address: kraftj@wpgate.cba.ufl.edu
Tele: (352)392-2397. ext. 1217 * Fax: (352)392-2086

GRADUATE FACULTY MEETING September 30, 1997 Minutes

1. Graduate Faculty Meeting was first on the agenda.
2. Minutes from the Graduate Faculty Meeting of April 18, 1997 were approved.
3. Proposed Graduate Course Changes (attachment I) were approved by majority vote.
4. MBA request for changes was presented as an information item. They will be voted on at the next meeting.

A motion was made and seconded to adjourn the Graduate Faculty Meeting.

GENERAL FACULTY MEETING September 30, 1997 Minutes

1. Minutes from the General Faculty Meeting of April 18, 1997 were approved.
2. New faculty was introduced by department.

Management: Heather Elms
Amir Erez

Finance: Robert Porter
Jason Karceski

DIS: Dan Conway

Marketing: Alan Cooke

BITS: Christina Kirmse

MBA: Brian Ray
Russ Rothamer
Todd Reale
Rob Brown
Melanie Parker

Dr. Crum introduced his visitors from USIA Linguistic University in Russia.

3. Phil Hills explained the Capital Campaign. The University goal is \$500 million and the College of Business' goal is \$30 million. We now have \$31 million. Any monies pledged for facilities will be matched 100%.
4. Dr. McCollough discussed the upcoming AACSB visit which will be February 1-4, 1998. The Executive Summary has been distributed. This report is the self-study required by the AACSB reaccreditation team. It was explained that we may be judged less than sufficient in number of faculty for the number of student credit hours due to the amount of TV replay credit hours.
5. Donna Johnson reported on the new student computer requirements as mandated by the university; the renovation of BUS 101 which should be complete by January. She also explained computers in relation to staff and the network.
6. College Incentive Funds were discussed. This was formally a DSR grant program to provide technology support. DSR is now making block grants available to various colleges. The College of Business share this year was \$25,000+ which was matched by college funds. The intent is to provide new faculty with start-up technology monies.
7. Dr. Erenguc gave a talk and did a slide demonstration regarding the SAP R/3 System in which the College of Business is interested in as a joint venture.
8. The Biltmore Project was explained by Dr. McCollough and Dean Kraft. This is a project that the university is exploring with the Sea Ray Corp. which owns the Biltmore Hotel in Coral Gables. They are planning to offer executive programs at this site. The university is interested, but feels that only the College of Business is capable of handling this. However, the College of Business is not enthusiastic. The Dean is concerned about the facilities and notes our limited faculty numbers will

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limit our participants. Discussions with the university are continuing.

9. Dr. McCollough discussed the Freshman Seminar Series and the desire to restart this activity. \$1,000 would be provided to a specific faculty member's expense fund, per academic unit, to help with these seminars. They have been done in the past and proved to be rather successful.

A motion was made and seconded to adjourn the General Faculty Meeting.



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