School of Business Administration

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Undergraduate education in business administration is designed to impart general knowledge and, in particular, knowledge of resource administration. The curricula seek to expand capacities, perspectives, and skills of students who wish direct preparation for careers in either business firms or the public service.

In addition to the business programs leading to the Bachelor of Science, a Management and Engineering for Manufacturing bachelor's degree program is offered jointly with the School of Engineering and is described at the end of the list of business majors in this section of the Catalog.

Regional Plan. In conformity with plans approved by the Board of Trustees of the six New England land grant universities for regionalization of certain fields of specialized education, three majors in the School of Business Administration at the University of Connecticut are identified as regional programs. The Real Estate and Urban Economic Studies major is open to students from all the New England states; the Risk Management and Insurance major is a regional program for students from all other New England states except Rhode Island; the Health Systems Management major is designated a regional program for all other New England states except New Hampshire and Vermont. To implement this policy, first priority in admission to the school is given to qualified applicants who are residents of Connecticut. Second priority is given to qualified applicants from those New England states which are members of the compact. Regional students will pay a reduced tuition.

Accreditation. The School of Business Administration is fully accredited by the AACSB - International Association for Management Education, a specialized accrediting body recognized by the Council on Post Secondary Accreditation and the U.S. Department of Education.

Admission and Degree Requirements

Admission Requirements. See Admission to the University. The School of Business Administration admits qualified students into the School directly as freshmen. Students not admitted into the School of Business Administration at the time of entry to the University may apply for admission through School of Business Administration procedures. Decisions will be based on several criteria including the applicant’s academic record, courses completed, and space availability.

School of Business Administration majors will have to present either three years of one foreign language (high school) or two years of one foreign language (college) to satisfy the language requirement for the degree.

Students not currently attending or who have never attended the University as an undergraduate degree seeking student must file a separate University application with the Transfer Admissions Office, 2131 Hillside Road, U-88, Storrs, CT 06269-3088. Students wishing to transfer directly into the School of Business Administration should have made substantial progress toward completing the Lower Division requirements, particularly those courses which are prerequisites for the Common Body of Knowledge/Entry Level Business courses. Number of credits earned, grade point average and space availability will also be considered in the admissions decision.

Transfer applicants not accepted directly into the School of Business Administration at the time of entry to the University may apply for admission through the School of Business Administration admission procedures previously listed. A decision will be made on a space available basis after completion of one full semester at the University. Individuals who have already completed a bachelor’s degree should contact the M.B.A. or M.S. in Accounting program to consider a graduate, rather than another undergraduate, degree.

All applicants to the School of Business Administration will be considered carefully in order to select the best qualified candidates. If notified of admission before registration in the spring, students may register for fall semester classes in a business program. All admissions are contingent upon successful completion of any current course work for which applicants were registered at the time of application. Note: Students not in the School of Business are not eligible to take more than 27 credits of coursework offered by the School of Business.

Scholastic Standing Requirements. Students admitted to the School of Business Administration must earn a minimum 2.2 grade point average by the end of the semester in which they earn a minimum of 24 credits of graded coursework at the University of Connecticut to be guaranteed continuation in the School. Students must also earn a minimum 2.6 grade point average in all lower division courses, including having substantial progress toward completing those courses which are prerequisites to the entry level business courses, in order to be guaranteed continuation to the Upper Division/Junior Year in the School of Business Administration. Students must maintain a minimum of 2.0 for their semester grade point average, a 2.0 for their divisional grade point average, and a 2.0 grade point average in all calculable credits in School of Business Administration courses for which they have been registered. Students who fail to maintain the minimum grade point average in any of these areas are subject to dismissal from the School of Business Administration.

Bachelor’s Degree Requirements. Upon recommendation of the faculty the degree of Bachelor of Science is awarded by vote of the Board of Trustees to students who have met the following requirements: (1) Earned a total of 120 credits; (2) earned at least a 2.0 grade point average for all calculable Upper Division course work; (3) earned at least a 2.0 grade point average for all calculable credits in School of Business Administration courses for which they have been registered; (4) earned at least 50 percent of the business credit hours required for the business degree at the University of Connecticut; (5) earned at least 24 credits in 200-level courses in the School of Business Administration at the University of Connecticut, with no more than three of these credits in independent study courses and no more than three of these credits in field internship courses; (6) met all the requirements of the School of Business Administration.

The degree in business administration requires a minimum of 120 degree credits of course work. At least 60 credits presented for the degree must be comprised of courses other than business administration, including general education course work: no more than 9 credits of economics and no more than 6 credits of statistics may be counted as part of these 60 credits.

Stamford Campus Program. Students at the Stamford campus have the opportunity to complete all of the Lower Division requirements and most of the Common Body of Knowledge courses of the Upper Division requirements before transferring to the Storrs campus. However, all curricular options require additional work at the Storrs campus.

Exemption and Substitution. Students who desire to be excused from course requirements, or to substitute other courses for those prescribed, should consult the dean of the school. Such exemptions or substitutions must be approved by the dean of the school.

Transfer Credits. The transfer of credits for 200-level (Upper Division) courses offered in the School of Business Administration on the basis of work done at schools that do not offer the baccalaureate or schools not accredited by the AACSB - International Association for Management Education, is permitted only by validation procedures established by academic departments within the School. Typical validation procedures may include successful completion (C or better) of additional prescribed course work at the University of Connecticut or the completion of a departmental examination. Students must receive departmental approval before beginning any validation procedures.

Grades of Pass/Fail or Audit. In the School of Business Administration, students may not elect the Pass/Fail or Audit option for any course used to meet the general education distribution requirements, the course requirements for a major, or any course taken within any of the departments of the School.

Plan of Study. Major requirements are outlined in the plan of study current at the time of the student’s entry or readmission into the School of Business Administration, whichever is later.

Curricula in Business Administration

I. University General Education Requirements

The University has adopted General Education requirements in a variety of curricula areas that must be satisfied as part of every bachelor’s degree program. These requirements are listed in the Appendix of this catalog.1

1 Courses required for the School of Business, listed in section II on this page, which may also meet a University General Education requirement are noted with an ®.

Examining the course requirements for the School of Business Administration, students may notice that there are various requirements for different majors and programs. These requirements range from general education courses to specialized courses in specific fields of study. The School of Business Administration offers a wide range of programs, including regional programs for students from different states, and has partnerships with other universities to facilitate transfer credits. The School also emphasizes general education requirements, with a minimum of 120 credits required for graduation, including a foreign language requirement for all students. Additionally, the School offers opportunities for advanced study, including internships and graduate programs. The School of Business Administration is accredited by the AACSB, and follows strict standards for curriculum and education. Overall, the School provides a comprehensive and rigorous education for students interested in business administration, preparing them for a variety of careers in the field.
II. School of Business Administration Requirements

Business students must complete the following requirements in order to prepare for professional studies that will begin in the junior year. Students should note that many of these courses may also be used to fulfill University General Education requirements.

Note: Please refer to page 42 to find the Curricula in Management and Engineering.

Accounting
ACCT 131

Foreign Language
All students must have (1) passed the third year level in high school in a single foreign language, ancient or modern, or (2) two units/levels of a single foreign language in high school PLUS an added year of college courses at a more advanced level in a single foreign language, or (3) completion of two years (four semesters) through the college Intermediate Level.

Expository Writing
ENGL 105* and ENGL 109*

Quantitative Analysis
MATH 105Q* and MATH 106Q* (Preferred Sequence)
STAT 100V* or 110V*

Culture and Modern Society
HIST 101*
ANTH 100* or GEOG 160*

Philosophical or Ethical Analysis
PHIL 101* or PHIL 102* or PHIL 103* or PHIL 104* or PHIL 105* or PHIL 106* or SCI 240*

Social Scientific and Comparative Analysis/Practice
ECON 111* and 112*
COMS 102* or 105*

Non-Laboratory Science
PSYC 132*

Additional Requirements
Business students must also meet the University General Education requirements of two "W" courses, Group 4 Literature and Arts, and Group 8 Laboratory Science. These requirements are not met by any of the Business requirements listed above.

A minimum of 60 credits used toward graduation requirements must be comprised of non-business courses, including general education course work. No more than 9 credits of economics and no more than 6 credits of statistics may be counted as part of these 60 credits.

Required Courses and Sample Sequence

Freshman Year First Semester
Mathematics 105
English 105
Psychology 132
Group 4 (Arts)
Elective

Freshman Year Second Semester
Mathematics 106
English 109
Philosophy 101 or 102 or 103 or 104 or 105 or 106 or SCI 240
Communication Science 102 or 105
Elective

Sophomore Year Third Semester
Economics 111
Accounting 131
Statistics 100 or 110
Geography 160 or Anthropology 100
W Course

2 When the years of study have been split between high school and earlier grades, the requirement is met if the student has passed the third year level course.

3 May also take one of the following combinations: MATH 115* or MATH 116* or MATH 117* or MATH 118* or MATH 119* or MATH 120* or MATH 121* or MATH 115Q* and 110Q* or MATH 112* and 113* or MATH 112* and 113Q* or MATH 112Q* and 110Q* or MATH 115Q* and 110Q* or MATH 112* and 113* or 113Q* and 105, or MATH 112 and 105 and 106.

4 COMS 105 is required for Accounting majors.

Sophomore Year Fourth Semester

Economics 112
History 101
Group 4 (Literature)
Group 8 (Laboratory Science in Chemistry or Biology or Geology or Physics)
Elective

Upper Division Requirements

No School of Business Administration students should enroll in any 200-level, Upper Division business courses until they have passed the Lower Division requirements.

Common Body of Knowledge. The following Common Body of Knowledge courses are prescribed for all students in this school and should be completed in the junior year, except for Management 290
ACCT 200 - Principles of Managerial Accounting (to be taken no later than fifth semester)
BLAW 271 - Business Law or BLAW 275* - Business, Law and Society
FNCE 201 - Financial Management
MGMT 201 - Introduction to Management and Organization
MGMT 272* - Career Development in Business
MGMT 290 - Strategy, Policy and Planning
MKTG 201 - Introduction to Marketing Management
OPIM 203 - Business Information Systems
OPIM 204 - Operations Management

Computer Equipment. By Fall 2001, the School of Business anticipates requiring its undergraduate majors to have laptop computers and appropriate software to utilize technology in the new School of Business building. Laptops will be required in upper division courses starting in the student’s junior year.

Accounting

The undergraduate (four year) program consists of the Bachelor of Science (B.S.) degree in Business Administration with a major in Accounting. The B.S. degree combines a general background in business with an appropriate number (currently seven 3-cr. plus one 1-cr., ACCT 205, Introduction to a Profession) of upper level accounting courses to prepare students for successful entry into an accounting career.

Accounting majors are required to achieve a 2.0 grade point average in all accounting courses taken at the University of Connecticut, excluding grades and credits for independent studies (ACCT 299’s) and internship (ACCT 298’s) as a requirement for graduation.

A student majoring in accounting must have taken at least two-thirds of the following 200-level accounting course credits at the University of Connecticut or an accounting program accredited by the American Assembly of Collegiate Schools of Business.

ACCT 201 - Intermediate Accounting I
ACCT 202 - Intermediate Accounting II
ACCT 203 - Advanced Accounting
ACCT 205 - Introduction to the Profession
ACCT 221 - Cost Accounting
ACCT 243 - Assurance Services
ACCT 260 - Federal Income Taxes
BLAW 277 - Business Transactions and the Law

Professional Certification. Students majoring in accounting may choose a curriculum that prepares them for professional examinations which are part of the certification procedures that lead to designation as a Certified Public Accountant (C.P.A.) or Certified Management Accountant (C.M.A.). Students preparing for the C.P.A. examination should also apply for the M.S. in Accounting Program. The M.S. in Accounting is a 30-credit program designed to meet the 150-hour education requirement for the CPA exam in Connecticut. Students preparing for the C.M.A. examination should consult with their accounting advisor regarding the appropriate elective courses to take.

Internships in Accounting. Many students who major in accounting participate in an internship. Currently, the Accounting Department has internships during both Spring semester and the summer. During the period of internship,
the students are employed and supervised by firms and participate in various types of auditing or accounting work.

Participation in these programs occurs during the sixth or seventh semester or the summer between the student’s junior and senior year. This experience contributes to the development and growth of the students who are chosen for the work.

Finance
The Finance major prepares students for careers in the financial services industry and in the finance areas of companies. The major requirements permit students to tailor a curriculum to suit individual interests in finance, real estate, and insurance.

FNCE 203 - Applications in Financial Management

Any two from the following:
FNCE 202 - Investment and Security Analysis
FNCE 204 - Financial Risk Management
FNCE 205 - Global Financial Management
FNCE 206 - Financial Services

Any two additional from the following:
FNCE 202 - Investments and Security Analysis
FNCE 204 - Financial Risk Management
FNCE 205 - Global Financial Management
FNCE 206 - Financial Services
FNCE 217 - Economics for Global Business Decisions
FNCE 221 - Risk Management and Insurance
FNCE 223 - Health Insurance
FNCE 224 - Social Insurance
FNCE 225 - Life Insurance and Retirement Security
FNCE 228 - Risk Management: Property and Liability Exposures
FNCE 230 - Real Estate Principles
FNCE 232 - Real Estate Investments
FNCE 233 - Real Estate Finance
FNCE 234 - GIS Applications and the Use of the Internet in Real Estate Markets

Health Systems Management
The objective of the baccalaureate program with a major in health systems is to provide a conceptual and a practical understanding of the health systems field. The Health Systems Program is a Full Member of the Association of University Programs in Health Service Administration (AUPHA) and is the only undergraduate Health Systems Program in New England to maintain both AACSB accreditation and AUPHA full membership. This academic program has been designated by the New England Board of Higher Education as a New England Regional Student Program. Qualified residents from other New England states may enroll in the Health Systems Program at reduced tuition since the major is not offered at other state universities in the region.

Admission to the Health Systems Management Program as a major is competitive on a space available basis.

FNCE 221 - Risk Management and Insurance
HSMG 280 - Introduction to Health Systems
HSMG 281 - Health Systems Analysis
HSMG 282 - Health Systems Planning and Design
HSMG 283 - Advanced Topics in Health Systems Analysis
HSMG 290 - Internship in Health Systems
OPIM 210 - Operations Research for Information Systems Analysis

Internships in Health Systems. Students usually schedule their Health Systems Management 290 course (6 credits) during the summer following the junior year of study. The internship component of the program provides students with the opportunity to obtain clinical experience within a health care facility. Students normally participate in conducting a health systems management project in a health care organization either in Connecticut, another state or another country depending on geographical preference. While students are responsible for securing internship sites, the Center for Health Systems Management will provide considerable guidance in site selection.

Management
Students in this major gain an in-depth understanding of the problems and challenges that face today’s managers and leaders. Students can select from one of three related areas: Entrepreneurship, International Business, or General Management

SCHOOL OF BUSINESS ADMINISTRATION

Entrepreneurship requires two Management courses, MGMT 234 (Management of Small Businesses and Venture Enterprises) and MGMT 291 (Small Business Consulting). In addition, it requires three Management, or School of Business Administration, or Economics Electives (nine credits, 200 level). The International Business requires one Management course, MGMT 225 (International Business). In addition it requires at least twelve credits from the following: MGMT 245 (Managerial Behavior in Cross Cultural Settings), BLAW 280 (International Business Law), MKTG 270 (Global Marketing Strategy), MGMT 293 (Foreign Study - 6 credits maximum), FNCE 205 (Global Financial Management), FNCE 293 (Foreign Study - 6 credits maximum), or MKTG 293 (Foreign Study - 6 credits maximum). Up to six of these credits may be a School of Business Administration or Economics Elective that is internationally oriented and approved by a faculty advisor.

General Management requires two Management Electives plus three Management or School of Business Administration or Economics Electives (nine credits, 200 level).

Management Information Systems
The objective of this major is to train students in the development and use of business information systems. Graduates will be strong in the traditional functional areas of business (accounting, marketing, finance, and management) and will have a solid understanding of the development of business information systems and information technology.

OPIM 211 - Systems Analysis and Design
OPIM 220 - Business Software Development
OPIM 221 - Business Data Base Systems
OPIM 222 - Network Design and Applications

One 3-hour OPIM elective, from the following list:

OPIM 212, OPIM 223, OPIM 298

plus six additional credits, 200 level, beyond the Common Body of Knowledge from Accounting, Finance, Health Systems, Marketing, Operations and Information Management, Real Estate and Urban Economics, or Management; or from other subject areas approved by the Student’s Academic Advisor.

Marketing
The marketing major provides business students with the analytical tools for the following strategic decisions for the firm: which markets and customers to serve, with which products and services, and how it will compete. Students study the management of customers, distribution channels, products and brands, communications, and pricing and the use of information for marketing decisions.

Students considering a Marketing major are advised to complete Psychology 133 or Sociology 107 as part of their Lower Division course work, and are strongly encouraged to take Psychology 133 or Sociology 107 as part of their Lower Division course work, and are strongly encouraged to take Business Law (BLAW) 275 to fulfill the upper division BLAW requirement.

MKTG 208 – Consumer Behavior or 209 – Industrial Buyer Behavior
MKTG 280 – Marketing Research
MKTG 282 – Marketing Planning and Strategy or MKTG 270 – Global Marketing Strategy

International Business requires one Management course, MGMT 225 (International Business) and two additional three-credit Marketing or School of Business Administration or Economics Electives (200-level). A maximum of three (3) credits of Marketing 289 or 299 can be counted toward this requirement.

No Marketing major may count more than nineteen Marketing credits beyond Marketing 201 toward those credits presented for degree requirements.

Real Estate and Urban Economic Studies
The objective of the baccalaureate program with a major in real estate and urban economic studies is to provide both a theoretical foundation and a practical understanding of the field as preparation for a career as a real estate professional. This nationally recognized academic program has been designated by the New England Board of Higher Education as a New England Regional Student Program. This allows qualified residents from other New England states to enroll in the real estate program at reduced tuition since the major is not offered at other state universities in the region.

FNCE 230 - Real Estate Principles

Any two from the following:
FNCE 232 - Real Estate Investments
FNCE 233 - Real Estate Finance
FNCE 234 - GIS Applications and Use of the Internet in Real Estate Markets
BLAW 274 - Real Estate Law
Any two from the following:
FNCE 232 - Real Estate Investments
FNCE 233 - Real Estate Finance
FNCE 234 - GIS Applications and Use of the Internet in Real Estate Markets
BLAW 274 - Real Estate Law
FNCE 202 - Investments and Security Analysis
FNCE 203 - Applications in Financial Management
FNCE 204 - Financial Risk Management
FNCE 205 - Global Financial Management
FNCE 206 - Financial Services
FNCE 217 - Economics for Global Business Decisions
FNCE 221 – Risk Management and Insurance
ECON 259 – Urban and Regional Economics
MKTO 280 – Marketing Research

Internships in Real Estate. Students interested in a career in real estate may apply for a summer internship. During the period of the internship the students are employed and supervised by real estate firms and portfolio managers under the direction of staff of the Center for Real Estate and Urban Economic Studies.

Participation in the intern program occurs during the summer between the student’s junior and senior year. A written report based on their involvement provides the basis for earning course credit. The internship provides meaningful practical experience in the field of real estate and helps students clarify their career goals.

Risk Management and Insurance

The objective of this major is to provide students with an understanding of risk management techniques used by individuals and businesses. The special role played by insurance in the areas of life and property-liability risk exposures and in the management of pension and other employee benefit plans is emphasized as preparation for a career as an insurance professional. The Risk Management and Insurance major has been designated by the New England Board of Higher Education as a New England Regional Student Program. Qualified residents from other New England states may enroll in this program at reduced tuition since the major is not offered at some state universities in the region.
FNCE 221 – Risk Management and Insurance
FNCE 223 – Health Insurance
or
FNCE 224 – Social Insurance
FNCE 225 – Life Insurance and Retirement Security
FNCE 228 – Risk Management: Property and Liability Exposures
One from the following:
FNCE 202 – Investment and Security Analysis (formerly FNCE 208)
FNCE 206 – Financial Services
FNCE 223 – Health Insurance
or
FNCE 224 – Social Insurance
FNCE 230 – Real Estate Principles
FNCE 298 – Special Topics
and one additional three-credit Finance or School of Business Administration or Economics elective (200-level)

Curricula in Management and Engineering for Manufacturing

I. University General Education Requirements

The University has adopted General Education requirements in a variety of curricula areas that must be satisfied as part of every bachelor’s degree program. These requirements are listed in the Appendix of this catalog.1

II. School of Business Administration Requirements

Business students must complete the following requirements in order to prepare for professional studies that will begin in the junior year. Students should note that many of these courses may also be used to fulfill University General Education requirements.

Management and Engineering for Manufacturing

(jointly offered by the School of Business Administration and the School of Engineering)

Note: Requirements for all Management and Engineering for Manufacturing students, both through the School of Business and through the School of Engineering, are the same. Students must work very carefully with a Management and Engineering for Manufacturing advisor.

Expository Writing
ENGL 105* and ENGL 109*

Quantitative Analysis
MATH 115Q and MATH 116Q or MATH 112Q, 113Q, and 114Q - MATH 210 and 2111
STAT 110V*

Culture and Modern Society
HIST 101*
ANTH 100* or GEOG 160*

Philosophical or Ethical Analysis
PHIL 104*

Social Scientific and Comparative Analysis/Practice
ECON 113*

Laboratory Science
CHEM 127* or 129Q*
PHYS 151Q* and 152Q*

Management & Engineering for Manufacturing majors are required to complete the following:

ACCT 210
BLAW 271
CE 2111, 212, and 287
CSE 1231
EE 220
ENGR 100*
FNCE 201
ME 221, 222, 227, 233, and 260W
MEM 151, 210, 211, 215W, 221, 225, and 231
MGMT 201, and 290
MKTG 201
MMAT 201
OPIM 203C, and 252

Technical Electives courses (6 credits)
The Technical Electives course must be 200-level or higher listed in the
departments listed in the School of Business Administration and the School of Engineering as specified in the Management & Engineering for Manufacturing Guide to Course Selection. Students are encouraged to seek faculty-supervised manufacturing summer internships prior to their junior and senior years. Such internships may be shown on the student records by registering for MEM 296 – Manufacturing Internship, with instructor and advisor approval.

Other Educational Opportunities

Field Study Internships. Internship experiences provide Upper Division students an opportunity for supervised field work in areas of business and government. Regular internship programs are available on a limited basis in accounting, real estate, and management. Individual internships may be arranged in other departments and majors within the School of Business Administration; these are subject to availability and departmental restrictions.

Insurance – Actuarial Science. Insurance majors who are interested in preparing for careers in actuarial science should consult the requirements under the Mathematics Department in the College of Liberal Arts and Sciences.

Study Abroad. Business Administration students with interest in International Trade and Marketing with special reference to East-West Trade and International Affairs have available to them a special joint School of Business Administration-Center for European Studies program. For detailed program description see the College of Liberal Arts and Sciences section.

Pre-Law Studies. Business Administration students who plan to apply for admission to a school of law may arrange for pre-legal curricular counseling through the assistant dean, School of Business Administration.

Cooperative Education Program. The School of Business Administration participates in the Cooperative Education Program which develops pre-professional off-campus employment opportunities for University students.

1 Courses required for the School of Business, listed in section II on this page, which may also meet a University General Education requirement are noted with an 1.

School of Engineering requirements. See School of Engineering section.
Master of Business Administration Program
General management-oriented courses of study leading to the Master of Business Administration degree are offered as a full-time day program on the Storrs campus and as part-time evening programs in Hartford and Stamford. Details of the programs may be obtained from the M.B.A. Director, School of Business Administration, 368 Fairfield Road, U-41, University of Connecticut, Storrs, CT 06269-2041.

Master of Science in Accounting Program
The M.S. in Accounting is a 30-credit program. Five areas of specialization include: Financial Reporting and Assurance Services, Information Systems, Tax, Healthcare, and Financial Services. The M.S. Program is offered both on a full-time and a part-time basis. Details of the program may be obtained from the M.S. in Accounting Director, School of Business Administration, 368 Fairfield Road, U-41A, University of Connecticut, Storrs, CT 06269-2041.

Ph.D. Program in Business Administration
With areas of concentration in Accounting, Finance, Management and Marketing, the Ph.D. program in Business Administration aims to produce scholars able to make contributions to academic institutions as well as to government and business. Details of the program may be obtained from the Chairperson of the Ph.D. Admissions Committee, School of Business Administration, 368 Fairfield Road., U-41, University of Connecticut, Storrs, CT 06269-2041.

Center for International Business Programs
The Center for International Business Programs is a focal point for international research and outreach activities. The Center sponsors faculty travel and hosts visiting international scholars. It is a resource center for international business education. It is the focal point for facilitating academic-business partnerships on an international basis.

Center for Real Estate and Urban Economic Studies (CREUES)
The Center for Real Estate and Urban Economic Studies is especially concerned with research on real estate markets and valuation, urban growth and land use structure, and public and private administration of real estate resources. Research interests also include the administration of business firms in construction and development, real estate law, real estate financing, marketing, management, and valuation. The Center operates in conjunction with and supports the school’s teaching program in real estate and urban economic studies.

Center for Health Systems Management (CHSM)
The Center for Health Systems Management is concerned with education, research and service in the areas of health systems, planning, design and management. The Center administers the undergraduate program in Health Systems and the graduate program in Health Care Management. It also cooperates with other units of the University in offering interdisciplinary programs in health care education and research. Over the last ten years the Center has been primarily concerned with developing systems designed to improve the delivery of health care services.

Institute for Development of Entrepreneurial Advantage
This Institute is dedicated to exploring various aspects of entrepreneurship. The Center has focused its activities in the areas of small businesses and family businesses. There is also a generalized program in entrepreneurship. Description of the three component parts of IDEA, the Family Business Program, the Small Business Institute, and the Thomas J. and Betty Wolff Family Program and Entrepreneurship follow.

Family Business Program
This program was created as a result of a business community-University of Connecticut School of Business Administration partnership to provide a resource for family businesses. The Center also is a focal point for research in the area of family business. There are a number of corporate sponsors for this program. Members from all businesses can participate in workshops and round table discussion on issues of interest to family businesses.

The Small Business Institute
The Small Business Institute provides free management consulting on all types of business problems for a growing number of small businesses and start-up ventures throughout Connecticut. During this past year, management consulting reports were provided for 70 clients.

Consulting teams are composed of MBAs enrolled in either the Small Business Management and Entrepreneurship course, the Business Policy, Strategy and Planning course, or the Small Business Consulting (Independent Study) course. In some cases, the graduate students are supported in their assignments by undergraduate students. Clients may be recommended for consulting by the United States Small Business Administration, students, alumni or small business people may contact the Director of the Institute directly.

Thomas J. and Bette Wolff Family Program in Entrepreneurship
The Wolff Program sponsors a series of luncheons between highly successful entrepreneurs and honors students interested in becoming an entrepreneur. The primary objectives of the series are to provide a forum for discussing the role of free enterprise in our American economy and to expose budding entrepreneurs to successful business role models.

This program also sponsors an annual lecture series which invites top entrepreneurs from the nation to speak before our students and alumni. The support for this program is due to the generosity of one of our most distinguished alums, Mr. Thomas J. Wolff. The department is indeed proud to have such support.

Institute of Writing
The Institute of Writing was created in 1988 to encourage excellence in professional communication. As part of the School of Business Administration, its major responsibility is to teach both undergraduate and graduate students how to write, speak, think, and listen more effectively. In addition, the Institute sponsors a yearly prize for the best written legal brief in Connecticut, and holds seminars on legal and technical writing. It also conducts workshops for faculty on grant proposals. Outreach programs will expand in the future.