



***College of Business Excerpt from the
2013-2015***

Tennessee State University Graduate Catalog

COLLEGE OF BUSINESS

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DEGREE: MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

GENERAL STATEMENT

[The College of Business](#) at Tennessee State University is strongly grounded with a stellar reputation afforded by accreditation at both the undergraduate and graduate levels by the major accrediting agency for business schools- AACSB International – The Association to Advance Collegiate Schools of Business. The College is poised to successfully fulfill its mission with new academic programs, new corporate alliances, new international partners, and a newly renovated academic facility on the Avon Williams Campus which includes a state-of-the art financial trading center.

COB VISION STATEMENT

The College of Business strives to achieve national and international prominence in educating current and future business professionals for the global economy.

COB MISSION STATEMENT

Our mission is to educate current and future business professionals through innovative teaching and research focused on contemporary business concepts for the global economy, complemented with a commitment to service and lifelong learning.

GUIDING PRINCIPLES AND CORE VALUES

<i>Accountability</i>	<i>Global Perspective</i>
<i>Continuous Improvement</i>	<i>Mutual Respect</i>
<i>Diversity</i>	<i>Scholarship</i>
<i>Ethical Conduct</i>	<i>Service</i>
<i>Excellence</i>	<i>Shared Governance</i>

PROGRAM OVERVIEW

[The MBA program](#) at TSU is committed to providing quality academic programs, as demonstrated through our accreditation by AACSB International. We are also conveniently located in the heart of Nashville's downtown commercial district, competitively priced, and designed for full-time, part-time, and working professionals with all of our courses offered in the evening.

Adding to the quality of the MBA program is a dedicated faculty with outstanding credentials in teaching, research, and business. One hundred percent of the faculty hold doctorate degrees from a broad range of leading universities in the United States and abroad. Students benefit from a faculty dedicated to their fields of study and willing to work with students both inside and outside the classroom. Because of small class sizes, MBA candidates have the opportunity to question, explore, and discuss subject matter in great detail in a professional setting.

The College of Business offers the General Master of Business Administration (MBA) and concentrations in Accounting, Management of Information Systems, Finance, and Supply Chain Management. Graduate students enjoy the prestige of matriculating in the oldest and most seasoned Master of Business Administration program offered in Nashville, having commenced in 1970. Candidates for the MBA come from all stations of life and all regions of the U. S., as well as Asia, Africa, Europe, Caribbean, and other locations around the world.

PROGRAM GOALS

The MBA Program adheres to the core values of the College and is designed to provide strategic, behavioral and technical competencies relevant to contemporary business practice. The goals of the program provide guidance for course design and development for the enhancement of student skills and to add value in both content and analytical/critical faculties.

The specific Program Learning Goals are:

- Goal 1:** Students will be able to apply quantitative and qualitative techniques to make effective business decisions.
- Goal 2:** Students will be able to apply relevant conceptual knowledge to assess new business situations.
- Goal 3:** Students will develop effective teamwork skills.
- Goal 4:** Students will demonstrate an understanding of global dimensions of business.
- Goal 5:** Students will demonstrate an understanding of ethical issues in business

Admission Requirements

Anyone wishing to take courses for graduate credit must [apply for admission](#) to the Graduate School. General admission requirements for the Graduate School are described in the Admissions, Regulations, Policies Section of this Catalog. In addition to requirements of the Graduate School, MBA applicants must meet the following requirements of the College of Business.*

1. 950 points based on the formula: 200 times 4-year undergraduate GPA plus GMAT score or;
2. 1000 points based on the formula: 200 times Junior-senior GPA plus GMAT score.

* Note – A limited number of exceptions to the above standards may be given for extensive professional experience.

All documents, including official transcripts, must be received by the Graduate School before a student will be considered for admission. Conditional admission is granted for one semester if a student has a 3.0 undergraduate GPA, has taken all prerequisites, and agrees to take the GMAT during their initial semester in the MBA Program. To remain in the program, the student must meet the 950 or 1,000 point criteria cited above.

All applicants are:

1. expected to be competent in oral and written English;
2. expected to satisfy all prerequisite requirements in a particular discipline before enrolling in graduate-level courses in that discipline for credit;
3. expected to satisfy all prerequisites by the time nine hours of graduate-level work are completed.

Students are required to maintain a 3.0 grade point average in the program. In required core courses, grades below "C" are not accepted for credit toward the degree. Advisors can help students plan a program of study and assist them in planning to meet successfully all requirements of their program. Students must be admitted on either a conditional or unconditional basis in order to take MBA degree courses.

Transfer of Credit Policy

Students may transfer up to 12 credit hours of approved coursework from an AACSB Accredited College of Business, or may transfer up to 6 credit hours of approved coursework from a regionally accredited University.

Degree Requirements

1. Candidates must satisfy all prerequisites, complete core requirements and other approved courses to satisfy the minimum number of semester hours required for a graduate degree, and accumulate a minimum GPA of “B” or 3.0 on a 4.0 system.
2. Candidates must file application of “Admission to Candidacy” for the MBA degree after completing all required prerequisites and nine (9) semester hours of graduate course work taken in residence with a “B” average in all courses taken for graduate credit. The recommendation of the major advisor and approval of the Dean of the Graduate School are required.
3. Candidates must file “Application for Graduation” at least one full semester prior to commencement, including clearance with the major advisor, the Dean of the Graduate School, the Business Office, the Placement Bureau, the Office of Admissions and Records, and the University Library.
4. Candidates should attend commencement. The MBA degree may be awarded in absentia upon prior approval by the Dean of the Graduate School.

MBA PROGRAM OF STUDY

The TSU MBA curriculum is a broad-based management education that provides students with the knowledge and skills to assume leadership positions in the public and private companies. The MBA curriculum consists of 36 hours of credit; 27 hours of core requirements and 9 hours of elective requirements. Students that do not have an undergraduate degree in business will need to take foundation courses prior to beginning the graduate coursework. These courses may include the foundation courses listed below.

Foundation Courses

Undergraduate Foundation Courses	Sem. Hrs.		Graduate Foundation Courses	Sem. Hrs.
Accounting Principles & Business Law	9		ACCT 5000	3
Information Systems & Statistics	6		BISI 5000	3
Economics Principles & Business Finance	9	OR	ECON 5000	3
Management & Marketing Principles	6		MGMT 5000	3
Total	30			12

	MBA Core Requirements - 27 hours	Sem. Hrs.
ACCT 6010	Accounting and Business Decisions	3
BISI 6130	Management & Evaluation of Information Systems	3
ECON 6010	Statistical Decision Making	3
ECON 6110	Managerial Economics	3
FINA 6300	Managerial Finance	3
MGMT 6020	Organizational Behavior, Ethics and Leadership	3
MGMT 6060	Operations Management	3
MGMT 6110	Business Strategy & The Economic Environment	3
MKTG 6050	Marketing Management	3

	MBA Elective Requirements	9 hours
	3 elective courses in one area of concentration.	9
	Total Semester Hours	36

CONCENTRATION I: ACCOUNTING*	9 hours
ACCT 6170. FEDERAL TAX RESEARCH	3
ACCT 6200. ACCOUNTING INFORMATION SYSTEMS	3
ACCT 6250. INTERNATIONAL ACCOUNTING	3

***MBA Concentration in Accounting students should have completed Intermediate Accounting I and II, Cost Accounting, and Income Tax I as prerequisites for graduate accounting courses.**

CONCENTRATION II: FINANCE	9 hours
FINA 6400. FINANCIAL INSTITUTIONS	3
<i>Prerequisite: FINA 6300.</i>	3
FINA 6450. COMMERCIAL BANKING	3
<i>Prerequisite: FINA 6300.</i>	3
FINA 6500. CORPORATE ASSET MANAGEMENT	3
<i>Prerequisite: FINA 6300.</i>	3
FINA 6550. FINANCIAL STRUCTURE MANAGEMENT	3
<i>Prerequisite : FINA 6300.</i>	3
FINA 6600. INVESTMENTS	3
<i>Prerequisite: FINA 6300</i>	3
FINA 6650. PORTFOLIO MANAGEMENT	3
<i>Prerequisite: FINA 6300.</i>	3

CONCENTRATION III: SUPPLY CHAIN MANAGEMENT	9 hours
MGMT 6260. INTEGRATED SUPPLY CHAIN MANAGEMENT	3
MGMT 6220. PROCUREMENT MANAGEMENT	3
MKTG 6100. LOGISTICS	3

CONCENTRATION IV: MANAGEMENT OF INFORMATION SYSTEMS	9 hours
BISI 6800. STRATEGIC INFORMATION SYSTEMS	3
BISI 6550. PROJECT MANAGEMENT & ANALYSIS	3
BISI 6750. CONTEMPORARY INFORMATION TECHNOLOGIES	3
BISI 6250. DECISION SUPPORT SYSTEMS	3
BISI 6300. BUSINESS TELECOMMUNICATIONS	3
BISI 6370. SEMINAR IN INFORMATION SYSTEMS	3
BISI 6400. ELECTRONIC COMMERCE	3

CONCENTRATION V: GENERAL MBA 9 hours
Any three graduate elective business courses from any of the concentrations above.

COURSE DESCRIPTIONS

ACCOUNTING

ACCT 5000. FOUNDATION IN ACCOUNTING (3) (not for graduate credit). A survey of basic accounting techniques with major emphasis on financial statement analysis and managerial uses of accounting information. Not required for students with undergraduate accounting backgrounds. May not be used for elective credit.

ACCT 6010. ACCOUNTING AND BUSINESS DECISIONS (3). Studies of financial and management accounting information and reports to make informed business decisions. **Prerequisites: ACCT 2020 or ACCT 5000.**

ACCT 6170. FEDERAL TAX RESEARCH (3). The development of skills in federal tax research, including locating sources of tax authority and communicating the results of research. **Prerequisites: ACCT 3070, ACCT 6010.**

ACCT 6200. ACCOUNTING INFORMATION SYSTEMS (3). Uses of information systems in tax, managerial/cost, auditing, and financial reporting processes. Evaluation of implementation alternatives. **Prerequisites: ACCT 6010.**

ACCT 6250. INTERNATIONAL ACCOUNTING (3). Research International Financial Reporting Standards (IFRS) and global convergence of accounting standards. Investigate transfer prices and management planning and control in global environment. **Prerequisite: ACCT 6010.**

ACCT 6990. INDEPENDENT STUDY (1-3). A study of current literature applicable to the practice of professional accounting that allows outstanding accounting students to investigate approved accounting topics of the student's major area of interest. **Prerequisites: ACCT 6010 and consent of Dept. Head.**

BUSINESS INFORMATION SYSTEMS

BISI 5000. INFORMATION SYSTEMS AND STATISTICS (3) (not for graduate credit). This survey course introduces students to information systems technology and its use as a business and management tool. It adopts an end-user oriented approach to the use, effects, development and management of information systems in organizations. In addition, the student is exposed to statistics with an emphasis on business and economic applications.

BISI 6130. MANAGEMENT AND EVALUATION OF INFORMATION SYSTEMS (3). This is a survey course of information technology (IT), and its impact and role in the business environment. Issues concerning the strategic, tactical, and operational uses of IT and information systems are examined. The challenges and the methods of managing IT are presented using the socio-technical approach. Types of information systems and their application within organizations are discussed through case studies. **Prerequisite: BISI 5000 or equivalent.**

BISI 6250. DECISION SUPPORT SYSTEMS (3). The key technical and managerial issues in the development and use of decision support systems in organizations are addressed. The strategic management decision making process and the role of DSS in the process are explored. Contemporary topics including Expert Systems, Executive Information Systems, data warehousing, data visualization, and Group Decision Support Systems are reviewed. Research effort is on the real life use of these technologies in specific business areas. **Prerequisites: BISI 5000 or instructor's consent.**

BISI 6300. BUSINESS TELECOMMUNICATIONS (3). Provides a broad overview of the telecommunications field, the implications for business and industry and a current review of the research literature.

BISI 6370 SEMINAR IN INFORMATION SYSTEMS (3). Provides for the study of the current literature applicable to information systems technology. Topics investigated vary based upon current trends, issues, and problems that surface in the computing industry.

BISI 6550. PROJECT MANAGEMENT & ANALYSIS (3). This course explores the techniques to successfully manage business projects. The topics covered include scope, time, cost, quality, human resource, communications, risk, integration and procurement management. The processes covered include initiating, planning, executing, controlling, and closing of projects. Students will have the opportunity to use current project management software.

BISI 6750. CONTEMPORARY INFORMATION TECHNOLOGIES (3). This course introduces students to current IT related issues, technologies, and business applications. The range of topics include diverse topics such as local area networks, wide area networks, expert systems, decision support tools, e-commerce, and supply chain management. Students will also develop simple business applications using popular business software. Upon completion of the course, the student will have a good understanding of the role of various technologies in organizations.

BISI 6800. STRATEGIC INFORMATION SYSTEMS (3). This course explores the relationship between organizational strategies and the use of information systems that support those strategies. Case studies of successful and unsuccessful information system implementations will be used to show the importance of aligning information systems to business strategy.

BISI 6990. INDEPENDENT STUDY (1-3). This course is designed to provide graduate students an opportunity to investigate and learn about topics in Information Systems that they are interested in, but are not able to get in regular courses. The student will develop the requisite skills to conduct the research, and report the findings. The student, in conjunction with a BIS faculty advisor, will decide on the topic and the scope of the research. **Prerequisite: Approval of instructor.**

ECONOMICS

ECON 5000. FOUNDATION IN ECONOMICS AND FINANCE. (3) (not for graduate credit) A basic study of macro and micro economic theory and corporate finance. Topics include fiscal & monetary policy, market structure, international trade, analytical techniques, capital budgeting, cost of capital, and financial planning. (4) Satisfies finance and economic MBA prerequisites. **Prerequisites: ACCT 2020 or ACCT 5000.**

ECON 6010. STATISTICAL METHODS. (3) Development and application of probability and inferential statistics. Topics covered include Z-tests, T-tests, multiple regression and correlation, analysis of variance, and time series analysis. **Prerequisites: ECON 2010 and 2040 or ECON 5000.**

ECON 6110. MANAGERIAL ECONOMICS. (3) Application of economic theory to business decision making; emphasis is on profit objectives, measurement and forecasting demand, and costs. **Prerequisite: ECON 2120 or ECON 5000 and ECON 2010.**

ECON 6990. INDEPENDENT STUDY (1-3). This course is designed to develop research skills necessary to deal with complex managerial problems, as well as problems associated with other business disciplines, e.g., Accounting, Marketing, Information Systems and Quantitative Methods. The student, faculty advisor, and whenever possible, an executive from an organization where the student is employed or has a particular interest, cooperatively develop a study to seek a solution to an identifiable problem or opportunity. Prerequisite: 9 credit hours of MBA course work and prior approval of instructor.

FINANCE

FINA 6300. MANAGERIAL FINANCE. (3) Refined techniques of analysis, optimal financing decision, theory and cases in general corporate finance. Prerequisite: **FINA 3300.**

FINA 6400. FINANCIAL INSTITUTIONS (3). Characteristics, allocation of funds, fund management, growth, government regulation, critical evaluation of economic importance. Prerequisite: **FINA 6300.**

FINA 6450. COMMERCIAL BANKING (3). Reading, cases, balance sheet management, structure, markets competition, capital adequacy, profitability, quantitative techniques of analysis, computer simulations. Prerequisite: **FINA 6300.**

FINA 6500. CORPORATE ASSET MANAGEMENT (3). Reading, advanced cases in theory and practice of financial planning and management of assets, quantitative methods of analysis, capital budgeting, capital rationing, leasing, selected specialized topics. Prerequisite: **FINA 6300.**

FINA 6550. FINANCIAL STRUCTURE MANAGEMENT (3). Reading, advanced cases in theory and practice of financial planning and management of liability and capital, innovative financing, optimum financing mix, valuation, mergers, quantitative techniques of analysis, selected specialized topics **Prerequisite :FINA 6300.**

FINA 6600. INVESTMENTS (3). Evaluation and selection of securities, investment decision process, value and price, analysis of companies, capital market theory. **Prerequisite: FINA 6300**

FINA 6650. PORTFOLIO MANAGEMENT (3). Analytical approaches, theory of random walks, empirical evidence, portfolio theory, capital market theory. **Prerequisite: FINA 6300.**

MANAGEMENT

MGMT 5000. FOUNDATION IN MANAGEMENT AND MARKETING. (3) (not for graduate credit) This course covers concepts found in principles of management, operations management, and marketing. Topics will be selected in those areas that enable students to do advanced work in these fields of study.

MGMT 6020. ORGANIZATIONAL BEHAVIOR, ETHICS AND LEADERSHIP. (3) This course focuses on behavior, ethics, and leadership. The course is highly experiential, and is built around a variety of self-assessment instruments, experiential learning exercises, and small group activities. Special emphasis is placed on ethics and leadership topics, with other key organizational behavior topics covered, such as justice, group and team dynamics, communication, job satisfaction, commitment, motivation, stress, and personality. **Prerequisite: MGMT 3010 or equivalent.**

MGMT 6060. OPERATIONS MANAGEMENT. (3) An analysis of operations management concepts, tools, and practices as applied to manufacturing and service organizations. Emphasizes the use of operations strategy to gain competitive advantage. Covers areas such as process analysis and capacity planning, product design and process selection, facility location and layout design, supply chain management, enterprise resource planning, and e-operations. **Prerequisites: ECON 2010 or BISI 5000.**

MGMT 6110. BUSINESS STRATEGY AND THE ECONOMIC ENVIRONMENT. (3) Examines corporate and business strategy formulation and implementation through the use of case studies. Integrates knowledge of all the business functional areas for establishing and attaining organizational objectives for efficiency, effectiveness, and competitiveness. Students are challenged to think about the role of ethics and the global nature of the current business environment in decision making. Enrollment priority is given to MBA students in the last semester of their program. Prerequisites: All other core MBA courses.

MGMT 6220. PROCUREMENT MANAGEMENT. (3) This course presents the knowledge and insights into strategies, processes and operations of procurement. Contemporary issues include purchasing and outsourcing, supplier management, negotiation, information systems, inventory, performance measurement, and globalization. **Prerequisite: MGMT 6060, MKTG 6050, or consent of the instructor.**

MGMT 6260. SUPPLY CHAIN MANAGEMENT. (3) Planning and design of systems for goods and service flows in supply chain. Integrated supply chain strategies synthesizing supply management, production, logistics, and enterprise resource planning (ERP) systems. Use of e-business in the integration, control, and execution of business processes in the supply chain. **Prerequisite: MGMT 6060, ECON 6010.**

MGMT 6990. INDEPENDENT STUDY. (1-3) This course is designed to develop research skills necessary to deal with complex managerial problems, as well as problems associated with other business disciplines, e.g., Accounting, Economics, Finance, Marketing, Quantitative Methods, and Real Estate and Urban Development. The student, faculty advisor, and whenever possible, an executive from an organization where the student is employed or has a particular interest, cooperatively develop a study to seek a solution to an identifiable problem or opportunity. **Prerequisite: 12 credit hours of MBA course work and prior approval of instructor.**

MARKETING

MKTG 6050. MARKETING MANAGEMENT. (3) An analytical, managerially oriented course emphasizing decision-making in the functional area of marketing. Management of the basic marketing functions. Case problems and marketing decision simulation. **Prerequisites: ACCT 5000 & MGMT 5000 or ACCT 2010 and ACCT 2020, FINA 3300, MGMT 3010, MKTG 3010.**

MKTG 6100. Logistics (3) The course provides a broad overview of logistics, with an emphasis on basic principles, concepts, and analytical tools involved in designing and planning. Contemporary issues include lean logistics, distribution channel's function, structure, and processes, collaboration and competition among channel members, global logistics, materials management, warehousing, transportation, and information systems. **Prerequisite: MKTG 6050 or instructor's consent.**

GRADUATE FACULTY

Richard L. Banham, Associate Professor

B.S., Accounting, University of Utah, 1975; Master's, Professional Accountancy, University of Texas, 1978; Ph.D. University of Texas, 1984; J.D., University of Texas, 1985

Chun-Da Chen, Associate Professor

B.B.A., 1998, M.B.A., 2000, Ph.D., 2005, Tamkang University

Dharmendra P. Dhakal, Professor

B.A., 1973, M.A., 1976, Tribhuvan University; M.S., 1984, Ph.D., 1991, Southern Illinois University.

Chunxing Fan, Associate Professor

B.S. 1983, Lanzhou University of Technology; M.B.A., 2001, M.B.A., 2007, Rutgers University; Ph.D., 2007, Rutgers University

James A. Ellzy, Professor and Department Chair

B.S., 1967, University of Maryland - Eastern Shore; M.S., 1969, Indiana University; Ed.D., 1974, Northern Illinois University

Phyllis Flott, Associate Professor

B.S., 1984, M.B.A., 1987, Emporia State University; Ph.D., 1996, University of North Texas

Soumendra Ghosh, Professor and Department Chair

B.A., 1973, M.A., 1975, University of Calcutta; Ph.D., 1987, Utah State University

Robert D. Hayes, Professor

B.S., 1974, M.B.A., 1976, Middle Tennessee State University; Ph.D., 1986, University of Arkansas; CPA., 1977; CMA, 1982; ChFC, 1994

Carrie Hurst, Assistant Professor

B.S., 2002, Central Michigan University; M.S., 2006, Ph.D., 2008, University of Georgia

Eva Jermakowicz, Professor and Department Chair

B.A., 1972, M.A., 1973, University of Warsaw; Ph.D., 1982, Warsaw Tech University

Joel K. Jolayemi, Professor

B.S., 1977, University of Ibadan; M.S., 1983, Ph.D., 1985, Case Western Reserve University

Aurore Kamssu, Professor

B.B.A., 1993, Advanced School of Economics and Commerce; M.A., 1996, University of Kansas; Ph.D., 2000, University of Mississippi

David King, Associate Professor

B.B.I.S. 1999, M.B.I.S., 2000, Ph.D., 2003, University of South Australia

Kenneth K. Kungu, Assistant Professor

B.A., 2001, Egerton University; M.S., 2005, Ph.D., 2010, Louisiana State University

Lewis Laska, Professor

B.S., 1969, Belmont College; J.D., 1972, Vanderbilt University; M.B.A., 1973, University of Tennessee at Nashville; Ph.D., 1978, George Peabody College

Xiaoming Li, Associate Professor

B.E., 1993 Southeast University; M.S. 1997, Renmin University; M.S., 2000, Ph.D., 2003, Clemson University

Millicent Lownes-Jackson, Professor and Dean

B.A., 1972, Fisk University; M.B.A. 1975, Ph.D. 1981, Vanderbilt University

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B.E., 1996, Vilnius University ; M.S., 1999, Helsinki University; Ph.D., 2003, New Mexico State University

Lawrence Maples, Professor

B.S., 1967, University of Alabama; M.S., 1970, Memphis State University; D.B.A., 1976, Mississippi State University

Gerald Marquis, Professor

B.S., 1964, M.E., 1968, M.B.A., 1990, Wayne State University; Ph.D., 1997, Texas Tech University

Nelson Modeste, Professor

B.S., 1972, Tuskegee Institute; M.A., 1974, Ph.D., 1976, University of Florida

Festus Olorunniwo, Professor and Department Chair

B.S., 1972, University of Lagos; M.S., 1978, Polytechnic University of New York; Ph.D., 1981, University of Texas at Austin

Achintya Ray, Associate Professor

B.Sc., 1995, University of Calcutta; M.A., 1997, Delhi School of Economics; M.A., 2003, Ph.D., 2004, Vanderbilt University

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B.T., 1986, Indian School of Mines; 1989, M.B.A., Indiana Institute of Management; M.B., 1998, Ph.D., 2000, Indiana University

Santosh Venkatraman, Professor

B.A., 1984, Indian Institute of Technology; M.A., 1986, Ph.D., 1991, Texas A&M University

Abu Wahid, Professor

B.S., 1971, M.S., 1976, Jahanigaraagor University; M.A., 1980, Ph.D., 1989, University of Manitoba