

463 Immunology

A study of the mammalian immune system emphasizing the genetic and cellular basis of the immune response. Basic immunological concepts will be used to explore the mechanisms of transplantation rejection, autoimmunity, AIDS and other topics of interest. Laboratory will consist of an independent research project done in collaboration with the professor and peers. Four laboratory hours per week.

Prerequisite: 360 or 371

465 Developmental Biology

Examination of the mechanisms which underlie the structural and functional development of animal embryos, including nucleocytoplasmic interaction, tissue interaction, and differential gene expression. Laboratory work emphasizes an experimental approach to the study of living organisms. Four laboratory hours per week.

Prerequisite: 360 or 371

471 Evolution

An advanced exploration of the major concepts in modern evolutionary biology, including adaptation and natural selection, evolutionary genetics and microevolution, paleontology and macroevolution, and molecular evolution. No formal laboratories, but students will be expected to attend bi-weekly tutorials and complete six substantial essays based on library research.

Prerequisites: 204; 330 or 333 or 360; QMCS 220 recommended

475, 476, 477, 478 Experiential Learning

See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

483, 484, 485, 486 Seminar

Investigation of selected problems in biology at an advanced level, involving student presentations based on the primary literature. Subject will vary and will be announced annually in the class schedule. See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

Prerequisite: Upper-class standing and permission of the instructor

487, 488, 489, 490 Topics

Courses in this category may be credited toward the requirements of the major depending on appropriateness of content, and with prior and explicit written approval of the instructor and the department chair. The subject matter of these courses, announced in the annual *Class Schedule*, will vary from year to year, but will not duplicate existing courses. See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

Prerequisite: Permission of the instructor

492 Research**2 credits**

Same as for 494, except that written research paper is not a thesis.

494 Research

Original laboratory, field, library, or other analytical investigation under the direction of a member of the faculty, culminating in the writing of a formal thesis in standard scientific format, including a literature review. Oral presentation of the work at a research symposium required.

Prerequisite: Upper-class standing and permission of the instructor and the department chair

495, 496, 497, 498 Individual Study

See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

Business**Division of Business**

W. Raffield, director; Fisher, director of student services

The Program in Business Administration offers the opportunity to acquire a general understanding of decision making within a business context. Students begin by building a foundation of basic knowledge and skills with courses in economics, statistics, computer concepts, and communications. They then take a series of business courses that span the functional areas of business. These functional areas are: accounting, marketing, finance, operations management, business law, and principles of management. These courses form a core from which the student may go in several directions.

The emphasis is on combining thorough academic preparation with realistic practical experience. A significant proportion of the students participate in consulting assignments developed through the Small Business Institute. Many also take advantage of the opportunities for internships and cooperative programs with businesses.

The business faculty can enhance the practical experience since a majority of the members of

Business

the department have had significant business experiences.

It is not necessary to concentrate in one of the functional specialties just enumerated. Some students prefer to combine the core (general business) curriculum with study in such other areas as economics, foreign languages, music, or quantitative methods and computer science.

All students who major in business administration must take a minimum of 24 credits in division courses at the University of St. Thomas; a minimum of 12 credits must be in the department of the student's major concentration.

Credits for division courses taken more than eight years ago (five years for credits in department major) will be accepted but will not fulfill current course requirements.

Each major may be adapted to provide preparation for aerospace management. For details, consult the chair of the Department of Aerospace Studies.

Major in Business Administration

One of the business concentrations

Plus allied requirements for all concentrations (unless otherwise noted):

One of:

MATH 101 Finite Mathematics
MATH 109 Calculus with Review II
MATH 111 Calculus for Business and Social Science
MATH 113 Calculus I

Finance majors are required to take MATH 109 or 111 or 113. The math requirement for all division majors must be completed by the end of the sophomore year.

Plus:

ECON 251 Principles of Macro-Economics
ECON 252 Principles of Micro-Economics
QMCS 110 Introduction to Information Processing
QMCS 220 Statistics I

QMCS courses must be completed by the end of the sophomore year. Transfer students who have not had similar courses must complete these courses by the end of their first semester, junior year.

Plus one of:

COMM 100 Public Speaking
COMM 105 Communication in the Workplace
COMM 230 Intercultural Communication
ENGL (200 or above)
JOUR 215 Journalistic Writing in the Workplace
JOUR 311 Persuasion in Writing

Concentration in General Business Management

Students who elect the general business curriculum have the maximum flexibility to freely select courses to meet their specific interests. On the other hand, students may choose to specialize further in one functional area of business. Those choices for further specialization are: accounting, financial management, marketing management, human resources management, operations management, business communications, or entrepreneurship.

ACCT 211 Financial Accounting
ACCT 213 Managerial Accounting
BUS 200 Community Service (0 credit)
BUS 300 Business Ethics (2 credits)
FINC 321 Financial Management
MGMT 340 Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT 342 Management II: Design of Business and Organizational Process
MGMT 480 Management III: Integrative Issues of Business and Organizations
MKTG 300 Principles of Marketing

Plus one of:

ECON 335 Money, Financial Markets and the Economy
ECON 348 International Economics

Plus one of:

BLAW 365 Business Law
BLAW 366 Legal Environment of Business
BLAW 367 International Business Law

Plus allied requirements (see above)

Concentration in International Business

The Bachelor of Science in International Business is an interdisciplinary major dedicated to gaining an understanding of how and on what rules the international business community is based. To gain such an understanding requires study in courses taken in five different areas of study such as communication, economics, geography, history, political science and foreign language as well as business and its allied disciplines. An underlying assumption is that the student must first develop an understanding of the domestic business core before knowledge of the international sector is developed.

Not only will an understanding of the language of the region of study be required. The student is expected to spend at least one year gaining an understanding of the culture and living conditions of the area by spending a minimum of one semester abroad, and possibly an entire year through academic and/or business internships. All work abroad must be concluded in the language of the country of choice. If the student decides to concentrate her/his work on an English-speaking country, a language other than English is also required. Work conducted in an English-speaking country must focus on the country of second language choice.

Because of the extensive number of required courses in this program it is important that the student plan carefully. This may result in an extra load in one or two semesters, summer courses and possibly extra time beyond the traditional four years.

In addition, a senior paper is required, the topic of which must be developed early in the student's program under the tutelage of a faculty adviser. The paper must be delivered at a symposium of international business majors, faculty, and executives from the international business community.

Specific courses taken in a foreign university may substitute for St. Thomas requirements. See the director of the International Business program or the director of Student Services to discuss those possibilities.

Degree in International Business (B.S.)

ACCT	211	Financial Accounting
ACCT	213	Managerial Accounting
BUS	200	Community Service (0 credit)
BUS	300	Business Ethics (2 credits)
FINC	321	Financial Management
IBUS	400	International Accounting/Finance
IBUS	410	International Marketing
IBUS	420	International Management
IBUS	430	International Business Law
IBUS	450	Transnational Business Issues in Management, Marketing, or Business Law*
IBUS	460	Transnational Business Issues in Finance or Accounting*
IBUS	470	Transnational Issues in International Business**
IBUS	480	Transnational Business Seminar
MGMT	340	Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT	342	Management II: Design of Business and Organizational Process
MKTG	300	Principles of Marketing

*courses taken abroad

**taken abroad, 470 may be either academic coursework or a business internship

A senior paper

Allied requirements:

One of:

ECON	346	Country and Area Studies in Economics
POL	105	Politics and Government in Comparative Perspective
GEOG		Country-specific course

Plus:

COMM	230	Intercultural Communication
ECON	251	Principles of Macroeconomics
ECON	252	Principles of microeconomics
ECON	348	International economics
LANG		Three semesters beyond 211*
QMCS	110	Introduction to Information Processing
QMCS	220	Statistics I

*Students for whom English is a second language will take three semesters beyond ENGL 200.

Business

While abroad, students will take one of three models with the consent of their International Business adviser:

1) Year abroad academic/internship (16 credits)

Must be approved by the Department of Modern & Classical Languages for students studying in non-English-speaking countries, plus one semester business internship in a foreign country. (Language credit is possible if approved by the Department of Modern & Classical Languages.)

2) Mixed Program

One semester abroad plus an eight-month domestic internship in an international area of business.

3) Year abroad/fully academic

One year abroad, totally immersed in academic setting.

There is an option for foreign students who wish to study International Business at St. Thomas

4) Domestic program for foreign students (International Business Language Intensive)

English as a foreign language plus an internship in a U.S. company or a foreign company operating in the U.S.

Other Options for International Business

Double major, Business and Foreign Language

The student may complete the requirements for both a major in business administration and a foreign language.

Foreign Study

Students majoring in one of the business concentrations may study at a foreign college or university for one semester or during the January term. Business majors and minors may also participate in the London Business Semester offered in fall semester.

International Business-Foreign Language Intensive

See Department of Modern and Classical Languages.

Concentration in Business Communication

ACCT	211	Financial Accounting
ACCT	213	Managerial Accounting
BUS	200	Community Service (0 credit)
BUS	300	Business Ethics (2 credits)
FINC	321	Financial Management
MGMT	340	Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT	342	Management II: Design of Business and Organizational Process
MGMT	480	Management III: Integrative Issues of Business and Organizations
MKTG	300	Principles of Marketing

Plus one of:

BLAW	365	Business Law
BLAW	366	Legal Environment of Business
BLAW	367	International Business Law

Plus one of:

COMM	100	Public Speaking
COMM	105	Communication in the Workplace

Plus one of:

COMM	220	Small Group Communication
COMM	320	Organizational Communication

Plus:

Eight additional credits in Communication courses at 200-level or higher, selected in consultation with the chair of the Department of Communication.

Allied requirements:

ECON	251	Principles of Macro-Economics
ECON	252	Principles of Micro-Economics
QMCS	110	Introduction to Information Processing and Programming
QMCS	220	Statistics I

The math and QMCS courses must be completed by the end of the sophomore year. Transfer students who have not had QMCS courses must complete these courses by the end of their first semester, junior year.

Plus one of:

MATH	101	Finite Mathematics
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MATH 109 Calculus with Review II
 MATH 111 Calculus for Business and Social Science
 MATH 113 Calculus I

Other Business-Oriented Majors

There are several options described in more detail in other portions of this catalog that involve business administration courses. Furthermore, the student may elect to complete the requirements of both departments for a double major. Those other options are:

- a. Economics/Business Administration (see Economics)
- b. Music/Business Administration (see Music)
- c. Foreign Language/Business Administration (see Modern and Classical Languages)
- d. Quantitative Methods/Business (see Quantitative Methods and Computer Science)

Minor in Business Administration

Students must complete 26 credits with a minimum of 12 credits in Business Administration beyond MGMT 150 completed at St. Thomas. Coursework transferred to St. Thomas must be equivalent to St. Thomas coursework.

BUS 200 Community Service (0 credit)
 BUS 300 Business Ethics (2 credits)
 MGMT 150 Introduction to Business

Plus one of:

ECON 251 Macroeconomics
 ECON 252 Microeconomics

Plus:

Sixteen credits selected from the Division of Business with approval of the Business Minor adviser. Approval must be on file before the minor is official.

(NOTE: All prerequisites for courses selected for the minor must be satisfied.)

Business (BUS)

200 Community Service 0 credit

This co-curricular experience is required of all Division of Business majors. The course follows the Statement of Purpose of the university to “develop morally responsible individuals who combine career competency...while fostering in the student a tradition of service to the public welfare.” Students will develop an awareness of the challenges and responsibilities in meeting the diverse, changing needs of the community while experiencing personal growth and awareness. Students will choose from a variety of volunteer direct-service activities that follow the mission of the university. BUS 200 sections are:

- 01 Economically disadvantaged
- 02 Physical/developmentally disabled
- 03 Environmental issues
- 04 Children and youth
- 05 Service to the elderly
- 06 Student-designed program

This course is graded S/R; it is suggested that this experience be completed by the end of the student’s first semester, junior year.

295, 296, 297, 298 Topics

The subject matter of these courses, announced in the annual *Class Schedule*, will vary from year to year, but will not duplicate existing courses. See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

300 Business Ethics 2 credits

This required half-course introduces the business major to basic themes in business ethics with applications to accounting, finance, law, marketing, and general management.

Prerequisite: Junior standing

470 Small Business Institute Project 2 credits

A Small Business Institute project course not associated with any specific discipline, which will provide an opportunity for undergraduate students of any major to transfer their classroom knowledge to a “real world” situation through the use of a professional consulting activity as outlined by SBA rules and procedures.

Prerequisites: Senior standing

475, 476, 477, 478 Experiential Learning

See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

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483, 484, 485, 486 Seminar

See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

487, 488, 489, 490 Topics

The subject matter of these courses, announced in the annual *Class Schedule*, will vary from year to year, but will not duplicate existing courses. See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

491, 492, 493, 494 Research

See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

495, 496, 497, 498 Individual Study

See the description of these courses at the beginning of the “Departments and Curricula” section of this catalog.

International Business (IBUS)

400 International Accounting/Finance

This course is primarily aimed at presenting the international implications of the disciplines of accounting and finance in a global environment. The prime thrust of the course is to acquaint the student with the unique considerations which are necessary for decision making for multinational companies.

Prerequisite: FINC 321

410 International Marketing (MKTG 330)

This course surveys basic concepts, principles and theories of international marketing, as well as the essential and complex problems encountered in the international marketplace. Emphasis is on problem solving and decision making within the international marketing environment.

Prerequisite: MKTG 300. Recommended: concurrent registration with IBUS 420

420 International Management

This course will build upon the material presented in IBUS 410. It will ask the question: given the marketing strategy, what might be the requirements of operating systems for delivering the product or service, and what might be some of the implications for the management system? Specific topics will include facilities location, foreign sourcing, direct foreign investment, joint ventures, impact of culture on operations.

Prerequisite: MGMT 342, MKTG 300. Recommended: concurrent registration with IBUS 410

430 International Business Law (BLAW 367)

An exploration of the international legal environment and some of the legal issues and problems that confront businesses as they cross international boundaries. Topics include international trade, foreign investment, transfer of technology, international dispute resolution, and the role of multinational enterprises.

Prerequisite: Junior standing

450 Transnational Business Issues in Management, Marketing, or Business Law

This course is to be taken abroad. It is strongly suggested that this course be taken in the language of the country. Final determination as to the specific course and language will be decided before the course is taken in consultation with the international business adviser.

Prerequisite: Approval of international business adviser

460 Transnational Business Issues in Finance or Accounting

This course is to be taken in the country of choice. International accounting and finance practices are significantly different from those in the U.S. Therefore, the student should be extremely careful in choosing the course. Selection will be made only in consultation with the international business adviser.

Prerequisite: Approval of international business adviser

470 Transnational Issues in International Business

This elective course is to be taken abroad and may include an internship. Students incorporating an internship experience in this course must have prior approval by the international business adviser. If the student is working for an American company, s/he must work in a section of the company where the student's second language is required.

Prerequisite: Approval of international business adviser

480 Transnational Business Seminar

In this course the student will integrate the entire business curriculum. The objective is to investigate the different areas of international business. Included will be a field project with a company involved in international business. The conclusion of this course and the program will be noted by the com-

pletion of a senior paper. The paper will be presented before a conference (held in the summer) including the student's peers, international business faculty, and business executives involved in international business.

Prerequisites: Completion of all IBUS courses

Accounting (ACCT)

Coglitore (chair), Callander, Hartman, J. Mason, McGowan, Minars, Polejewski, J. Raffield, Sathe, Stoffel, Wilson

This program meets the educational provisions set by the Minnesota Board of Accountancy for licensure in Minnesota. Curricular alternatives are available to meet the provisions of other state's boards of accountancy.

Concentration in Accounting

- ACCT 211 Financial Accounting
- ACCT 311 Intermediate Accounting I
- ACCT 312 Intermediate Accounting II
- ACCT 315 Individual Income Tax
- ACCT 317 Cost Accounting
- ACCT 410 Advanced Accounting
- ACCT 416 Auditing
- BLAW 365 Business Law
- BUS 200 Community Service (0 credit)
- BUS 300 Business Ethics (2 credits)
- MGMT 340 Management I: Fundamental Business and Organizational Concepts (2 credits)
- MGMT 342 Management II: Design of Business and Organizational Process
- MKTG 300 Principles of Marketing

Plus one of:

- ECON 335 Money, Financial Markets and the Economy
- ECON 348 International Economics

Plus allied requirements (see above)

Recommended:

- ACCT 417 Advanced Accounting Theory
- ACCT 418 Controllership
- ACCT 419 Advanced Income Tax
- BLAW 466 Advanced Business Law

211 Financial Accounting

An introduction to accounting enabling the student to achieve a basic working knowledge of accounting and its uses. Emphasis is placed on the need to understand both the conceptual and procedural framework of accounting. An effort is made to integrate "accounting theory" and uses of "accounting information" with practical application. The basic financial statements are explored in some depth.

Prerequisite: Sophomore standing

213 Managerial Accounting

A study of the uses of accounting data as a basis for decision making and for planning and control. Topics include management uses of financial accounting data and cost-volume and profit analysis, budgeting and introduction to cost accounting.

Prerequisites: ACCT 211, sophomore standing

311 Intermediate Accounting I

The theory of accounting is studied as it relates to the external financial reporting requirements of profit-oriented businesses. Major subjects include review of the basic financial statements, time value of money concepts and valuation of most assets.

Prerequisite: ACCT 211

312 Intermediate Accounting II

A continuation of 311. A study is made of the remaining balance sheet accounts with special emphasis on the capital structure of corporations. In addition complex accounting matters such as tax allocation, pension applications, lease capitalization and current value accounting concepts are reviewed.

Prerequisites: ACCT 311, QMCS 110

313 Intermediate Accounting for Finance Majors (311 and 312)

A presentation of major intermediate accounting topics as they relate to finance managers. Emphasis

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on understanding accounting concepts applied in developing financial statements as a basis for analyzing annual reports.

Prerequisite: ACCT 211

315 Individual Income Tax

A study of the fundamentals of federal income tax law as it applies to individuals. Topics include: filing status, dependents, gross income, itemized deductions, tax credits, cost recovery, property transactions, and the alternative minimum tax.

Prerequisite: Junior standing

317 Cost Accounting

A rigorous study is made of the elements of product costs, including job, process, standard, and variable costing systems and procedures. A managerial emphasis is added through inclusion of cost-volume-profit relationships, budgeting techniques, and other selected topics.

Prerequisites: ACCT 211, QMCS 110

410 Advanced Accounting

The special accounting considerations of nonprofit organizations, the formation and operations of a partnership, home and branch office reporting systems and the preparation of consolidated financial statements.

Prerequisite: ACCT 312, Senior standing or permission of department chair

416 Auditing

Studies the basis for the auditor's report. Emphasis is on risk analysis, internal control review, audit evidence and procedures, and sampling. Case analysis is used to develop analytic and judgment skills and to enhance communication skills.

Prerequisite: ACCT 312

417 Advanced Accounting Theory

2 credits

Considers the relevant aspects of the accounting environment and the history of the development of the conceptual framework of accounting with heavy emphasis on current accounting pronouncements.

Prerequisite: ACCT 312 or permission of instructor

418 Controllership

2 credits

An examination of the controller function. This course will examine, through case study, how a controller assembles financial and other information for operating managers. Topics might include product line analysis, variance analysis, use of accounting data for planning, supervision of budgeting process, and analysis of internal statements.

Prerequisite: ACCT 213 or ACCT 317

419 Advanced Income Tax

2 credits

A study of the basic principles of business taxation using a code section approach. This course deals primarily with the federal tax law as it relates to corporations and partnerships. The study of S corporations is included in this course.

Prerequisite: ACCT 315

Entrepreneurship and Business Law

Erstling (chair), Carlock, Carter, Cornwall, Kunkel, Malone

The concentration in entrepreneurship is designed for students who are considering owning their own business at some point in their career. Emphasis is on the development of creative interpersonal and communication skills, leadership and self-esteem, the process of entrepreneurship, and the development and expansion of an individual business.

Concentration in Entrepreneurship

ACCT 211 Financial Accounting

ACCT 213 Managerial Accounting

BUS 200 Community Service (0 credit)

BUS 300 Business Ethics (2 credits)

ENTR 449 New Venture Strategies

ENTR 450 Entrepreneurship

FINC 321 Financial Management

MGMT 340 Management I: Fundamental Business and Organizational Concepts (2 credits)

MGMT 342 Management II: Design of Business and Organizational Process

MKTG 300 Principles of Marketing

Plus one of:

BLAW 365 Business Law

BLAW 366 Legal Environment of Business

BLAW 367 International Business Law

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Plus one of:

ECON 335 Money, Financial Markets and the Economy
ECON 348 International Economics

Plus one of:

ENTR 250 Entrepreneurial Creative Thinking and Problem Solving
ENTR 352 Change-Agent Skills

Plus one of:

ENTR 348 Franchising Management
ENTR 349 Family Business Management
ENTR 350 New Venture Management

Plus allied requirements (see above)

Business Law (BLAW)

365 Business Law

An examination of the common-law rules and principles governing the law of contracts (from contract formation to remedies for contract breach) and torts (negligence and product liability). In addition, the course will analyze the Uniform Commercial Code and its impact upon contracts and sales, as well as general notions of legal reasoning and legal process. This course particularly fits the needs of students concentrating in accounting.

Prerequisite: Junior standing

366 Legal Environment of Business

A study of the function and process of governmental regulation of business and of the statutory and administrative law framework in which that regulation takes place. Subjects include the nature of law and legal process, business and the Constitution (with emphasis on the regulation of interstate commerce and the pre-emption doctrine), and a limited number of selected regulatory topics such as antitrust, consumer and environmental protection, labor law, employment discrimination, securities regulation and bankruptcy.

Prerequisite: Junior standing

367 International Business Law

An exploration of the international legal environments and of some of the legal issues and problems that confront businesses as they cross international boundaries. Topics include international trade, foreign investment, transfer of technology, international dispute resolution, and the role of multinational enterprises.

Prerequisite: Junior standing

368 Environmental Law

Environmental law will survey relevant federal and state statutes and case law to examine how well they serve to maintain and improve the quality of the air, water, soil and life, and strike an appropriate balance between the present consumption of resources and their maintenance for future generations. The course also will explore emerging environmental trends and the formulation of environmental policy.

Prerequisite: Junior standing

369 Gender Issues and the Law

This course will explore the principle that men and women stand as equals before the law. It will examine the ways in which courts and legislatures have interpreted the principle of equal opportunity to resolve gender issues in the workplace, as well as in other aspects of society that affect access to the workplace, including education, marriage, and the family. It also will provide an historical overview of the law of equal opportunity and will touch upon modern notions of feminist legal theory. This course fulfills the Human Diversity requirement in the core curriculum.

Prerequisite: Junior standing

466 Advanced Business Law

2 credits

A study of Uniform Commercial Code and common law topics, including negotiable instruments, secured transactions, agency and other areas. This course builds upon the legal reasoning skills and subject content of BLAW 365.

Prerequisite: BLAW 365

Entrepreneurship (ENTR)

250 Entrepreneurial Creative Thinking and Problem Solving

This course will acquaint students with theories and strategies for exercising and understanding their creative potential for imaginative ideas and innovative action; emphasis will be on direct involvement in application of techniques for increasing creative-thinking skills.

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252 Creating the 21st Century

The exploration and investigation of processes of higher order thinking as they relate to changes and trends that signal the transition to a global society. Students will engage in learning experiences that integrate perceptions of the future of business with issues of change in the social, technological, environmental, economic and political arenas.

Prerequisite: Sophomore standing

348 Franchising Management

This course examines several of the most important aspects of starting and managing a franchise business. Specific attention is placed on the following: the characteristics of the franchiser and franchisee; evaluation of franchising opportunities; legal concerns of franchising; the development of appropriate franchising strategies; and the successful planning, implementation, and launching of a new business.

Prerequisite: Junior standing

349 Family Business Management

This course will explore the challenges and opportunities facing individuals and families involved in business relationships. Topics addressed will include family-business culture, entrepreneurial influences, key issues and conflicts, career planning, succession and strategic planning, counseling and consulting, professional support relationships and survival skills as a son or daughter in the family business. Parents or other significant family members are invited to audit this course with their son or daughter.

Prerequisite: Junior standing

350 New Venture Management

This course focuses on the functional skills and knowledge that are necessary in the smaller business growth and development. It also will help the student develop an understanding and awareness of the way the critical areas of law, management, finance, accounting and marketing need to be integrated and applied for successful small business management.

352 Change-Agent Skills

Understanding the process of change in our society and the ways in which this process can be influenced through persuasive skill development is important for anyone wanting to lead effectively. It is a particularly crucial skill for entrepreneurs who strive to introduce new ideas into our business community.

449 New Venture Strategies

This course will develop an awareness of the process of new venture creation. It will stress qualitative rather than quantitative analysis and will deal with self-assessment to help students better understand their own interests. It will assist in developing a perspective for assessing new venture opportunities.

Prerequisites: FINC 321, MKTG 300 or 331, MGMT 341 or 340 and 342

450 Entrepreneurship

This is the capstone course in entrepreneurship. It will include guest speakers from the entrepreneurial business world, extensive case analysis of entrepreneurial ventures and intensive personal business plan development.

Prerequisite: ENTR 449. Note: This course substitutes for MGMT 480.

Finance (FINC)

Palmer (chair), Beckmann, Daugherty, Jaiswal, Jithendranathan, Vang, Williams

Students who concentrate in finance receive preparation for the financial service industries or for financial departments of non-financial corporations. Financial service industries would include banks, insurance companies, and investment firms. In addition to meeting needs for specific preparation, the study of finance is really applied microeconomics.

Concentration in Financial Management

ACCT	211	Financial Accounting
ACCT	313	Intermediate Accounting for Finance Majors
BUS	200	Community Service (0 credit)
BUS	300	Business Ethics (2 credits)
FINC	321	Financial Management
FINC	324	Advanced Financial Management
MGMT	340	Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT	342	Management II: Design of Business and Organizational Process
MGMT	480	Management III: Integrative Issues of Business and Organizations
MKTG	300	Principles of Marketing

Plus one of:

BLAW 365 Business Law
BLAW 366 Legal Environment of Business
BLAW 367 International Business Law

Plus one of:

ECON 335 Money, Financial Markets and the Economy
ECON 348 International Economics

Plus two of:

FINC 410 Derivatives
FINC 430 Financial Intermediaries
FINC 440 Investments and Capital Financing
FINC 450 International Financial Management
FINC 480 The Chief Financial Officer

Plus allied requirements (see above)

300 Finance for Non-Business Majors

Introduction to the concepts of finance in analyzing decisions. Topics include how to determine the economic value of a company's investment projects, the value of financial securities, the cost of funds used to purchase assets, and the overall management of the firm's assets and liabilities. This course may not be used to meet any requirement for a business major.

Prerequisite: Junior standing

321 Financial Management

An examination of the elements of the finance function of the organization as well as the financial analysis of decisions. Topics include working capital management, acquisition of capital, capital budgeting, cost of capital, theories of valuation, and present value.

Prerequisites: ACCT 213 for non-finance majors; ACCT 313 for finance majors; QMCS 110 and 220 or 200 (205/206); ECON 251, 252

324 Advanced Financial Management

Scope and objectives of financial management in the corporate setting at an advanced level. The course will explore working capital management, risk, valuation, capital structure theory, capital budgeting and other current topics in finance. It will utilize computer-based financial modeling and forecasting.

Prerequisites: ACCT 313, FINC 321, MATH 109 or 111 or 113

410 Derivatives

Introduction to the theory of derivative contracts such as futures and options. Issues of valuation, arbitrage pricing, trading strategies and hedging strategies will be covered. Among the applications to be explored are uncertainty in commodity prices, stock prices, exchange rates and interest rates.

Prerequisite: FINC 324

430 Financial Intermediaries

Concepts, practices and organization for financial management of various financial intermediaries. Asset-liabilities management, duration, swaps, hedges and other concepts will be covered. Banks will be the primary area for study, but the course also will look at other institutions including insurance, funds and thrifts. The course will be based on text, lectures, guest speakers, computer modeling, a bank simulation and examination.

Prerequisite: FINC 324

440 Investments and Capital Financing

The focus of this course is to provide an overview of investment concepts and an exposure to a broad range of investment alternatives. The principle concern of the course is to develop skills necessary to make prudent investment decisions.

Prerequisite: FINC 324

450 International Financial Management

The management of foreign and multinational financial operations. On the basis of international finance theory, students will learn foreign exchange risk management, foreign investment analysis, the financing of foreign operations, comparative accounting, international banking and international tax management.

Prerequisite: FINC 324

480 The Chief Financial Officer

Case studies on the control and treasury functions, and an examination of the information gathering, analytical and decision-making process required of the CFO. Students prepare case briefs for class discussions and formal presentations. Case assignments require students to write extensively

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and challenge their analytical ability. It is recommended that finance majors take this course in their final semester.

Prerequisite: FINC 324

Management (MGMT)

Anderson, (chair), Elm, Goodpaster, Gorski, Hedberg, R. Kennedy, Knauff, A.T. Mason, McNamara, Militello, Nyquist, Owens, W. Raffield, Sheppeck, Trostel

Concentration in Human Resources Management

Human Resources Management emphasizes the behavioral aspects of management in preparing students for careers in managing. It attracts students whose interests gravitate toward personnel activities. Those activities would include recruiting; wage and salary administration, training and development, labor relations, and collective bargaining.

ACCT	211	Financial Accounting
ACCT	213	Managerial Accounting
BUS	200	Community Service (0 credit)
BUS	300	Business Ethics (2 credits)
FINC	321	Financial Management
MGMT	340	Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT	342	Management II: Design of Business and Organizational Process
MGMT	380	Management-Organization Behavior
MGMT	444	Human Resources Management
MGMT	460	Current Issues in Human Resources Management
MGMT	480	Management III: Integrative Issues of Business and Organizations
MKTG	300	Principles of Marketing

Plus one of:

BLAW	365	Business Law
BLAW	366	Legal Environment of Business
BLAW	367	International Business Law

Plus two of:

CATH	340	Disputed Questions: Christianity and the Management Profession
COMM	320	Organizational Communication
PSY	111	General Psychology
SOC	100	Introduction to Sociology
SOC	251	Race and Ethnicity
SOC	384	Small Groups
THEO	306	Christian Faith and the Management of Wealth

Plus allied requirements (see above)

Recommended:

MGMT	489, 490	Special Topics: Labor Relations and Collective Bargaining; Compensation and Benefits; Organization Development and Change; Recruiting and Staffing; Training and Development
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Concentration in Operations Management

The operations management concentration is concerned with the management of people, material, equipment, information, and other resources used in the production of goods and services by an organization. This concentration includes both behavioral and quantitative aspects of management. Emphasis in this area prepares students for analytical and supervisory positions in areas such as purchasing, materials management, transportation, inventory control, operations scheduling, operations cost control, quality control, and systems and methods analysis.

ACCT	211	Financial Accounting
ACCT	213	Managerial Accounting
BUS	200	Community Service (0 credit)
BUS	300	Business Ethics (2 credits)
FINC	321	Financial Management
MGMT	340	Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT	342	Management II: Design of Business and Organizational Process
MGMT	345	Operations Management
MGMT	445	Advanced Operations Management
MGMT	480	Management III: Integrative Issues of Business and Organizations
MKTG	300	Principles of Marketing

Plus one of:

ECON 335 Money, Financial Markets and the Economy
ECON 348 International Economics

Plus one of:

BLAW 365 Business Law
BLAW 366 Legal Environment of Business
BLAW 367 International Business Law

Plus one of:

MGMT 346 Materials Management
MKTG 350 Marketing Channels and Distribution Systems

Plus allied requirements (see above)

Recommended:

MGMT 489/490 Special Topics: Use of Simulation in Operational Systems, Project Management, Service Operations, New Paradigms in Operational Systems, Comparative Operations, Total Quality Management, Work Flow and Process Design; Scheduling and Sequencing, Program Management

150 Introduction to Business

This course is designed to serve those students who do not intend to major in business administration but who would like to become familiar with the language and reasoning which takes place in the everyday world of business. Students will be introduced to the various functional areas of business and will examine the social and ethical responsibilities of business. NOTE: 150 will not substitute for a required BA course in any of the BA majors; no required BA course will be waived because a student has taken 150.

300 Management for Non-Business Majors

This course presents a theory of management. Starting with the functions of management (planning, organizing, staffing, directing, and controlling), it examines the nature of structure, authority, accountability, responsibility, motivation and the concept of leadership, and the role of the professional manager.

Prerequisite: Junior standing.

340 Management I: Fundamental Business and Organizational Concepts 2 credits

An introduction to the managerial view of organizational activities, both current and historical. Explores the functions, tasks and responsibilities of management. Through case studies students encounter what real organizations are like, what managers do in them, and why those activities are important to the success of the organization. Course develops business writing and group work skills.

Prerequisite: Junior standing

342 Management II: Design of Business and Organizational Process

The objectives of this course are to expand upon the introduction established in MGMT 340, and to develop specific analytical concepts, skills, perspectives and techniques useful for managing organizations. The course provides students the opportunity to practice and develop skills in the following: formal group written and oral reports, group process skills, project management, and the analysis of an actual organization. This course includes lectures, group work done outside class and a strong fieldwork component. A significant amount of preparation and work is expected to be done outside of class.

Prerequisites: BUS 300, MGMT 340, QMCS 201 or 220

344 Labor Relations and Collective Bargaining

Examines the relationship between management and organized groups of employees, including labor unions and professional associations. Analysis and evaluation of collective bargaining issues, factors contributing to industrial conflict, methods of dispute settlement.

345 Operations Management

An examination of the concepts and techniques utilized in the management of manufacturing and service operations. The focus is on the tactical tools of operations management systems. Topics covered include the management of process, technology, production, quality, inventory, workforce and facilities in operating systems. Offered in fall semester.

Prerequisite: MGMT 342

346 Materials Management

The conceptual and analytical framework of materials management problems. It focuses on the development and implementation of the materials portion of operations systems. It includes topics in purchasing, inventory management, capacity planning, process design, layout, scheduling, and manufacturing planning and control systems. Offered in fall semester.

Prerequisite: MGMT 342

Business – Marketing

380 Management-Organizational Behavior

This course deals with the study of behavioral science theories and research regarding behavior in organizations. The focus is on the development of skills in the analysis of individual, small group, intergroup and total organization behavior. In addition, the course deals with the development of action decisions from a management perspective regarding organizational behavior.

Prerequisites: MGMT 340 and junior standing

444 Human Resources Management

This course deals with concepts involved in human resources administration in various types of organizations. Key topics include human resource planning, staffing, performance appraisal, compensation and benefits, training, employee/labor relations and career development.

Prerequisite: MGMT 342 and junior standing; MGMT 380 (may take concurrently). (Sociology majors may substitute SOC 386 for MGMT 380.)

445 Advanced Operations Management

This course deals with both the strategic and tactical needs of operations management. It includes recent theories and developments aimed at increasing competitiveness and long/short term productivity. In addition, it stresses the practical application of operations management concepts and the development of problem solving, self-managed team, project management, and presentation skills. This endeavor is facilitated through strong participation in the SBI program. Offered spring semester.

Prerequisites: MGMT 345 and senior standing

460 Current Issues in Human Resources Management

This course provides the student with an understanding of important current issues regarding the utilization of people in organizations and how the human resources function operates in various types of organizations. Students will engage in discussions with senior human resources managers and complete a field project. This course serves as the capstone for the Human Resources concentration and contains the Small Business Institute field project. Offered spring semester.

Prerequisites: MGMT 380, MGMT 444 and senior standing

480 Management III: Integrative Issues of Business and Organizations (449)

This course examines organizational issues from an integrative perspective. It draws on concepts from the entire business curriculum to view the organization as a whole and examine the process of competing.

Prerequisites: Senior standing, MGMT 342, FINC 321, MKTG 300

Marketing (MKTG)

Rexeisen (chair), Abdelaal, Brennan, E. Kennedy, Lawton, Liu, Lundsten, Sauter, Spriggs, R. Sullivan

Students electing the marketing concentration prepare themselves for selling and marketing careers. Marketing specialists also pursue careers in advertising, public relations, marketing research, distribution, and retailing.

Concentration in Marketing Management

ACCT	211	Financial Accounting
ACCT	213	Managerial Accounting
BUS	200	Community Service (0 credit)
BUS	300	Business Ethics (2 credits)
FINC	321	Financial Management
MGMT	340	Management I: Fundamental Business and Organizational Concepts (2 credits)
MGMT	342	Management II: Design of Business and Organizational Process
MGMT	480	Management III: Integrative Issues of Business and Organizations
MKTG	300	Principles of Marketing
MKTG	430	Marketing Management

Plus one of:

BLAW	365	Business Law
BLAW	366	Legal Environment of Business
BLAW	367	International Business Law

Plus two of:

MKTG	310	Professional Selling
MKTG	320	Promotion Management
MKTG	330	International Marketing
MKTG	340	Marketing Research
MKTG	350	Marketing Channels and Distribution Systems
MKTG	360	Retailing and Retailing Services
MKTG	370	Buyer Behavior

Plus two of:

ECON	335	Money, Financial Markets and the Economy
ECON	348	International Economics
PSY	111	General Psychology
SOC	100	Introduction to Sociology

Plus allied requirements (see above)

300 Principles of Marketing

Concepts involved in marketing as a discipline approached from a managerial point of view. Attention is devoted to developing marketing strategies that focus on the needs and desires of customers. The various environmental forces affecting marketing such as the organizational, social, competitive, technological, economic, behavioral, and legal environments are discussed.

Prerequisites: ACCT 211 and ECON 252; or MGMT 150; junior standing

310 Professional Selling

This course teaches an in-depth understanding of how individuals interact with other individuals in a competitive environment. Content of the course includes one-on-one selling techniques, persuasive communication, oral and verbal presentation skills for individuals to groups, and groups to groups. The end result will be that the student is capable of professional selling in both the industrial and consumer areas.

Prerequisites: MKTG 300 or 331; PSY 111 and/or SOC 100 is desirable.

320 Promotion Management

Promotion Management is designed to develop an appreciation for the promotion mix (personal selling, advertising, public relations, sales promotion) by exploring how and why these elements are used by organizations to reach their goals and objectives. Concept fundamentals are explored then integrated into case analysis.

Prerequisite: MKTG 300 or 331

330 International Marketing

International Marketing surveys the basic concepts, principles and theories of international marketing, as well as the essential and complex problems encountered in the international marketplace. Emphasis is focused on problem solving and decision making within the international marketing environment.

Prerequisite: MKTG 300 or 331

340 Marketing Research

This course deals with different types of management tools used in the investigation of marketing problems. Topics include analytical techniques, data sources, research planning and costs. If the student is planning to take this course, it is strongly recommended that it be taken *before* MKTG 430.

Prerequisites: MKTG 300 or 331; QMCS 220

350 Marketing Channels and Distribution Systems

This course is designed to provide relevant theories, concepts, and practices related to the flow of goods and services in and between organizations. Relevant material will be presented about the total distribution system, that is, information about the marketing and the logistics channels. The purpose is to provide an atmosphere where business students can think about and learn to create and integrate marketing and logistics strategy.

Prerequisites: MKTG 300 or 331; QMCS 110 and 220

360 Retailing and Retailing Services

Principles and practices of retailing, non-store retailing services and direct marketing from a management perspective. Topics include: role in channel, demographics, consumer behavior, trends, strategy formulation in image and concept, ownership and formats, trade area and location, buying and sourcing, store design and visual merchandising, operations management promotion, service delivery, controls, non-store retailing, human resource and organization, database management, international.

Prerequisite: MKTG 300.

370 Buyer Behavior

This course is designed to examine both consumer and organizational buying behavior. Major theoretical contributions and empirical research findings from marketing and the behavioral sciences will be reviewed with particular attention given to applying this information to practical business and marketing situations.

Prerequisites: MKTG 300, PSY 111 and/or SOC 100 is desirable

430 Marketing Management

Managerial aspects of marketing, emphasizing modern marketing organizational structure, product

Catholic Studies

planning, pricing policies, sales management and channel policies. Small Business Institute (SBI) cases are used.

Prerequisites: Senior standing; one of MKTG 310, 320, 330, 340, 350, 360, 370 (340 is desirable.)

Catholic Studies (CATH)

Briel (THEO), director

The interdisciplinary program in Catholic Studies is designed to allow students to encounter the broad and diverse expressions of Catholic culture. While grounded in Catholic philosophy and theology, the program engages students with the imaginative and sacramental expressions of Catholic life in literature, the arts, social systems and personal experience. The program's interdisciplinary dimension gives students insight into the Church's dynamic interaction with and interpenetration of cultures, traditions, and intellectual life throughout history. By examining the role the church has played in various cultures, students are challenged to take seriously Catholicism's transforming power in every aspect of intellectual, spiritual, and social life.

Faculty who teach in the program are drawn from across the university and are united by a profound respect for Catholicism. They are committed to a high degree of interaction among themselves as well as with students. Students who choose to participate in the program thus enter into a community at once faithful and intellectual.

The program will appeal to students of any faith tradition who seek to deepen their knowledge of Catholicism's rich and living heritage. Its interpersonal approach and opportunities for sustained reflection on important issues invite students to a more profound and mature experience of faith.

The major consists of 32 credits: 20 credits in core courses and 12 credits in electives (two electives for double majors). The minor consists of 16 credits: 12 credits in core courses and four elective credits. Many courses are cross-listed with another department. Students majoring or minoring in other disciplines are invited to take an occasional course in the program at any time.

Major in Catholic Studies

301 The Catholic Vision
304 Literature from a Catholic Perspective
307 Faith and Doubt
310 Catholic Social Tradition
340 Disputed Questions

Plus:

Twelve credits in electives chosen from three of the following four categories:

THEO 310 Christian Worship

CATH 305 The Catholic Literary Tradition: Medieval to Modern

An historically based course from the interdisciplinary program in Catholic Studies or a course approved by the director.

An aesthetics course from the interdisciplinary program in Catholic Studies or a course approved by the director

Minor in Catholic Studies

301 The Catholic Vision
304 Literature from a Catholic Perspective
307 Faith and Doubt

Plus:

Four credits chosen from the following five categories:

CATH 305 The Catholic Literary Tradition: Medieval to Modern

CATH 310 Catholic Social Tradition

THEO 310 Christian Worship

An historically based course from the interdisciplinary program in Catholic Studies or a course approved by the director

An aesthetics course from the interdisciplinary program in Catholic Studies or a course approved by the director

301 The Catholic Vision

At the center of the Catholic vision are the two great works of divine love: creation and salvation. This course considers the implications of these divine works for a radical reconsideration of the world and the human person. Readings are drawn from sacred Scripture, councils, and theologians throughout the tradition with specific attention given to the intellectual and spiritual consequences of Catholic doctrine. Possible authors studied include Augustine, Basil, Francis, Ignatius, Teresa of Avila, Pascal, Newman, Maritain and de Lubac. In addition, the visual arts and works of literature by such figures as Dante, Hopkins, O'Connor and Percy will provide important illustrative examples.

Prerequisite: THEO 101