

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

**352 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

**401 Legal Research, Advocacy, and Dispute Resolution**

An examination of the nature of legal process and of the means the legal system adopts to resolve business disputes. The course will follow a problem-solving approach emphasizing critical thinking and oral and written legal advocacy skills. Topics include an overview of jurisprudence, the sources of law, business and the Constitution, the regulatory process, judicial and alternative dispute resolution, and the basics of legal research and written and oral advocacy.

Prerequisite: BLAW 301, 302, or 303

**402 Law of Electronic Commerce**

An exploration of the evolving legal environment that shapes business strategy for conducting business online. Topics include global e-commerce regulatory schemes, issues of privacy, security and data protection, online payment and banking regulation, intellectual property considerations, and censorship and defamation concerns.

Prerequisite: BLAW 301, 302, or 303

**Management (MGMT)**

Anderson, (chair), Elm, Goodpaster, R. Kennedy, Knauff, A.T. Mason, McNamara, Militello, Nyquist, Owens, W. Raffield, Sheppeck, Woodhouse, Young; Burns, Cohen, Gillman, Gorski, Green, Novaczyk, Witte

Students completing a concentration in the Department of Management will develop a systems thinking perspective as they view organizations; will develop a competitive perspective as they work with organizations; will become problem-solvers; will value diversity in all its forms; and will master managerial skills.

**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 205 Introduction to Accounting
- BUS 200 Community Service (0 credit)
- BUS 201 Ethics and Practice: Foundations of Business
- FINC 321 Financial Management
- MGMT 301 Management of Organizations and Processes
- MGMT 380 Organizational Change and Development
- MGMT 390 The Environment of Human Resources Management
- MGMT 420 Performance Assessment, Development, and Career Management
- MGMT 460 Current Issues in Human Resources Management
- MGMT 480 Integrative Issues of Business and Organizations
- MKTG 300 Principles of Marketing

*Plus one of:*

- BLAW 301 Legal Environment of Business
- BLAW 303 International Business Law

*Allied requirements*

- ECON 251 Principles of Macroeconomics
- ECON 252 Principles of Microeconomics
- QMCS 220 Statistics I

*Note:* QMCS 220 should be completed by the end of the sophomore year. Transfer students who have not had an equivalent course must complete this course by the end of their first semester, junior year.

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*Plus one of:*

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

*Note:* The math requirement must be completed by the end of the sophomore 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

*Plus two of:*

CATH 306	Christian Faith and the Management Professions
COMM 320	Organizational Communication
PSY 111	General Psychology
SOC 100	Introduction to Sociology
SOC 251	Race and Ethnicity
SOC 365	Social Psychology
THEO 306	Christian Faith and the Management of Wealth

### Concentration in Leadership and Management

This concentration is designed for students majoring in business administration who are not interested concentrating their studies in a particular discipline of business (e.g. entrepreneurship, finance, marketing), but want more focus than the General Business concentration provides. The student choosing this concentration will develop his/her managerial skills for application across all aspects of a business enterprise. Given the frequency of career change for today's college graduates, this concentration will provide them with an understanding of how to be able to manage effectively within any discipline or functional area of a business enterprise or organization.

ACCT 205	Introduction to Accounting
BUS 200	Community Service (0 credit)
BUS 201	Ethics and Practice: Foundations of Business
FINC 321	Financial Management
MGMT 301	Management of Organizations and Processes
MGMT 380	Organizational Change and Development
MGMT 382	Management and Leadership
MGMT 384	Project Management
MGMT 480	Integrative Issues of Business and Organizations
MKTG 300	Principles of Marketing

*Plus one of:*

BLAW 301	Legal Environment of Business
BLAW 303	International Business Law

*Plus:*

Four additional credits in the Division of Business

*Allied requirements*

ECON 251	Principles of Macroeconomics
ECON 252	Principles of Microeconomics
QMCS 220	Statistics I

*Note:* QMCS 220 should be completed by the end of the sophomore year. Transfer students who have not had an equivalent course must complete this course by the end of their first semester, junior year.

*Plus one of:*

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

*Note:* The math requirement must be completed by the end of the sophomore 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

*Plus two of:*

- COMM 220 Small Groups Communication
- COMM 320 Organizational Communication
- HIST 363 Business in American Life
- PSY 342 Industrial/Organizational Psychology
- SOC 341 Work and Occupations
- SOC 365 Social Psychology
- SOC 386 Organizations in Society
- Elective approved by adviser

**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 205 Introduction to Accounting
- BUS 200 Community Service (0 credit)
- BUS 201 Ethics and Practice: Foundations of Business
- FINC 321 Financial Management
- MGMT 301 Management of Organizations and Processes
- MGMT 345 Operations Management
- MGMT 346 Materials Management
- MGMT 347 Systems and Theories in Operations Management
- MGMT 445 Advanced Operations management
- MGMT 480 Integrative Issues of Business and Organizations
- MKTG 300 Principles of Marketing

*Plus one of:*

- BLAW 301 Legal Environment of Business
- BLAW 303 International Business Law

*Allied requirements*

- ECON 251 Principles of Macroeconomics
- ECON 252 Principles of Microeconomics
- QMCS 220 Statistics I

*Note:* QMCS 220 should be completed by the end of the sophomore year. Transfer students who have not had an equivalent course must complete this course by the end of their first semester, junior year.

*Plus one of:*

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

*Note:* The math requirement must be completed by the end of the sophomore 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

**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,

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motivation and the concept of leadership, and the role of the professional manager. Offered in spring semester.  
Prerequisite: Junior standing.

### 301 Management of Organizations and Processes

The objectives of this course are to develop the analysis skills, perspectives and techniques useful for managing organizations in today's competitive environment. The course provides students the opportunity to practice and develop skills in the following: formal group 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 the classroom.

Prerequisites: BUS 201 and junior standing

### 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 301

### 346 Materials Management

This course provides the conceptual and analytic framework for the materials management function of businesses. It focuses on the development and the implementation of the materials portion of the operations system. Many of the topics will require the use of computers and the use of operations management software. Offered in fall semester.

Prerequisite: MGMT 301

### 347 Systems and Theories in Operations Management

This course emphasizes operations systems and theories found in today's businesses. It provides both the conceptual frameworks for these systems and theories, and requires the students to experience real work examples via plant tours and on-site visits. Topics may include theory of constraints, supply chain management, value chain management, distribution and logistics, lean/agile/flexible operations systems, philosophy and techniques of JIT and other current inventory management techniques. Offered in spring semester.

Prerequisite: MGMT 301

### 380 Organizational Change and Development

Organizational change is a constant reality for any enterprise. Uncontrolled change often leaves the organization fighting for its continued existence. Well-managed change can assure that the firm adapts positively to internal and external threats, while maintaining its identity and benefiting its stakeholders. This course examines how to manage rapidly changing environments and technologies within an organizational setting. This focus is on how to lead change through an organization while managing the fears, apathy, and politics associated with the new system or requirements. Course methodology includes lectures and discussion, combined with application of concepts via case studies and activity-based exercises. Offered in spring semester.

Prerequisites: BUS 201 and junior standing

### 382 Management and Leadership

This course explores the concepts and skills involved in exercising effective leadership from both an organizational and individual perspective. The course covers the concepts of leadership in diverse cultures, how organizational conditions affect competent leadership, and the actual work of leadership in organizations. Concepts such as shared-leadership and rotating leadership are explored. Warren Bennis stated that managers do things right and leaders do the right things. The study of leadership and management in organizations is far more complex than this simple aphorism. This course examines the complexity of business leadership through a review of the key theories of leadership and their managerial applications using a combination of methods. These include self-assessment and feedback, case studies, role-plays and discussion of the application of concepts. Emphasis is placed on combining theoretical foundations and practical skills that develop more effective and ethical approaches to leadership in a variety of settings. Offered in fall semester.

Prerequisites: BUS 201 and junior standing

### 384 Project Management

Projects and dynamic teaming are the primary vehicles for managing work processes in organizations today. This course presents the concepts, techniques, software tools, and behavioral skills needed for managing projects effectively. It introduces the students to a project's life cycle (from project definition and goals to completion of the project) and the behavioral dynamics that need to be managed to achieve success. The use of project management skills as applied to new product launches (e.g., marketing) or installation of software information systems is explored. The multiple roles of the project manager are examined. These include being a team leader responsible for delivering the project on time, within budgets and to desired specifications while managing individuals with temporary allegiance to the project. The technical and human aspects of project management will receive approx-

imately equal focus. Course methodology includes lectures and discussion, case studies, and activities designed to apply the concepts to management of a "live" project (e.g., an SBI project). Offered in fall semester.  
Prerequisite: MGMT 301

**390 The Environment of 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. Offered in fall semester.

Prerequisites: BUS 201 and junior standing; MGMT 380 (may take concurrently). (Sociology majors may substitute SOC 386 for MGMT 380.)

**420 Performance Assessment, Development, and Career Management**

This course focuses on theories, practices, and issues dealing with the management of human performance, potential, professional growth, and career development in various types of organizations.

Prerequisites: MGMT 301, MGMT 380 (may be taken concurrently). Sociology majors may substitute SOC 386 for MGMT 380)

**430 International Management**

Managers operating in a global environment need to manage the differences in doing business with people from other cultures. This goes beyond knowing that people have different customers, goals, and thought patterns. Today's managers need to be able to understand the cross-cultural subtleties imbedded in any interpersonal working relationships, regardless of whether operating in a foreign location, interacting with foreign nationals from a distance, or working with a culturally diverse American workforce. A manager's ability to understand, accept, and embrace these differences is critical to his or her success. This course is designed to address the complexities of intercultural management and facilitate the student's ability to manage successfully in a cross-cultural environment. Topics include intercultural ethics, intercultural negotiations, and American work values.

Prerequisites: FINC 321, MGMT 301, MKTG 300

**445 Advanced Operations Management**

This course focuses on the current issues that are salient to the operations function. It examines current views as to the analysis and synthesis of complete operations systems. It includes recent theories and experiments aimed at improving long/short run productivity and competitiveness. It serves as an integrator for the courses that have preceded it by giving the students the opportunity to integrate and refine the knowledge, skills, and attitudes obtained from their previous courses. It stresses the practical application of operations management concepts and theories. Offered in spring semester.

Prerequisites: MGMT 301 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, 390, 420 and senior standing

**480 Integrative Issues of Business and Organizations**

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. It examines the development of core competence and a sustainable competitive advantage as part of an organization's strategic planning process.

Prerequisites: MGMT 301, FINC 321, MKTG 300, and senior standing

**Marketing (MKTG)**

Lundsten (chair), Brennan, E. Kennedy, Lawton, Liu, Rexeisen, Rudelius, R.Sauter, Spriggs, R. Sullivan, Anderson, Burns, Hollie, McAllister

Career options in marketing include marketing research and planning, advertising and public relations, business logistics and physical distribution, retailing, product management and new product development, and sales management.

Students completing the concentration in marketing will be able to critically evaluate the global marketing environment, identify opportunities and problems and be able to understand and apply appropriate concepts and terminology.