

College of Business

351 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

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), Buckeye, Burns, Campion, Cohen, Elm, Estrem, Evers, Gibson, Golden, Goodpaster, Hays, Hedberg, R. Kennedy, Knauff, Kumar, Mason, McNamara, Militello, Nyquist, Owens, Power, W. Raffield, Ray, Rehn, Ressler, Rothausen, Sheppeck, Vaill, Wenzel, Young

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 Business Communication

There is an increasingly widespread desire within the business community for people who can communicate well, both in face-to-face and in electronically-mediated forms of communication. The concentration in Business Communication is designed to provide students a basic understanding of business fundamentals, plus background knowledge and skills in human message exchange. This exchange can occur in many forms: one-on-one, in groups, across cultures, on tape, and over the airwaves.

In addition to the general business courses required of all business majors, students who elect to do concentrated study in Business Communication take three additional communication courses, selected with the guidance of their adviser. These courses can focus on working with people or with electronic media. Those communication courses that emphasize working with people, such as Organizational Communication or Small Group Communication, provide the foundation for effective interaction and discussion. Those courses that focus on electronic media, such as Electronic Media Production or Audio Production, provide the basics for working with technology in the workplace and can help prepare students for business-related careers in the electronic media and broadcasting industry.

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	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 one from each of the following:

COMM 100 or 105 Public Speaking or Communication in the Workplace
 COMM 220 or 320 Small Group Communication or Organizational Communication

Plus eight additional credits:

COMM 200 or above

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.

Concentration in Human Resource Management

It is often said that people are an organization's greatest resource. People who work in human resource management provide specialized methods, techniques and professional judgment geared toward fair and effective employee selection, rewards, training, placement, management and development. By making effective use of employees' skills, and helping employees find satisfaction in their jobs and working conditions, both the employees and employers benefit from enhanced productivity.

People who work in human resource management have a wide range of responsibilities within a company. These include forecasting the organization's employee needs; hiring, developing appraisal, compensation and professional development systems; establishing and maintaining effective labor relations; analyzing and improving the working environment; and interpreting employment regulations. Typical job titles found in human resource departments include benefits analyst, training services coordinator, HR administrator, employment and placement manager, job analyst, labor relations specialist, affirmative action manager, recruiter, and personnel development specialist.

Courses specific to this concentration are: MGMT 380, 390, 420, and 460.

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.

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.

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Plus one of:

COMM 100	Public Speaking
COMM 105	Communication in the Workplace
COMM 322	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 (THEO 306)
COMM 320	Organizational Communication
PSY 111	General Psychology
SOC 100	Introduction to Sociology
SOC 251	Race and Ethnicity
SOC 365	Social Psychology

Concentration in Leadership and Management

The Leadership and Management curriculum provides a broad look at the science and art of “getting things done.” It will help the student develop philosophies and skills for leading people, processes, and projects across all aspects of an organization. It will provide the concepts and tools to establish long-term visions and goals for an organization and to effectively manage daily routines in a dynamic work environment – regardless of the type of organization or the particular area of a business.

The business world is changing quickly and current experience shows that university graduates can expect to change careers and employers many times before retiring. The Leadership and Management program will help the student initiate a course of action and take advantage of opportunities that arise within organizations. Leadership and Management will prepare the student for positions throughout an organization. This concentration is designed for students majoring in business administration who are not interested in concentrating their studies in a particular discipline of business (*e.g.*, accounting, finance, marketing), but want more focus than the General Business concentration provides.

Courses specific to this concentration are: MGMT 380, 382, and 384

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 College 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 322	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

Operations Management deals with management of the activities involved in managing the supply chain – the purchasing, production and delivery of goods or services by an organization. Operations managers work to find the best, most efficient way to get something done. Operations Management is not specific to any one industry, nor is it restricted to manufacturing enterprises – companies that produce a physical product. Production has to do with the production of goods and services. All organizations in the private and public sector need efficient production and operations systems. In addition to traditional manufacturing companies, organizations such as airlines, hospitals, hotels, restaurants, insurance companies, and government agencies are engaged in production even though their end products are services and not physical products. Since operations managers implement their programs through people, to be successful they also must have skills in the behavioral aspects of management. Job titles of recent graduates with an Operations Management concentration include inventory analyst, materials control analyst, supply chain analyst, and planner.

Courses specific to this concentration are: MGMT 345, 346, 347, and 445.

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.

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Plus one of:

COMM 100	Public Speaking
COMM 105	Communication in the Workplace
COMM 322	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, motivation and the concept of leadership, and the role of the professional manager. Not open to business majors. 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, significant 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, ACCT 205, 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 enable a firm to adapt 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. The 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 an 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 approximately equal focus. Course methodology includes lectures and discussion, case studies, and activities designed to apply the concepts to management of a "live" project. Offered in fall semester.

Prerequisite: MGMT 301

390 The Environment of Human Resource Management

This course deals with concepts involved in human resource 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

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. Offered in fall semester.

Prerequisites: MGMT 301

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 customs, 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 345 and senior standing

460 Current Issues in Human Resource 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 Resource concentration. Offered spring semester.

Prerequisites: MGMT 380 (may be taken concurrently), 390, 420 and senior standing

480 Strategy Formulation: A Capstone Course

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. Absolutely no exceptions will be made to these prerequisites.