

College of Business

College of Business

Fisher, director, undergraduate business programs

The programs in Business Administration offer the opportunity to acquire an excellent understanding of the processes, organizations, and decision-making inherent in today's business environment. Students begin by building a foundation of basic knowledge and skills with courses in economics, statistics, mathematics and communication. They then take a series of core courses that span the functional areas of business. These areas include accounting, entrepreneurship, finance, legal studies in business, management, and marketing. These courses form a foundation upon which students can build a greater knowledge in several different concentrations. These concentrations are listed below. Students who wish to combine a major in business administration with extensive work in another area (economics, music, foreign language, or computer science for example), may consider a general business concentration with either a major or minor in another field. There is a plan of study for students interested in both a B.A. in Business Administration and a B.S. in Mechanical Engineering. See the Department of Engineering section of this catalog for the curriculum or contact the College of Business for further information.

The emphasis of St. Thomas business programs is on combining a thorough academic preparation with realistic practical experience. Significant numbers of students participate in consulting projects developed through the Small Business Institute. Many students also take advantage of internships and other opportunities to work with businesses in the Twin Cities during their time at St. Thomas.

The faculty in the College of Business combine excellent academic credentials with a wealth of practical experience in industry.

It is expected that students majoring in Business Administration will take their business courses at St. Thomas. Students must have prior approval before registering for a business course at another school. All students who major in Business Administration must take a minimum of 24 credits in College of Business courses at the University of St. Thomas; at least 16 of these 24 credits must be from courses in the department of the student's major concentration.

All College of Business courses taken by Business Administration majors and minors must be taken for a letter grade. These courses may not be taken on a pass/fail basis.

Credits for College of Business courses taken more than eight years ago (or more than five years ago for credits in a major concentration) will be accepted but will not fulfill current requirements.

Major in Business Administration (B.A.)

One of the business concentrations of:

- Accounting – *see description under Department of Accounting*
- Business Communication – *see description under Department of Management*
- Entrepreneurship – *see description under Department of Entrepreneurship*
- Finance – *see description under Department of Finance*
- General Business
- Human Resource Management – *see description under Department of Management*
- International Business
- Leadership and Management – *see description under Department of Management*
- Legal Studies – *see description under Department of Legal Studies in Business*
- Marketing – *see description under Department of Marketing*
- Operations Management – *see description under Department of Management*
- Real Estate Studies (B.S.) – *see description under Department of Finance*

Concentration in General Business Management

The General Business Management program consists of the core courses that all students majoring in business at the University of St. Thomas are required to take, regardless of their specialization. This program contains courses that will give the student an understanding of business fundamentals without emphasizing a particular area, such as accounting or marketing. With this concentration, the student will be described as a generalist, with a broad business base. Because fewer courses are required in this concentration, there is more room for elective courses. These elective courses may be taken in one department, giving a strong secondary academic concentration or a minor, or they can be related courses from different departments (*e.g.*, management marketing, finance). *Note:* a minimum of 84 credits outside the College of Business are required for graduation.

Job titles of recent graduates with a General Business concentration include business analyst, business consultant, account executive, service consultant, commodity manager, account analyst, customer service representative, merchandise coordinator, and marketing assistant.

Business Core Courses

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

Business Administration

MGMT 480 Integrative Issues of Business and Organizations
MKTG 300 Principles of Marketing

Plus one of:

BLAW 301 Legal Environment of Business
BLAW 302 Business Law for Accounting
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 322 Intercultural Communication
ENGL 200 or above
JOUR 215 Journalistic Writing in the Workplace
JOUR 311 Persuasion in Writing

Concentration in International Business

International Business is an interdisciplinary major concentration dedicated to gaining an understanding of how to conduct business in foreign countries. To gain such an understanding requires study in courses taken in disciplines such as communication, economics and foreign language as well as business. 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.

Of particular importance to this concentration is an understanding of a second language. International Business students must spend at least one semester abroad in a country where the language matches the student's language emphasis. All coursework taken abroad must be in the language of the host country. Students who are not U.S. citizens may count their time at St. Thomas as their study abroad experience.

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

Business Core Courses

ACCT 205 Introduction to Accounting
BLAW 303 International Business Law
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
MKTG 300 Principles of Marketing

Concentration Courses

MGMT 430 International Management
MGMT 480 Integrative Issues of Business and Organizations
MKTG 330 International Marketing

Plus:

Two courses (minimum of six credits) in international business courses taken abroad with the approval of the student's business adviser. The course content must address transnational business issues in accounting, finance, or international political science. (Three of the following core courses must be completed before taking IBUS courses: ACCT 205, FINC 321, MKTG 300, MGMT 301, BLAW 303.) These courses will transfer to St. Thomas as two of the following:

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

College of Business

Allied requirements

COMM 322	Intercultural Communication
ECON 251	Principles of Macroeconomics
ECON 252	Principles of Microeconomics
ECON 348	International Economics
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 three semesters of foreign language beyond 211

Note: Students for whom English is a second language will take three semesters of ENGL numbered 200 or higher.

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.

Recommended:

If the student has available electives, ECON 346, POL 105, or a country-specific GEOG course is strongly recommended.

Minor in Business Administration

BUS 200	Community Service (0 credit)
BUS 201	Ethics and Practice: Foundations of Business

Plus one of:

ECON 251	Macroeconomics
ECON 252	Microeconomics

Plus four of:

ACCT 205	Introduction to Accounting
BLAW 301	Legal Environment of Business
<i>or</i>	
BLAW 302	Business Law for Accounting
<i>or</i>	
BLAW 303	International Business Law
ENTR 300	Entrepreneurship for Non-Majors
FINC 300	Finance for Non-Business Majors
MGMT 300	Management for Non-Business Majors
MKTG 300	Principles of Marketing

Note: Students must complete a minimum of 12 credits in Business Administration beyond BUS 201 at St. Thomas. Coursework transferred to St. Thomas must be equivalent to St. Thomas coursework. 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 undergraduate students in the College of Business. The course enacts 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." The objectives include: 1) providing students the opportunity to witness the inter-connection of healthy, vital communities and healthy, vital businesses; 2) experiencing the business dynamics of non-profit organizations; 3) providing direct service to a non-profit while meeting individually established personal learning objectives; and 4) stretching beyond their current comfort zones.

Students begin their involvement with BUS 200 by attending an Opening Learning Seminar (OLS), the schedule of which can be obtained from the undergraduate business office, or by e-mailing BUS200@stthomas.edu. During the OLS students will receive information about registering for the course which is done only *after* attending an OLS, the requirements for completing the course, and how to secure a service site.

This course is graded S/R. Students are encouraged to complete BUS 200 either during the second semester of their sophomore year or the first semester of their junior year. Students can complete BUS 200 while studying abroad, or while away from campus during J-term or summer. *Note:* London Business students complete their BUS 200 course while studying in London; students considering participation in this program should wait to complete BUS 200 until that semester.

International Business

201 Ethics and Practice: Foundations of Business

An introduction to the various functions, organizational structures, social responsibilities, and ethical and professional challenges of business in current practice and in history. Students are expected to fully integrate the business concepts discussed with basic themes in business ethics. The final exam for this course will be administered at a common time to all students enrolled. This time will be announced at the beginning of each term. The common final is an integral part of this course, and is mandatory for all students.

295, 296 Topics 2 credits

297, 298 Topics

The subject matter of these courses will vary from year to year, but will not duplicate existing courses. Descriptions of these courses are available at www.stthomas.edu/registrar/onlineschedule.html.

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 Experiential Learning 2 credits

477, 478 Experiential Learning

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

483, 484 Seminar 2 credits

485, 486 Seminar

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

487, 488 Topics 2 credits

489, 490 Topics

The subject matter of these courses will vary from year to year, but will not duplicate existing courses. Descriptions of these courses are available at www.stthomas.edu/registrar/onlineschedule.html.

491, 492 Research 2 credits

493, 494 Research

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

495, 496 Individual Study 2 credits

497, 498 Individual Study

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

International Business (IBUS)

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 course is to be taken abroad and may include an internship. Students incorporating an internship experience in this course must have prior approval from 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

College of Business

Accounting (ACCT)

Sathe (chair), Callander, Coglitore, Gelardi, Hagg, Matson, Polejewski, J. Raffield, Saly, Shapiro, Stoffel

The University of St. Thomas accounting program meets the current education requirements set by the Minnesota Board of Accountancy to take the Certified Public Accountant (CPA) Examination, and for CPA licensure, in Minnesota. After July 1, 2006, CPA licensure in Minnesota will require the applicant to have completed 150 semester hours of college or university education, passed the CPA Examination, and completed relevant work experience. (Most other states have similar requirements.) The University of St. Thomas offers alternatives by which students can meet the 150-hour requirement, including master's degrees (Master of Science in Accountancy or Master of Business Administration) and baccalaureate coursework. Questions should be directed to the chair of the Department of Accounting or to a department faculty member.

Concentration in Accounting

Business Core Courses

ACCT	205	Introduction to Accounting
BLAW	302	Business Law for Accounting
BUS	200	Community Service (0 credit)
BUS	201	Ethics and Practice: Foundations of Business
MGMT	301	Management of Organizations and Processes
MKTG	300	Principles of Marketing

Concentration Courses

ACCT	311	Intermediate Accounting I
ACCT	312	Intermediate Accounting II
ACCT	314	Business Taxation
ACCT	316	Auditing
ACCT	317	Cost Accounting
ACCT	410	Advanced Accounting

Allied requirements

ECON	251	Principles of Macroeconomics
ECON	252	Principles of Microeconomics
QMCS	110	Introduction to Information Process and Programming
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.

QMCS	419	Accounting Information Systems
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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
JOUR	215	Journalistic Writing in the Workplace

205 Introduction to Accounting

An introduction to the uses of financial and managerial accounting information. Topics include the use of cost management, budgeting, and cost-volume-profit analysis for decision-making, as well as an emphasis on reading and understanding basic financial statements.

Prerequisite: BUS 201 or concurrent registration with BUS 201 upon completion of 36 credit hours; 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, valuation of most assets, and revenue recognition.

Prerequisite: ACCT 205

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

314 Business Taxation

A study of the principles of business taxation. This course will deal primarily with the federal tax laws as they apply to sole proprietorships, corporations, and partnerships. Additional topics will include MACRS, ACRS, property transactions, and the corporate AMT. Tax research will be integrated throughout the course.

Prerequisite: ACCT 205

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

316 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

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 311

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

Entrepreneurship (ENTR)

Spriggs (chair), Carter, Dunham, Ebben, Folker, Johnson, McVea, Sarafolean

The concentration in entrepreneurship is designed for students who are considering owning their own business at some point in their career, are interested in working in a small or family-owned business, or are interested in working in corporate ventures.

Students completing a concentration in entrepreneurship will have the skills necessary to start a business venture within five years of graduation. They will have the skills necessary to play a meaningful role in the management of a small or family-owned business or corporate venture, and in their communities.

Concentration in Entrepreneurship

Business Core Courses

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
MKTG 300 Principles of Marketing

Plus one of:

BLAW 301 Legal Environment of Business
BLAW 302 Business Law for Accounting
BLAW 303 International Business Law
BLAW 304 Real Estate Law

Concentration Courses

ENTR 200 Foundations in Entrepreneurship
ENTR 450 Entrepreneurship: Management and Strategy

Plus three of:

ENTR 348 Franchising Management
ENTR 349 Family Business Management
ENTR 360 Creativity and Change
ENTR 370 Entrepreneurial Financial Resource Management
ENTR 380 Entrepreneurship in Practice
ENTR 390 Diversity in Entrepreneurship
ENTR 490 Topics

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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

200 Foundations of Entrepreneurship

Introduces the basic elements of cash flow management and the business plan. Prepares students for the more advanced presentation of these concepts offered in the General Business core, Entrepreneurship electives, and the capstone Entrepreneurship course. Students will learn the concepts of opportunity scanning and opportunity recognition. Students will conduct a self-assessment to help them better understand their personal values and aspirations to help guide their entrepreneurial career. Students will be exposed to the variety of types of entrepreneurial ventures.

Prerequisite: sophomore standing

300 Entrepreneurship for Non-majors

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. Not open to entrepreneurship majors.

Prerequisite: junior 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.

Prerequisites: ENTR 200 and 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.

Prerequisites: ENTR 200 and junior standing

360 Creativity and Change

This course will acquaint students with theories and strategies for exercising the creative process. Leadership and change will also be examined to help the student understand how to effectively introduce and implement new and creative ideas.

Prerequisites: ENTR 200 and junior standing

370 Entrepreneurial Financial Resource Management

Students will learn a broad array of tools to more efficiently manage scarce resources in a new venture. Bootstrapping techniques in marketing, administration, fixed assets, and many other areas will be examined. Students will learn applied approaches to current asset and liability management. Students planning to start their own business within the first year or two of graduation will benefit most from this course. Students are expected to have a proficiency in computer spreadsheet programming.

Prerequisites: ENTR 200, ACCT 205, and junior standing

380 Entrepreneurship in Practice

Students will integrate experiences from placements in entrepreneurial companies with required readings, class discussion, and class assignments related to their placement experience. Students will complete 100 hours of work in the placement. They will perform appropriate, significant and relevant tasks directly under the supervision of either the lead entrepreneur or a key member of the entrepreneurial team. In addition, students will meet regularly during the semester in a classroom setting to share their experiences and learn from classmates in other placements. Finally, the instructor will also hold regular one-on-one sessions with students to provide overall supervision for the placement experience and to assure that the student is integrating classroom learning with the placement experience.

Prerequisites: ENTR 200 and junior standing

390 Diversity Issues in Entrepreneurship

Women and minority entrepreneurs face specific issues relating to access and equity in their efforts to establish new ventures. This course will examine these issues from both a public policy perspective and from an applied management perspective.

Prerequisites: ENTR 200 and junior standing

450 Entrepreneurship: Management and Strategy

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. Students are expected to have a proficiency in computer spreadsheet programming.

Prerequisites: One ENTR elective, FINC 321, MGMT 301, and MKTG 300

Finance (FINC)

Vang (chair), Barabanov, Beckmann, Cha, Daugherty, Hamilton, Jaiswal-Dale, Jithendranathan, Mohanty, Samarakoon, Shovein, M. Sullivan

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.

Students completing this concentration will have a knowledge of the time value of money, the use of a financial calculator, the use of a spreadsheet for modeling, and will possess good writing skills.

Concentration in Financial Management**Business Core Courses**

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
MKTG	300	Principles of Marketing

Plus one of:

BLAW	301	Legal Environment of Business
BLAW	302	Business Law for Accounting
BLAW	303	International Business Law

Concentration Courses

FINC	324	Corporate Finance
FINC	325	Investments

Plus two of:

FINC	410	Derivatives
FINC	430	Financial Intermediaries
FINC	440	Advanced Investments
FINC	450	International Financial Management
FINC	480	The Chief Financial Officer

Plus:

Four additional credits at the 300-level or above in the College of Business (may be a FINC course)

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 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:

ECON 311 Forecasting
ECON 315 Empirical Methods in Economics
ECON 335 Money, Financial Markets and Economics
ECON 346 Country and Area Studies in Economics
ECON 348 International Economics

Plus one of:

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

Major in Real Estate Studies (B.S.)

The Bachelor of Science degree in the multidisciplinary field called real estate finds an ideal foundation in a liberal arts education. It provides a quality real estate program with a core in the general functional and operational areas of business. The program is designed to develop students as better citizens able to make responsible decisions benefiting society. Employers prefer to hire student who are knowledgeable of their discipline and operate within a moral and ethical framework of values. Graduates of the program can find employment as mortgage loan officers, appraisers, commercial/investment brokers and property managers.

Business Core Courses

ACCT 205 Introduction to Accounting
BLAW 304 Real Estate Law
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
MKTG 300 Principles of Marketing

Concentration Courses

FINC 200 Real Estate Principles
FINC 360 Real Estate Property Management
FINC 460 Real Estate Finance and Investments
FINC 461 Real Estate Appraisal
FINC 470 Real Estate Development

Allied requirements

ECON 251 Principles of Macro-Economics
ECON 252 Principles of Micro-Economics
ECON 333 Regional and Urban Economics
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:

COMM 100 Public Speaking
COMM 105 Communication in the Workplace

Plus one of:

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:

Eight credits chosen from the following lists chosen with the approval of the Real Estate adviser.

General Real Estate (apply to all areas)

COMM 220 Small Group Communication
COMM 222 Interpersonal Communication
COMM 240 Persuasion

COMM 325	Nonverbal Communication
ENTR 200	Foundations of Entrepreneurship
ENTR 252	Creating the 21st Century
ENTR 360	Creativity and Change
MKTG 310	Professional Selling

Brokerage/Investment

QMCS 215	Rapid Application Development
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Mortgage Finance

FINC 430	Financial Intermediaries
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Appraisal

ECON 311	Forecasting
MKTG 340	Marketing Research
QMCS 215	Rapid Application Development

Property Management

ECON 311	Forecasting
GEOG 221	Computer Skills in Geography
GEOG 321	Geographic Information Systems
GEOG 330	Geography for Business and Planning
GEOG 430	Urban Geography
MKTG 360	Retailing and Retailing Services

Development

ECON 311	Forecasting
GEOG 221	Computer Skills in Geography
GEOG 321	Geographic Information Systems
GEOG 330	Geography for Business and Planning
GEOG 430	Urban Geography
MKTG 340	Marketing Research
MKTG 360	Retailing and Retailing Services
SOC 332	Urban Sociology

200 Real Estate Principles

Explores the theories and practices of real estate with emphasis on the “why” and “how” of buying, financing, owning and selling real estate. Real estate brokerage, property management, mortgage finance, appraisal, investment and development are examined within a legal, economic and social context. Open to non-majors.

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. Not open to business majors.

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 205, BUS 201, QMCS 220 (or MATH 314 for actuarial majors), ECON 251, 252, and junior standing

324 Corporate Finance

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: FINC 321, and MATH 109 or 111 or 113 (may be taken concurrently)

325 Investments

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.

Prerequisites: FINC 321

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360 Real Estate Property Management

Owner, management and tenant relations within context budgeting, marketing and management planning is examined. Management for multi-family, office, retail and industrial property differentiated. Entrepreneurial roles of managers for finding tenants and conducting lease negotiations is explored. Offered in fall semester.

Prerequisites: FINC 200 and junior standing

410 Derivatives

This is a mathematically-oriented course which gives an 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. The course will include elements of stochastic calculus and other mathematical techniques needed for understanding the derivative pricing. Among the applications to be explored are uncertainty in commodity prices, stock prices, exchange rates and interest rates.

Prerequisites: FINC 324 or 325, MATH 109 or 111 or 113

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.

Prerequisites: FINC 324 or 325, MATH 109 or 111 or 113

440 Advanced Investments

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.

Prerequisites: FINC 325, MATH 109 or 111 or 113

442 Fixed Income Securities

This mathematically-oriented course provides extensive coverage of a wide range of fixed income securities, investment strategies and the interest rate environment. General determinants of value on standard instruments and analysis of the newer instruments including zeroes, mortgages derivatives, interest rate swaps, and structured notes will be covered. Necessary mathematical concepts covered in this course will include stochastic calculus and differential calculus.

Prerequisites: FINC 325, MATH 109 or 111 or 113

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.

Prerequisites: FINC 324, MATH 109 or 111 or 113

460 Real Estate Finance and Investment

Examines mortgage, lease, contract and construction financing with related underwriting standards and analytical techniques. Integrates the role of banks, pension funds, insurance companies with government, secondary mortgage markets, and purpose, function and operation of the U.S. financial and federal reserve systems. Acquisition and disposition analysis of income producing real property including tax liability and strategy. Market, feasibility and income analysis integrated with profitability and rate of return measures pertaining to investments with optimal financing. Offered in spring semester.

Prerequisites: FINC 200 and 321

461 Real Estate Appraisal

Valuation of residential and commercial real estate using the cost, market and income approaches to value. Professional ethics and standards of professional appraisal practice explored. Professional quality narrative appraisal with comparable sales, depreciated cost and discounted cash flow analysis required. Offered in fall semester.

Prerequisites: FINC 200 and 321

470 Real Estate Development

Capstone course integrating all functional areas of real estate for production of housing, commercial and industrial real estate. Use of market research, feasibility studies and market analysis in contract negotiation for project construction, marketing and management. Offered in spring semester.

Prerequisites: FINC 460 or 461, ECON 333

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 and challenge their analytical ability.

Prerequisites: FINC 324, MATH 109 or 111 or 113

Legal Studies in Business (BLAW)

Marsnik (chair), Kunkel, Reich, Swink, Wendt

Business law plays an increasingly prominent role in the workplace and in our personal lives. The proliferation of laws, regulations, and legal decisions determining the limits of appropriate business behavior makes an understanding of law and legal process vital to the business professional.

Students graduating with a concentration in Legal Studies in Business will have explored in depth the nature of the legal environment of business and the ways in which legal rules and processes affect business decision making. Students will have developed critical-thinking and problem-solving skills by fostering an awareness of legal reasoning and legal analysis.

This concentration is relevant to all business administration students, but it is particularly appealing to those students interested in the more highly regulated fields of business and/or the role and nature of the legal process. The concentration is not designed to be a pre-law program, but may be of interest to students considering graduate study in law, business, or public administration.

The concentration is structured to ensure that students receive both a solid grounding needed for the B.A. in Business Administration and an additional focus in business law.

Concentration in Legal Studies in Business

Business Core Courses

- 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 Strategic Management
- MKTG 300 Principles of Marketing

Concentration Course

- BLAW 401 Legal Research, Advocacy, and Dispute Resolution

Plus one of:

- BLAW 301 Legal Environment of Business
- BLAW 302 Business Law for Accounting
- BLAW 303 International Business Law

Plus three of:

- One of BLAW 301/302/303 not taken previously
- BLAW 304 Real Estate Law
- BLAW 351 Environmental Law
- BLAW 352 Gender Issues and the Law
- BLAW 402 Law of Electronic Commerce

One course numbered 300 or above (not previously taken) in ACCT, ENTR, FINC, MGMT, MKTG

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

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301 Legal Environment of Business

An examination of the business law rules and principles of particular relevance to entrepreneurship, finance, management, and marketing. Subjects include contracts, negligence, products liability, and warranty, intellectual property, employment law, securities regulation, as well as general notions of legal reasoning and legal process. Prerequisite: Junior standing

302 Business Law for Accounting

An examination of the business rules and principles of particular relevance to the accounting profession. Subjects include the law of contracts, the Uniform Commercial Code, the law of debtor-creditor relations, the legal structure governing the formation and operation of business organizations (agency, partnership, and corporations), as well as general notions of legal reasoning and legal process. Prerequisites: Junior standing and ACCT 205

303 International Business Law

An exploration of the international legal environments 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

304 Real Estate Law

Principles of law regarding real property with emphasis on contracts, sales and secured transactions regarding transfer of ownership, mortgages, land use, development, rental and professional liability. Offered in spring semester. Prerequisites: Junior standing

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 or consent of instructor

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, Evers, Goodpaster, Hays, Hedberg, R. Kennedy, Knauff, Kumar, Mason, McNamara, Militello, Nyquist, Olson, Owens, Power, Ramlall, Ray, Rehn, Ressler, Rothausen, Sheppeck, 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 study 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 back-

ground 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 four 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.

Business Core Courses

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
MKTG	300	Principles of Marketing

Plus one of:

BLAW	301	Legal Environment of Business
BLAW	302	Business Law for Accounting
BLAW	303	International Business Law

Concentration Courses

COMM	100 or 105	Public Speaking or Communication in the Workplace
COMM	220 or 320	Small Group Communication or Organizational Communication
MGMT	480	Integrative Issues of Business and Organizations

Plus eight additional credits:

COMM	200 or above
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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 such as 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.

Business Core Courses

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
MKTG	300	Principles of Marketing

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Plus one of:

BLAW 301	Legal Environment of Business
BLAW 302	Business Law for Accounting
BLAW 303	International Business Law

Concentration Courses

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

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

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.

Business Core Courses

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
MKTG 300	Principles of Marketing

Plus one of:

BLAW 301	Legal Environment of Business
BLAW 302	Business Law for Accounting
BLAW 303	International Business Law

Concentration Courses

MGMT 380	Organizational Change and Development
MGMT 382	Management and Leadership
MGMT 384	Project Management
MGMT 480	Integrative Issues of Business and Organizations
MGMT 482	Managerial Applications of Leadership

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

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.

Business Core Courses

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
 MKTG 300 Principles of Marketing

Plus one of:

BLAW 301 Legal Environment of Business
 BLAW 302 Business Law for Accounting
 BLAW 303 International Business Law

Concentration Courses

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

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 various theories 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 and Supply Chain Management

This course provides the conceptual and analytical framework for the materials management function of businesses. It focuses on the development and implementation of the materials portion of the operations system. Topics include MRP/ERP systems, supply chain management, and distribution and logistics. Many of the topics will require the use of computers and the use of operations management software. Offered in the 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 theories and the conceptual frameworks for these systems. It requires the students to experience real work examples via plant tours and on-site visits. Topics include total quality management, theory of constraints, lean/agile/flexible operations systems, philosophy and techniques of JIT and other current inventory and operations 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.

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 spring 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 work values.

Prerequisites: FINC 321, MGMT 301, MKTG 300 or concurrent registration and prerequisite waived by instructor

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 Strategic Management

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. The focus of the course is to have you view the organization from the perspective of the president, rather than that of a manager of a particular function (*e.g.*, VP of marketing). 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.

482 Managerial Applications of Leadership

This course addresses the application of leadership principles in the context of business, political, and social organizations. It emphasizes how leadership affects the functions of the organization. The course reviews case studies of historical leaders such as Henry Ford, George Eastman, and Joseph Stalin. It also explores contemporary leaders such as Jack Welch, George Bush, and Pope John XXIII. These case studies are used to analyze how the personality, style, character, ethics, and strategy of each leader affect their organizations and their communi-

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ties. The course will also examine multi-leader processes, such as the digging of the Panama Canal or the building of the transcontinental railroad, to highlight the interaction of varied leadership styles. Offered in spring semester.

Prerequisites: MGMT 380 or equivalent, MGMT 382, senior standing

Marketing (MKTG)

Lundsten (chair), Al-Khatib, Brennan, Grzeskowiak, Heckler, Lawton, Liu, Rexeisen, Spriggs, Vollmers

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.

Concentration in Marketing Management

Business Core Courses

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
MKTG	300	Principles of Marketing

Plus one of:

BLAW	301	Legal Environment of Business
BLAW	302	Business Law for Accounting
BLAW	303	International Business Law

Concentration Courses

MKTG	430	Marketing Management
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Plus one of:

MKTG	340	Marketing Research
MKTG	345	Marketing Analysis

Plus two of:

MKTG	310	Professional Selling
MKTG	320	Promotion Management
MKTG	330	International Marketing
MKTG	350	Marketing Channels and Distribution
MKTG	360	Retailing
MKTG	370	Buyer Behavior
MKTG	490	Topics

Plus:

Four additional credits at 300-level or above (not previously taken) in the College of Business (may be a MKTG course)

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
ENGL		200 or above
JOUR	215	Journalistic Writing in the Workplace
JOUR	311	Persuasion in Writing

300 Principles of Marketing

This course uses a managerial point of view. It focuses on understanding the needs and desires of customers in order to develop effective strategies for business. Students are taught to consider organizational, social, competitive, technological, economic, behavioral, and legal forces in crafting effective marketing programs.

Prerequisites: BUS 201 and junior standing

310 Professional Selling

In this course students learn how individuals interact with each other in a competitive environment. The course covers one-on-one selling techniques, persuasive communication, oral and verbal presentation skills useful for one-to-one presentations and when groups present to groups. The student will learn skills useful in both the industrial and consumer areas.

Prerequisite: MKTG 300

320 Promotion Management

This course 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

330 International Marketing

In this course students consider basic concepts, principles and theories of international marketing, as well as the essential and complex problems encountered in the international marketplace. The emphasis is on problem solving and decision-making within the international marketing environment.

Prerequisite: MKTG 300

340 Marketing Research

In this course, students learn to develop surveys, observation, experiments, and other tools for learning about customer characteristics and requirements. They learn about analytical techniques, data sources, research planning and costs. Students would greatly benefit from completing this course before they take MKTG 430.

Prerequisites: MKTG 300, MATH 101 or 109 or 111 or 113, QMCS 220

345 Marketing Analysis

In this course students learn to assemble, analyze and present information that is pertinent to marketing decisions. The focus in this course is on company strategies, competitive intelligence, and secondary sources. The course covers acquisition of pertinent secondary data from libraries, government, and commercial sources, the analysis of this data and its reduction and refinement to produce presentations that are helpful in marketing decision-making.

Prerequisites: MKTG 300, MATH 101 or 109 or 111 or 113, QMCS 220

350 Marketing Channels and Distribution Systems

Students examine relevant theories, concepts, and practices related to the flow of goods and services in and between organizations from the point of view of the total distribution system. The goal of the course is to help business students think about and learn to create and integrate marketing and logistics strategy.

Prerequisites: MKTG 300 and QMCS 220

360 Retailing

In this course students learn the principles and practices of retailing, non-store retailing services and direct marketing from a management perspective. Topics include roles-in-channel, demographics, consumer behavior, trends, strategy formulation, 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 issues, database management, and international retailing.

Prerequisite: MKTG 300.

370 Buyer Behavior

In this course, students examine how consumers and organizations go about making purchase decisions. Major theoretical contributions and empirical research findings from marketing and the behavioral sciences are reviewed and attention is given to applying this information to practical business and marketing situations.

Prerequisite: MKTG 300

430 Marketing Management

Small Business Institute clients present student teams with business problems that require solutions. Student teams diagnose the client's problem and craft and present a solution to the client. Time is divided between reviewing and integrating the students' marketing background, facilitating the student contact with the client, and providing consulting to the client.

Prerequisites: MKTG 340 or 345, one of MKTG 310, 320, 330, 350, 360, 370, and senior standing

