

## College of Business

### 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 |
|------|--------------|

**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 |
|------|-----|----------------------|

##### 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                 |