

**Management (MGMT)**

Opus College of Business  
Department of Management

Anderson (chair), Evers, Hedberg, Maloney, Militello, Power, Ramlall, Ray, Rehn, Rothausen-Vange, Sheppeck, Wenzel

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 background knowledge and skills in human message exchange. This exchange can occur in many forms: one-on-one, in groups, across cultures, on tape, and over the airwaves.

In addition to the general business courses required of all business majors, students who elect to do concentrated study in Business Communication take 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 (4 credits)  
BUSN 200 Community Service (0 credit)  
BUSN 201 Ethics and Practice: Foundations of Business (4 credits)  
DSCI 301 Management of Organizations and Processes (4 credits)  
FINC 321 Financial Management (4 credits)  
MKTG 300 Principles of Marketing (4 credits)

*Plus four credits from the following:*

BLAW 301 Legal Environment of Business (4 credits)  
BLAW 302 Business Law for Accounting (4 credits)  
BLAW 303 International Business Law (4 credits)

**Concentration Courses**

COMM 100 Public Speaking (4 credits) *or* COMM 105 Communication in the Workplace (4 credits)  
COMM 220 Small Group Communication (4 credits) *or* COMM 320 Organizational Communication (4 credits)  
MGMT 480 Integrative Issues of Business and Organizations (4 credits)

*Plus eight additional credits:*

COMM 200 or above

**Allied requirements**

ECON 251 Principles of Macroeconomics (4 credits)  
ECON 252 Principles of Microeconomics (4 credits)  
QMCS 220 Statistics I (4 credits)

*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 four credits from the following:*

MATH 101 Finite Mathematics (4 credits)  
MATH 109 Calculus with Review II (4 credits)  
MATH 111 Calculus for Business and Social Science (4 credits)  
MATH 113 Calculus I (4 credits)

*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

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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 (4 credits)  
BUSN 200 Community Service (0 credit)  
BUSN 201 Ethics and Practice: Foundations of Business (4 credits)  
DSCI 301 Management of Organizations and Processes (4 credits)  
FINC 321 Financial Management (4 credits)  
MKTG 300 Principles of Marketing (4 credits)

*Plus four credits from the following:*

BLAW 301 Legal Environment of Business (4 credits)  
BLAW 302 Business Law for Accounting (4 credits)  
BLAW 303 International Business Law (4 credits)

### Concentration Courses

MGMT 380 Organizational Change and Development (4 credits)  
MGMT 390 The Environment of Human Resources Management (4 credits)  
MGMT 420 Performance Assessment, Development, and Career Management (4 credits)  
MGMT 460 Current Issues in Human Resources Management (4 credits)  
MGMT 480 Integrative Issues of Business and Organizations (4 credits)

### Allied requirements

ECON 251 Principles of Macroeconomics (4 credits)  
ECON 252 Principles of Microeconomics (4 credits)  
QMCS 220 Statistics I (4 credits)

*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 four credits from the following:*

MATH 101 Finite Mathematics (4 credits)  
MATH 109 Calculus with Review II (4 credits)  
MATH 111 Calculus for Business and Social Science (4 credits)  
MATH 113 Calculus I (4 credits)

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

*Plus four credits from the following:*

COMM 100 Public Speaking (4 credits)  
COMM 105 Communication in the Workplace (4 credits)  
COMM 322 Intercultural Communication (4 credits)  
ENGL 200 or above  
JOUR 215 Journalistic Writing in the Workplace (4 credits)  
JOUR 311 Persuasion in Writing (4 credits)

### 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 (4 credits)  
BUSN 200 Community Service (0 credit)  
BUSN 201 Ethics and Practice: Foundations of Business (4 credits)  
DSCI 301 Management of Organizations and Processes (4 credits)  
FINC 321 Financial Management (4 credits)  
MKTG 300 Principles of Marketing (4 credits)

*Plus four credits from the following:*

- BLAW 301 Legal Environment of Business (4 credits)
- BLAW 302 Business Law for Accounting (4 credits)
- BLAW 303 International Business Law (4 credits)

**Concentration Courses**

- MGMT 380 Organizational Change and Development (4 credits)
- MGMT 382 Management and Leadership (4 credits)
- MGMT 384 Project Management (4 credits)
- MGMT 480 Integrative Issues of Business and Organizations (4 credits)
- MGMT 482 Managerial Applications of Leadership (4 credits)

**Allied requirements**

- ECON 251 Principles of Macroeconomics (4 credits)
- ECON 252 Principles of Microeconomics (4 credits)
- QMCS 220 Statistics I (4 credits)

*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 four credits from the following:*

- MATH 101 Finite Mathematics (4 credits)
- MATH 109 Calculus with Review II (4 credits)
- MATH 111 Calculus for Business and Social Science (4 credits)
- MATH 113 Calculus I (4 credits)

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

*Plus four credits from the following:*

- COMM 100 Public Speaking (4 credits)
- COMM 105 Communication in the Workplace (4 credits)
- COMM 322 Intercultural Communication (4 credits)
- ENGL 200 or above
- JOUR 215 Journalistic Writing in the Workplace (4 credits)
- JOUR 311 Persuasion in Writing (4 credits)

**MGMT 300 Management for Non-Business Majors (4 credits)**

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.

**MGMT 380 Organizational Change and Development (4 credits)**

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: BUSN 201 and junior standing

**MGMT 382 Management and Leadership (4 credits)**

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: BUSN 201 and junior standing

**MGMT 384 Project Management (4 credits)**

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 proj-

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ect) 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: DSCI 301 (or MGMT 301 from previous semesters)

### **MGMT 390 The Environment of Human Resource Management (4 credits)**

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: BUSN 201 and junior standing

### **MGMT 420 Performance Assessment, Development, and Career Management (4 credits)**

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: DSCI 301 (or MGMT 301 from previous semesters)

### **MGMT 430 International Management (4 credits)**

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: DSCI 301 (or MGMT 301 from previous semesters), FINC 321, MKTG 300 or concurrent registration and prerequisite waived by instructor

### **MGMT 460 Current Issues in Human Resource Management (4 credits)**

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

### **MGMT 480 Strategic Management (4 credits)**

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: DSCI 301 (or MGMT 301 from previous semesters), FINC 321, MKTG 300, and senior standing. Absolutely no exceptions will be made to these prerequisites.

### **MGMT 482 Managerial Applications of Leadership (4 credits)**

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 communities. 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)**

Opus College of Business

Department of Marketing

Lundsten (chair), Al-Khatib, Brennan, Cavazos, Grzeskowiak, Heckler, Heyman, Liu, Malshe, Puto, Rexeisen, Sailors, 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 man-