

Business Administration-Finance, Management

BUSN 200 Business Learning Through Service (0 credit)
DSCI 310 Operations Management (4 credits)
FINC 321 Financial Management (4 credits)
MGMT 305 Management & Organizational Behavior (4 credits)
MKTG 300 Principles of Marketing (4 credits)

Concentration Courses

REAL 200 Real Estate Principles (4 credits)
REAL 360 Real Estate Property Management (4 credits)
REAL 370 Real Estate Market Analysis (4 credits)
REAL 460 Real Estate Finance and Investments (4 credits)
REAL 461 Real Estate Appraisal (4 credits)
REAL 470 Real Estate Development (4 credits)

Allied requirements

ECON 251 Principles of Macro-Economics (4 credits)
ECON 252 Principles of Micro-Economics (4 credits)
IDTH 220 Statistics I (4 credits)

Note: IDTH 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:

COJO 100 Public Speaking (4 credits)
COJO 105 Communication in the Workplace (4 credits)
ENGL 200 or above

Plus four credits from the following:

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:

ECON 333 Regional and Urban Economics (4 credits)
GEOG 330 Geography for Business and Planning (4 credits)

Management (MGMT)

Opus College of Business
Department of Management
Anderson (chair), DeVaughn, Evers, Hedberg, Maloney, Militello, Owens, Power, 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, and electronically.

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 writing and design for the web, 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 210 Introduction to Financial Accounting (4 credits)
ACCT 215 Managerial Accounting (4 credits)
BETH 301 Business Ethics (4 credits)
BUSN 200 Business Learning Through Service (0 credit)
DSCI 310 Operations Management (4 credits)

FINC 321 Financial Management (4 credits)
MGMT 305 Management & Organizational Behavior (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

COJO 100 Public Speaking (4 credits) *or* COJO 105 Communication in the Workplace (4 credits)
COJO 274 Small Group Communication (4 credits) *or* COJO 320 Organizational Communication (4 credits)
MGMT 390 Human Resource Management (4 credits) *or* MKTG 345 Marketing Analysis (4 credits)
MGMT 480 Strategic Management (4 credits)

Plus eight additional credits from the following COJO courses: 212, 213, 220, 230, 232, 234, 258, 260, 270, 274, 276, 320, 328, 336, 366, 370, 372, 430, 432, or 480

Allied requirements

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

Note: IDTH 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 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 210 Introduction to Financial Accounting (4 credits)
ACCT 215 Managerial Accounting (4 credits)
BETH 301 Business Ethics (4 credits)
BUSN 200 Business Learning Through Service (0 credit)
DSCI 310 Operations Management (4 credits)
FINC 321 Financial Management (4 credits)
MGMT 305 Management & Organizational Behavior (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 390 Human Resource Management (4 credits)
MGMT 392 Performance Assessment, Development, and Career Management (4 credits)
MGMT 400 Compensation and Benefits (4 credits)
MGMT 460 Human Resource Strategy (4 credits)
MGMT 480 Strategic Management (4 credits)

Business Administration-Management

Allied requirements

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

Note: IDTH 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:

COJO 100 Public Speaking (4 credits)
COJO 105 Communication in the Workplace (4 credits)
COJO 370 Intercultural Communication (4 credits)
ENGL 200 or above

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 210 Introduction to Financial Accounting (4 credits)
ACCT 215 Managerial Accounting (4 credits)
BETH 301 Business Ethics (4 credits)
BUSN 200 Business Learning Through Service (0 credit)
DSCI 310 Operations Management (4 credits)
FINC 321 Financial Management (4 credits)
MGMT 305 Management & Organizational Behavior (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 382 Leadership (4 credits)
MGMT 384 Project Management (4 credits)
MGMT 386 Advanced Organizational Behavior (4 credits)
MGMT 480 Strategic Management (4 credits)
MGMT 482 Advanced Leadership (4 credits)

Allied requirements

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

Note: IDTH 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:

COJO 100 Public Speaking (4 credits)
 COJO 105 Communication in the Workplace (4 credits)
 COJO 370 Intercultural Communication (4 credits)
 ENGL 200 or above

Marketing (MKTG)

Opus College of Business
 Department of Marketing
 Lundsten (chair), Abendroth, Alexander, Al-Khatib, Bennett, Brennan, Cavazos, Heckler, Heyman, Lanier, Malshe, Puto, Rexeisen, Sailors, Vuolo

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 210 Introduction to Financial Accounting (4 credits)
 ACCT 215 Managerial Accounting (4 credits)
 BETH 301 Business Ethics (4 credits)
 BUSN 200 Business Learning Through Service (0 credit)
 DSCI 310 Operations Management (4 credits)
 FINC 321 Financial Management (4 credits)
 MGMT 305 Management & Organizational Behavior (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

MKTG 340 Marketing Research (4 credits)
 MKTG 370 Buyer Behavior (4 credits)
 MKTG 430 Marketing Management (4 credits)

Plus eight credits from the following:

MKTG 310 Professional Selling (4 credits)
 MKTG 320 Promotion Management (4 credits)
 MKTG 330 International Marketing (4 credits)
 MKTG 345 Marketing Analysis (4 credits)
 MKTG 350 Marketing Channels and Distribution (4 credits)
 MKTG 360 Retailing (4 credits)
 MKTG 490 Topics (4 credits)

Plus one additional course not previously taken from the following:

BLAW 303 International Business Law (4 credits)
 ECON 346 Country and Area Studies in Economics (4 credits)
 ECON 348 International Economics (4 credits)
 FINC 450 International Financial Management (4 credits)
 GEOG 113 World Geography (4 credits)
 IBUS 4xx any IBUS course approved by adviser
 MGMT 430 International Management
 MKTG 330 International Marketing (4 credits)

Allied requirements

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

Note: IDTH 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)

Business Administration Courses

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:

COJO 100 Public Speaking (4 credits)

COJO 105 Communication in the Workplace (4 credits)

COJO 370 Intercultural Communication (4 credits)

ENGL 200 or above

Accounting Courses (ACCT)

ACCT 210 Introduction to Financial Accounting (4 credits)

This course introduces the financial accounting cycle; the four primary financial statements for U.S. corporations; basic accounting, valuation, and disclosure requirements for assets, liabilities, equities, revenues, and expenses; and financial statement analysis.

Prerequisites: Sophomore standing

ACCT 215 Managerial Accounting (4 credits)

This course is designed to give students an understanding of how accounting and business information is used in planning, budgeting, decision-making, and performance evaluation.

Prerequisite: ACCT 210 (or 205 from previous semesters)

ACCT 311 Intermediate Accounting I (4 credits)

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: A minimum grade of C- in ACCT 210 (or 205 from previous semesters)

ACCT 312 Intermediate Accounting II (4 credits)

A continuation of ACCT 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: A minimum grade of C- in ACCT 311; FINC 321 (make be taken concurrently)

ACCT 314 Tax Accounting (4 credits)

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: A minimum grade of C- in ACCT 210 (or 205 from previous semesters), Junior standing

ACCT 315 Individual Income Tax (4 credits)

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

ACCT 316 Auditing (4 credits)

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: A minimum grade of C- in ACCT 312

ACCT 317 Cost Accounting (4 credits)

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: A minimum grade of C- in ACCT 311

ACCT 410 Advanced Accounting (4 credits)

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: A minimum grade of C- in ACCT 312, BETH 301 (or BUSN 201 from previous semesters), Senior standing or permission of department chair

Business Courses (BUSN)**BUSN 200 Business Learning Through Service (0 credit)**

This co-curricular experience is required of all undergraduate students majoring or minoring within the Opus 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 are encouraged to complete BUSN 200 either during the second semester of their sophomore year or the first semester of their junior year.

Students begin their involvement with BUSN 200 by attending an Opening Learning Seminar (OLS), the schedule of which can be obtained from the undergraduate business office, or by visiting the BUSN 200 website: www.stthomas.edu/bus200. 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 can complete BUSN 200 while studying abroad, or while away from campus during J-term or summer. *Note:* London Business students complete their BUSN 200 course while studying in London; students considering participation in this program should wait to complete BUSN 200 until that semester.

BUSN 295, 296 Topics (2 credits)**BUSN 297, 298 Topics (4 credits)**

The subject matter of these courses will vary from year to year, but will not duplicate existing courses. Descriptions of these courses are available in the Searchable Class Schedule on Murphy Online,

<https://banner.stthomas.edu/pls/banner/prod/bwckschd>.

BUSN 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

BUSN 475, 476 Experiential Learning (2 credits)**BUSN 477, 478 Experiential Learning (4 credits)**

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

BUSN 483, 484 Seminar (2 credits)**BUSN 485, 486 Seminar (4 credits)**

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

BUSN 487, 488 Topics (2 credits)**BUSN 489, 490 Topics (4 credits)**

The subject matter of these courses will vary from year to year, but will not duplicate existing courses. Descriptions of these courses are available in the Searchable Class Schedule on Murphy Online,

<https://banner.stthomas.edu/pls/banner/prod/bwckschd>.

BUSN 491, 492 Research (2 credits)**BUSN 493, 494 Research (4 credits)**

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

BUSN 495, 496 Individual Study (2 credits)**BUSN 497, 498 Individual Study (4 credits)**

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

Business Ethics Courses (BETH)**BETH 301 Business Ethics (4 credits)**

This course plays a critical role in the principle-based education of St. Thomas business students, especially in introducing the responsibilities of a business professional. Through analysis of case studies, readings and other experiential exercises, students will develop an understanding of professional business conduct and judgment grounded in moral principles. *This course is a pre-requisite for all 400 level business courses.*

Prerequisite: eight credits from ACCT, BLAW, DSCI, FINC, MGMT, MKTG

Business Law Courses (BLAW)**BLAW 301 Legal Environment of Business (4 credits)**

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

Business Administration Courses

BLAW 302 Business Law for Accounting (4 credits)

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 210 (or 205 from previous semesters)

BLAW 303 International Business Law (4 credits)

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

BLAW 304 Real Estate Law (4 credits)

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

BLAW 351 Environmental Law (4 credits)

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

BLAW 352 Gender Issues and the Law (4 credits)

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

BLAW 353 Employment & Labor Law (4 credits)

This course addresses in-depth legal issues that every employer and employee needs to understand regarding the legal environment of employment, including federal and state employment discrimination laws, sexual harassment, workers' compensation, first amendment rights, privacy, wrongful termination, covenants not to compete, federal laws governing the right to organize and bargain collectively, and emerging employment law issues.

Prerequisite: Junior standing

BLAW 401 Legal Research, Advocacy, and Dispute Resolution (4 credits)

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; BETH 301 (or BUSN 201 from previous semesters)

BLAW 402 Law of Electronic Commerce (4 credits)

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; BETH 301 (or BUSN 201 from previous semesters)

Decision Sciences Courses (DSCI)

DSCI 310 Operations Management (4 credits) (formerly DSCI 345)

Operations management focuses on planning, coordination and control of activities involved in the transformation of resources into goods and services. This course will examine the concepts and techniques utilized in the management of manufacturing and service operations. The course will focus on the strategic use of the tactical tools of operations management. Topics covered include the management of process, technology, production, quality, inventory, workforce and facilities in operating systems. After completing this course, the student will have a great appreciation for the strategic power of the operations function and greater knowledge of how effective operations management can enable an organization to attain a sustainable competitive advantage. This course includes a significant fieldwork component consisting of a team project analyzing the operations function of a real organization. Offered each semester.

Prerequisites: Junior standing; IDTH 220; and MATH 101 or higher; concurrent or previous enrollment in MGMT 305 recommended

DSCI 320 Decision Analysis (4 credits)

This course is focused on developing the quantitative, analytical skills needed to gain insight into the resolution of practical business problems. Students will learn how to analyze and solve management problems using spreadsheet-based methods. Specific methods for clarifying objectives, developing alternatives, addressing tradeoffs, and conducting a defensible quantitative analysis will be presented. Topics include spreadsheet modeling, linear programming, transportation modeling, decision analysis, project management, and simulation. Students will also be introduced to building decision support models using Visual Basic Applications (VBA). Offered spring semester.

Prerequisites: Junior standing, DSCI 310, IDTH 220, and MATH 101 or higher

DSCI 330 Quality Management (4 credits)

This course provides an introduction to the principles and practices of quality management. The course focuses on the application of quality philosophies and quality tools in both manufacturing and service organizations. The course will provide practice in using the tools and techniques of quality such as Statistical Process Control (SPC) and Quality Function Deployment (QFD). Modern approaches to quality management such as the Baldrige criteria, ISO certification, and Six-Sigma programs will be included, as well as the philosophies of quality pioneers such as Deming and Juran. Offered spring semester.

Prerequisite: DSCI 310

DSCI 340 Process Analysis & Improvement (4 credits)

This course is focused on learning and applying the theories and techniques of process analysis and improvement. Students will learn how to analyze and improve business processes in different contexts, using different process improvement tools. In addition to simple process mapping, more programmatic improvement tools including Business Process Reengineering (BPR), Just-In-Time (JIT), lean/flexible/agile processes, and Theory of Constraints (TOC) will be included in this course. Offered fall semester.

Prerequisites: DSCI 310 and 320

DSCI 350 Supply Chain Management (4 credits) (formerly DSCI 346)

This course will develop a basic understanding of supply chain management both within and beyond organizational boundaries. It will provide the conceptual and analytical framework for the materials management function of business including purchasing, inventory management (MRP), capacity planning, scheduling, and manufacturing planning and control systems; as well as a broader supply chain view. Offered fall semester.

Prerequisites: DSCI 310 and 320

DSCI 480 Operations Strategy with Integrative Project (4 credits) (formerly DSCI 445)

This course is the capstone course for majors in operations management. It serves as an integrator for the courses that have preceded it by giving the students the opportunity to integrate and refine the knowledge and skills developed in previous coursework. This course will include a real world consulting type project in which teams will analyze a real problem/situation and make recommendations for improvement. Offered spring semester.

Prerequisites: Senior standing; BETH 301 (or BUSN 201 from previous semesters); DSCI 320, 340, and 350; and concurrent or prior enrollment in DSCI 330

Entrepreneurship Courses (ENTR)**ENTR 200 Foundations of Entrepreneurship (4 credits)**

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, ENTR majors only

ENTR 300 Entrepreneurship for Non-majors (4 credits)

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

ENTR 348 Franchising Management (4 credits)

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: junior standing

ENTR 349 Family Business Management (4 credits)

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: junior standing

Business Administration Courses

ENTR 350 Entrepreneurial Research: Developing New Market Space (4 credits)

This course focuses on develop students' knowledge and thinking about opportunities by researching new business ideas and concepts in an entrepreneurial environment. The course requires students to complete a series of exploratory field studies, and develop an opportunity identification report for an original entrepreneurial concept.

Prerequisites: ENTR 200 and MKTG 300

ENTR 360 Creativity and Change (4 credits)

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

ENTR 370 Entrepreneurial Financial Resource Management (4 credits)

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 210 (or 205 from previous semesters), and junior standing

ENTR 380 Entrepreneurship in Practice (4 credits)

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

ENTR 450 Entrepreneurship: Management and Strategy (4 credits)

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: BETH 301 (or BUSN 201 from previous semesters), one ENTR elective, FINC 321, DSCI 310 (or DSCI 301 from previous semesters), and MKTG 300

Finance Courses (FINC)

FINC 300 Finance for Non-Business Majors (4 credits)

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

FINC 321 Financial Management (4 credits)

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 210 (or 205 from previous semesters), IDTH 220 (or MATH 314 for actuarial majors), ECON 251, 252, and junior standing

FINC 324 Corporate Finance (4 credits)

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)

FINC 325 Investments (4 credits)

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, and MATH 109 or 111 or 113

FINC 410 Derivatives (4 credits)

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, and BETH 301 (or BUSN 201 from previous semesters)

FINC 430 Financial Intermediaries (4 credits)

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, and BETH 301 (or BUSN 201 from previous semesters)

FINC 440 Advanced Investments (4 credits)

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, and BETH 301 (or BUSN 201 from previous semesters)

FINC 442 Fixed Income Securities (4 credits)

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, and BETH 301 (or BUSN 201 from previous semesters)

FINC 450 International Financial Management (4 credits)

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, and BETH 301 (or BUSN 201 from previous semesters)

FINC 480 The Chief Financial Officer (4 credits)

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, and BETH 301 (or BUSN 201 from previous semesters)

International Business Courses (IBUS)**IBUS 450 Transnational Business Issues in Management, Marketing, or Business Law (4 credits)**

This course is to be taken abroad. Final determination as to the specific course will be decided before the course is taken in consultation with the international business adviser.

Prerequisite: Approval of undergraduate business adviser

IBUS 460 Transnational Business Issues in Finance or Accounting (4 credits)

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 undergraduate business adviser

IBUS 470 Transnational Issues in International Business (4 credits)

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 undergraduate business adviser

Management Courses (MGMT)**MGMT 305 Management & Organizational Behavior (4 credits)**

This course is designed to introduce students to the complexities of working within organizations, regardless of whether it is a for-profit, non-profit, or governmental organization. Certain complexities are common across organizations, irrespective of their goals or size. Understanding these complexities is critical to becoming an effective member of any organization, and this course will develop students' understanding and expertise in leading and managing themselves and others within organizations.

Prerequisite: Sophomore standing

MGMT 382 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-

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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.

Prerequisites: MGMT 305 (or BUSN 201 from previous semesters) 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 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.

Prerequisite: DSCI 310 (or DSCI 301 from previous semesters)

MGMT 386 Advanced Organizational Behavior (4 credits)

This course is designed to increase your effectiveness as a manager and team member by utilizing frameworks for understanding organizations and the behavior of people and groups within them. This course will focus on critical activities related to managerial and team effectiveness including managing interdependence, making decisions, motivating performance, negotiating differences, and working within an organization's structural, political, and cultural environment.

Prerequisites: MGMT 305 and Junior standing

MGMT 390 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.

Prerequisites: MGMT 305 (or BUSN 201 from previous semesters) and Junior standing

MGMT 392 Performance Assessment, Development, and Career Management (4 credits) (formerly MGMT 420)

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 fall semester.

Prerequisites: MGMT 305 (or DSCI 301 from previous semesters)

MGMT 400 Compensation and Benefits (4 credits)

This course will focus on exploring the art and science of compensation and its role in promoting a company's competitive advantages. Compensation practices, the context of compensation practice, the criteria used to compensate employees, compensation system design issues, employee benefits, contemporary challenges that compensation professionals face and current topics in HR will be discussed. The course will develop student knowledge in the area of compensation and benefits practices. These will include job evaluation, salary surveys, individual and group performance based pay, health insurance and pensions.

Prerequisites: MGMT 390 and Junior standing, BETH 301 (or BUSN 201 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 310 (or DSCI 301 from previous semesters), FINC 321, MKTG 300 or concurrent registration and prerequisite waived by instructor, MGMT 305 (or BUSN 201 from previous semesters), BETH 301 (or BUSN 201 from previous semesters)

MGMT 460 Human Resource Strategy (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 390, 392 (or 420 from previous semesters), 400 (or 420 from previous semesters), BETH 301 (or BUSN 201 from previous semesters); 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. Offered each semester

Prerequisites: DSCI 310 (or DSCI 301 from previous semesters), FINC 321, MGMT 305 (or BUSN 201 from previous semesters), MKTG 300, BETH 301 (or BUSN 201 from previous semesters), and senior standing. Absolutely no exceptions will be made to these prerequisites.

MGMT 482 Advanced 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 organization 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 382, BETH 301 (or BUSN 201 from previous semesters), and senior standing

Marketing Courses (MKTG)

MKTG 300 Principles of Marketing (4 credits)

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: Junior standing

MKTG 310 Professional Selling (4 credits)

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

MKTG 320 Promotion Management (4 credits)

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 and then integrated into case analysis.

Prerequisite: MKTG 300

MKTG 330 International Marketing (4 credits)

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

MKTG 340 Marketing Research (4 credits)

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.

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

MKTG 345 Marketing Analysis (4 credits)

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, IDTH 220

MKTG 350 Marketing Channels and Distribution Systems (4 credits)

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 IDTH 220

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MKTG 360 Retailing (4 credits)

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.

MKTG 370 Buyer Behavior (4 credits)

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

MKTG 430 Marketing Management (4 credits)

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; BETH 301 (or BUSN 201 from previous semesters); and senior standing

Real Estate Courses (REAL)

REAL 200 Real Estate Principles (4 credits)

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.

REAL 360 Real Estate Property Management (4 credits)

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: REAL 200 and junior standing

REAL 370 Real Estate Market Analysis (4 credits)

This course provides students with the skills and knowledge necessary to evaluate the productive attributes of parcels of real estate as they relate to the demand for a particular use and the supply of competitive properties within a specified market. Focus is placed on the role of market analysis in real estate decision making and valuation. Students will learn the process of evaluative property analysis through the study of property productivity; demand for and supply of property; comparative analyses; and forecasting. Topics include the urban growth process; market conditions; market analysis; data collection; financing; governmental and legal considerations; and environmental issues.

Prerequisite: REAL 200 and Junior standing

REAL 460 Real Estate Finance and Investment (4 credits)

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: REAL 200 and FINC 321, or FINC 324 and 325; and BETH 301 (or BUSN 201 from previous semesters)

REAL 461 Real Estate Appraisal (4 credits)

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: REAL 200, FINC 321, and BETH 301 (or BUSN 201 from previous semesters)

REAL 470 Real Estate Development (4 credits)

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: REAL 460 or 461, and ECON 333 or GEOG 330, and BETH 301 (or BUSN 201 from previous semesters)