

DEPARTMENT OF BUSINESS AND MANAGEMENT

Jessica Woolworth, DBA, Chair

Mission: The Department of Business and Management is dedicated to equipping Business students to respond ethically, think critically, communicate effectively, and perform with excellence as Christians in a changing world.

The traditional undergraduate Business and Management Program offers degrees in the following majors: Accounting, Business Administration, and Marketing. The department also offers four minors: a minor in Accounting, a general minor in Business, a minor in Management and a minor in Marketing.

Coursework in all majors is viewed from a global perspective and includes the undergraduate Business and Management Core Requirements and additional units in each specific major. Students are responsible to meet prerequisite requirements of any course in which they enroll. Students must achieve a minimum grade of "C-" in all business courses required for undergraduate Business, Accounting, and Marketing majors, and the Accounting, Business, Marketing and Management minors in the Department of Business and Management.

Students may complete a second major in the Department of Business and Management and have the second major indicated on their transcript; however, any courses taken to fulfill major requirements beyond the Business and Management Core may not be counted toward both majors.

The Department of Business and Management is a participant in the Sigma Beta Delta International Honor Society for Business, Management and Administration.

Programs

Majors:

- B.A., Accounting (<https://catalog.vanguard.edu/pasbm/business/accounting-ba/>)
- B.A., Business Administration (<https://catalog.vanguard.edu/pasbm/business/business-administration-ba/>)
- B.A., Business Administration (Professional Education) (<https://catalog.vanguard.edu/pasbm/business-ps/business-administration-ba/>)
- B.A., Management (Professional Education) (<https://catalog.vanguard.edu/pasbm/business-ps/management-ba/>)
- B.A., Marketing (<https://catalog.vanguard.edu/pasbm/business/marketing-ba/>)

Minors:

- Minor in Accounting (<https://catalog.vanguard.edu/pasbm/business/accounting-minor/>)
- Minor in Business (<https://catalog.vanguard.edu/pasbm/business/business-minor/>)

- Minor in Business (Professional Education) (<https://catalog.vanguard.edu/pasbm/business-ps/business-minor/>)
- Minor in Management (<https://catalog.vanguard.edu/pasbm/business/management-minor/>)
- Minor in Marketing (<https://catalog.vanguard.edu/pasbm/business/marketing-minor/>)

Courses

NOTE: Courses with "P" in front of the number are offered in the professional studies program format.

Accounting

ACCT-P225 Principles of Financial Accounting 3 Credits

This course develops students' understanding and application of financial accounting concepts, the accounting cycle processes and documents, and United States accounting and external financial reporting standards. The course emphasizes understanding the financial statements: balance sheet, income statement, statement of retained earnings, and statement of cash flows. The course prepares students for financial analysis; ethical decision making, understanding fraud in the workplace and internal control.

Terms Typically Offered: Fall and Spring.

ACCT-P226 Principles of Managerial Accounting 3 Credits

This course is an introduction to managerial decision-making based on common accounting and financial models and analysis. The course topics include management's responsibility to stakeholders, how costs behave, cost-volume-profit analysis, activity-based costing, budgeting, performance measurements, and financial analysis.

Terms Typically Offered: Fall and Spring.

ACCT-P470 Special Topic: 1-3 Credits

Study of a special topic in one of the fields of accounting. May be repeated for credit provided topics are dissimilar.

ACCT-225 Principles of Financial Accounting 3 Credits

This course develops students' understanding and application of financial accounting concepts, accounting cycle processes and documents, and United States accounting and external financial reporting standards. The course emphasizes understanding financial statements: balance sheet, income statement, statement of retained earnings, and statement of cash flows. The course prepares students for financial analysis, ethical decision making, understanding fraud in the workplace and internal control.

Terms Typically Offered: Fall and Spring.

ACCT-226 Principles of Managerial Accounting 3 Credits

This course is an introduction to managerial decision-making based on common accounting, financial models and analysis. The course topics include management's responsibility to stakeholders, how costs behave, cost-volume-profit analysis, activity-based costing, budgeting, standard costing, performance measurements, and financial analysis.

Prerequisite: ACCT-225

Terms Typically Offered: Fall and Spring.

ACCT-320 Accounting Information Systems 3 Credits

This course introduces students to organization and implementation of information technology and the study of computer-based systems for the collection, organization, and presentation of accounting information.

Prerequisite: ACCT-226

Terms Typically Offered: Fall.

ACCT-321 Accounting and Finance for Decision Making 3 Credits

This course is on teach out. Please take ACCT-226. This course examines managerial decision-making based on common accounting and financial models and analysis. The course topics include management's responsibility to stakeholders, how costs behave, cost-volume-profit analysis, activity based costing, budgeting, standard costing, performance measurements, and financial analysis. The course continues to develop students' understanding of annual reports and financial statement analysis within the entity's industry.

Prerequisite: ACCT-225

Terms Typically Offered: Fall and Spring.

ACCT-324 Intermediate Accounting I 3 Credits

Studies accounting and reporting of complex business operating activities and financing activities according to generally accepted accounting principles in the United States. Compares United States accounting standards to international accounting standards. Topics include revenue recognition, inventory valuation, and debt and equity financing.

Prerequisite: ACCT-225

Terms Typically Offered: Fall.

ACCT-325 Intermediate Accounting II 3 Credits

Continues to study accounting and reporting of complex business activities and transactions. The focus is on the investing activities of business and financial reporting. Topics include investments, leases, earnings per share, and analysis of financial statements. The content includes the study of accounting and reporting standards in the United States with comparisons to international accounting standards.

Prerequisite: ACCT-324 with a "C" or better.

Terms Typically Offered: Spring.

ACCT-332 Cost Accounting 3 Credits

Pre-requisite: ACCT 226. Accounting information for management; cost records; cost behavior and allocation; product costing and inventory valuation; flexible budgeting; standard costs; responsibility accounting; cost planning and control; and analytical procedures

Prerequisite: ACCT-226

Terms Typically Offered: Fall.

ACCT-427 Auditing 3 Credits

Studies how to conduct external audits or become internal financial managers of organizations that are audited. United States auditing standards are studied and compared to international standards. Course topics include generally accepted auditing standards, fraudulent financial reporting and audit failure, effective internal control procedures, and the influence of the Securities and Exchange Commission on oversight of the accounting profession.

Prerequisite: ACCT-325

Terms Typically Offered: Spring.

ACCT-428 Advanced Accounting 3 Credits

The course covers complex accounting and reporting for corporate and non-corporate entities, for profit and not-for-profit entities. It compares and contrasts accounting and financial reporting for partnerships, for-profit complex corporate entities, state and local governments, health and welfare organizations, and government and non-government universities.

Prerequisite: ACCT-325 with a "C" or better.

Terms Typically Offered: Fall.

ACCT-440 Federal Taxation-Individual 3 Credits

The course covers federal income taxation as it applies to individuals. This is an introduction to the federal tax model and how to apply it to the components of taxable income, tax credits, and types of taxes.

Prerequisite: ACCT-325

Terms Typically Offered: Fall.

ACCT-442 Federal Taxation-Corporate 3 Credits

The subject matter of this course is federal income taxation as it applies to partnerships, fiduciaries and corporations. It builds on the federal tax model presented in ACCT-440, emphasizing concepts about issues specific to corporations.

Prerequisite: ACCT-440 with a "C" or better.

Terms Typically Offered: Spring.

ACCT-490 Seminar: 1-3 Credits

Mutual investigation of one topic in accounting of particular relevance to upper division majors. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

Business Administration

BUSN-P125 Computer Applications 3 Credits

This course advances students' digital literacy by developing requisite technology skills for today's business environment. Emphasis will be on business applications of the current Microsoft Office suite, including word processing (Word), spreadsheets (Excel), and presentation graphics (PowerPoint).

Terms Typically Offered: Fall, Spring, and Summer.

BUSN-P215 Principles of Macroeconomics 3 Credits

An introduction to the principles of economic analysis, economic institutions, and issues of public policy.

Terms Typically Offered: Fall, Spring, and Summer.

BUSN-P277 Business Writing 3 Credits

This course is designed to teach the student how to write and present strategically organized, grammatically correct, persuasive business communications. Attention is given to academic and professional writing styles and standards, communication theory for various forms of business writing, and means of efficient research. This course must be passed with a "C" or better to fulfill writing requirements for graduation.

A student receiving a "C-" or lower must retake the course to earn the required grade for graduation.



BUSN-P316 Business Law 3 Credits

This course explores the legal environment in which businesses operate. The focus is on the organization and operation of the American legal system, legal rules and ethical constraints that impact business, and the practical application of these rules and constraints to real-world situations. Topics include contracts, torts, agency, ethical and criminal implications of business actions, property laws, and the legal aspects of different business entities.

Terms Typically Offered: Fall and Summer.

BUSN-P361 Organizational Communication 3 Credits

An examination of the formal and informal functions of organizations, including an analysis of an agency or organization based upon a system's model. Students will analyze and solve organizational problems using a step-by-step method. Effectiveness in personal and social relationships is also examined. Constructive feedback, dealing with anger and resolving conflict help each student develop a model for effective relationships.

Terms Typically Offered: Fall and Spring.

BUSN-P378 Research Methods 3 Credits

A course in conducting and applying research for managerial decision-making. Problem formulation, data collection, statistical analysis and interpretation of results are covered.

Terms Typically Offered: Fall and Spring.

BUSN-P416 Intercultural Dynamics in Business 3 Credits

This course introduces students to the elements of culture, the impacts of culture and cultural differences (on communication, values and norms, work habits, practices, beliefs and attitudes, and sense of self) and the importance of understanding and embracing cultural differences in a global business environment.

Terms Typically Offered: Fall and Spring.

BUSN-P440 Entrepreneurship: Formation/New Ventures Ventures 3 Credits

The theory and practice of new venture development. Studies business opportunities from the point of view of the entrepreneur/manager rather than passive investor. Topics include strategic management, venture capital, and writing business plans.

BUSN-P455 Business Strategy 3 Credits

Designed to allow the student the opportunity of integrating the knowledge obtained from accounting, economics, marketing, and organizational management into coherent analytical skills on case studies approximating real world business situations.

Terms Typically Offered: Fall and Spring.

BUSN-P456 Business Strategy 3 Credits

(This course number is in teach-out during the 23-24 academic year. The new number is BUSN-P455.) Designed to allow the student the opportunity of integrating the knowledge obtained from accounting, economics, marketing, and organizational management into coherent analytical skills on case studies approximating real world business situations.

Terms Typically Offered: Fall and Spring.

BUSN-P470 Special Topic in Business 1-3 Credits

Study of a special topic in business. May be repeated for credit provided topics are dissimilar.

BUSN-P478 Organizational Ethics 3 Credits

A study of ethical situations in organizations, accountability in government, respect for human rights, and responsibility for ethical and contemporary life choices. Ethical theories and personal values are examined through readings and analysis of situations in organizations.

Terms Typically Offered: Fall and Spring.

BUSN-P481 Business Through Eyes of Faith 3 Credits

A study of the nature of business from the perspective of the Christian faith. (School for Professional Studies Course).

Terms Typically Offered: Fall and Spring.

BUSN-102 Bus Math & Computer Applicatns 3 Credits**BUSN-114 Introduction to Business 3 Credits**

A basic survey of the scope, function, and organization of modern business.

Terms Typically Offered: Fall and Spring.

BUSN-125 Computer Applications 3 Credits

This course develops students' math concepts and computer skills necessary in their business coursework and today's business environment. Students will learn and practice the Microsoft Office suite application packages: Word, Excel and PowerPoint.

Terms Typically Offered: Fall and Spring.

BUSN-165C Business Statistics 3 Credits

Emphasizes the use of statistics in making business decisions. Utilizes business cases to explore data collection and presentation, descriptive measures, probability, discrete and normal distributions, sampling, hypothesis testing, analysis of variance, chi square, regression, and correlation. Required for business majors. Satisfies the core curriculum math requirement.

BUSN-215 Principles of Macroeconomics 3 Credits

An introduction to the principles of economic analysis, economic institutions, and issues of public policy.

Prerequisite: MATH-116C or MATH-170C; and BUSN-165C or MATH-265C or itsequivalent.

Terms Typically Offered: Fall and Spring.

BUSN-216 Principles of Microeconomics 3 Credits

An introduction to the economics of private enterprise and resource allocation, including demand, supply, and elasticity; cost of production; price and output determination under various market structures; and pricing and employment resources.

Terms Typically Offered: Fall and Spring.

BUSN-291 Special Topic in Business 1 Credit

Study of a special topic in business. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

BUSN-292 Special Topic in Business 2 Credits

Study of a special topic in business. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

BUSN-293 Special Topic in Business 3 Credits

Study of a special topic in business. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

BUSN-312 Negotiations and Conflict 3 Credits

This course is designed to equip students with an increased awareness of, interest in, and ability to positively navigate difficult personal and business conversation. Students will learn various tools and techniques necessary for successful negotiations and conflict resolution in various business applications.

Terms Typically Offered: Spring.

BUSN-316 Business Law 3 Credits

An examination of law and its development, courts and procedures, and basic legal principles as they relate primarily to business ethics, business crimes, product and service liability, warranty, business organization and operation, insurance, and property.

Terms Typically Offered: Fall and Spring.

BUSN-435 Business Ethics 3 Credits

Presumes that humans are moral beings facing a variety of moral decisions on a daily basis. Therefore, business, like all social activities, can and does function ethically when moral prerequisites are fulfilled. The course examines the subject from Judeo-Christian ethics paradigm perspective, using cases to study the phenomenon in the business environment.

Prerequisite: MNGT-325

Terms Typically Offered: Spring.

BUSN-450 Business Intern Program 1-3 Credits

This course may be taken for a maximum of three units in one semester. A maximum of six combined units credit for BUSN-450 and BUSN-451 apply to graduation. A maximum of nine combined units credit for BUSN-432, BUSN-450, and BUSN-451 apply to graduation. May not be enrolled in more than six units per semester between BUSN-432, BUSN-450, and BUSN-451. This course is designed with the purpose of promoting early entry into the workplace for the student through part-time employment. This course requires actual work experience be sought in a business firm providing an opportunity to integrate classroom teaching in practical application under the direct supervision of the assigned instructor.

Terms Typically Offered: Fall, Spring, and Summer.

BUSN-451 Business Teaching Internship 1-3 Credits

This course may be taken for a maximum of three units in one semester. A maximum of six combined units credit for BUSN-450 and BUSN-451 apply to graduation. A maximum of nine combined units credit for BUSN-432, BUSN-450, and BUSN-451 apply to graduation. May not be enrolled in more than six units per semester between BUSN-432, BUSN-450, and BUSN-451. Assists instructor in preparing coursework, study sessions, and/or planning division events. Regular hours each week for classes, meetings, assistance to instructors.

Terms Typically Offered: Fall and Spring.

BUSN-455C Business Policy and Strategy 3 Credits

Designed to allow the business major the opportunity of integrating the knowledge obtained from accounting, economics, finance, marketing, and organizational management into coherent analytic skills demonstrated through analyzing case studies and engaging in simulations approximating real world business situations. This course fulfills the Core Curriculum Capstone requirement for Business and Management majors.

BUSN-470 Special Topic in Business 1-3 Credits

Study of a special topic in business. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

BUSN-471 Leadership Practicum 1 Credit

This course is intended to provide an opportunity for continued development for student leaders through COMPASS, the professional development program sponsored by the Division of Business & Communication. Student leaders enrolled in this course will continue to gain practical leadership knowledge through serving in their various leadership positions, while being mentored and guided by the COMPASS program lead.

Terms Typically Offered: Fall and Spring.

BUSN-480 Individual Studies in Business 1-3 Credits

May be repeated for credit provided topics are dissimilar.

BUSN-490 Seminar: 1-3 Credits

Mutual investigation of one topic in business of particular relevance to upper division majors. May be repeated for credit provided topics are dissimilar.

Finance

FINC-P335 Corporate Finance 3 Credits

This course enables professionals to apply financial management theory in real business situations ultimately aimed at actionable decision making. Topics include cash flow optimization, profit maximization, forecasting & budgeting, financial analysis, financing through debt or equity, valuation, and analyzing risk and return.

Terms Typically Offered: Fall and Spring.

FINC-P415 Data Analytics for Business Decisions 3 Credits

This course focuses on building data analysis skills using advanced MS Excel functions including Pivot Tables and interactive dashboards. Students also learn to effectively communicate data-derived insights through the application of data visualization techniques, and to help drive actions for improved business performance through the practice of data storytelling.

Terms Typically Offered: Fall.

FINC-P470 Special Topic: 1-3 Credits**FINC-P484 Financial Management 3 Credits**

(This course number is in teach-out during the 23-24 academic year. The new number is FINC-P335.) This course enables professionals to apply financial management theory in real business situations ultimately aimed at actionable decision making. Topics include cash flow optimization, profit maximization, forecasting & budgeting, financial analysis, financing through debt or equity, valuation, and analyzing risk and return.

Terms Typically Offered: Fall and Spring.

FINC-320 Personal Financial Mgt 3 Credits

Personal management of budgets, bank accounts, loans, credit buying, insurance, real estate, security buying, and investments, providing students with effective management guidelines to manage their own personal financial affairs.

Terms Typically Offered: Fall.

FINC-332 Money & Banking 3 Credits

Nature and functions of money and its relation to prices; the monetary system of the United States; and functions of banks, bank credit, foreign exchange, and monetary control.

Prerequisite: FINC-335

Terms Typically Offered: On Demand.

FINC-335 Corporate Finance 3 Credits

This course is designed to provide the student with an overview of the financial principles and techniques related to financial management within a business enterprise. The course will introduce tools for financial decision making, policy making, and analysis. Areas studied will include financial statement analysis, asset valuation methods, capital budgeting, cost of capital, and capital asset pricing model.

Prerequisite: ACCT-225

Terms Typically Offered: Fall and Spring.

FINC-340 Real Estate Finance 3 Credits

Overview of real estate principles, practices, and investment decisions.

Topics include equity investment, finance, legal aspects, property development, real estate market analysis, and valuation.

Prerequisite: FINC-335

Terms Typically Offered: Spring.

FINC-405 Investments 3 Credits

This course is designed to provide an overview of security valuation and trading methods; technical and fundamental analysis; portfolio theory, analysis, and allocation; and real estate principles and investment decisions.

Prerequisite: FINC-335

Terms Typically Offered: Fall.

FINC-421 International Finance 3 Credits

Integrates various aspects of the financial control system of the international firm utilizing case study analysis. Attention will be given to the application of complex problem solving and model building in dealing with financial and economic forecasting for the firm and the global economy.

Terms Typically Offered: Spring.

FINC-440 Entrepreneurship: Formtn/New Ventures 3 Credits

The theory and practice of new venture development. Studies business opportunities from the point of view of the entrepreneur/manager rather than passive investor. Topics include strategic management, venture capital, and writing business plans.

Prerequisite: FINC-335 and MRKT-360

Terms Typically Offered: Spring.

FINC-490 Seminar 1-3 Credits

Mutual investigation of one topic in finance of particular relevance to upper division majors. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

Management

MNGT-P225 Career Transitions: Landing Your Ideal 0-3 Credits

This course provides a comprehensive and strategic approach to the career search process. It follows a proven path of progressive steps to identify, plan, and achieve objectives in the chosen field. Included are approaches to connecting directly with hiring managers and demonstrating professional brand competence. The course provides students the tools needed to develop and promote individual competency that will set them apart from their competition. This course is offered Credit/Fail only.

MNGT-P310 Design Thinking and Innovation 3 Credits

This course introduces students to the Design Thinking collaborative, multi-disciplinary and innovative human-centered approach to problem-solving. Examples from organizations that have successfully implemented the approach will be analyzed and the design thinking model will be applied as part of an experiential project.

Terms Typically Offered: Spring.

MNGT-P311 Talent Acquisition and Total Rewards 3 Credits

This course examines the building blocks of a market-competitive compensation and benefits plan using industry best practices and addressing how employment laws, market forces, and labor unions impact compensation practices. Students learn how organizations create talent pipelines designed strategically to enhance business outcomes. Case studies are used to develop an effective recruiting, performance management, and succession plan process that evaluates employee contributions holistically.

MNGT-P312 Training/Development/Performance Mngt 3 Credits

This course identifies the knowledge and skills needed for effective management of individual and team performance. Students gain hands on experience by designing a needs analysis plan and implementing and evaluating a training and development activity.

MNGT-P313 Team Dynamics and Leadership 3 Credits

Study of group behavior and team leadership and how group dynamics affects performance, learning and organizational effectiveness. Emphasis is placed on building highly effective teams, resolving conflict, managing personalities, cultures, political agendas and varying skill levels while securing resources and managing stakeholder expectations. Students develop strategies for efficient and productive group management and participate in team-based activities.

Prerequisite: ENGL-220, MATH-109

MNGT-P325 Management Theory and Practice 3 Credits

An overview of management and how leadership forms an integral part of it along with planning, organizing, staffing, leading and controlling/evaluating. An examination of the field of management from the perspective of a manager wishing to be more effective.

Terms Typically Offered: Fall and Spring.

MNGT-P330 Nonprofit Management 3 Credits

This course explores the special challenges of management of a nonprofit organization. Through cases, description, and theoretical analysis, students learn about the defining characteristics of the nonprofit sector, major differences between nonprofit and profit-making organizations, and government and business involvement with the nonprofit sector. Students acquire skills focused on governance, financing, and management of nonprofit organizations.

Prerequisite: BUSN-P378

MNGT-P342 Human Resource Management 3 Credits

An exploration of the values and perceptions of selected groups affecting social and economic life through an analysis of policies and procedures relating to recruitment, selection, training, development, and compensation of employees. Special attention is given to Equal Opportunity Employment and the Office of Safety and Health Administration legislation through a series of case studies and simulations.

Terms Typically Offered: Fall and Summer.

MNGT-P346 Organizational Behavior 3 Credits

Study of group behavior and how group functioning affects organizational effectiveness. Emphasis is placed on decision making and resolving conflict in groups. Students develop strategies for efficient and productive group management and determine which tasks are handled by groups and individuals.

Terms Typically Offered: Fall and Spring.

MNGT-P411 Managing Organizational Change 3 Credits

This course examines the facets of organizational change and provides students with the theoretical framework and practical skills for developing, implementing, and evaluating effective change. Focus is also given to analysis of an organization's structure, strategy, and resources as well as the cultural, legal, and technological context within which the organization functions.

Terms Typically Offered: Fall and Summer.

MNGT-P412 Leadership Theory and Practice 3 Credits

Students examine historical and contemporary leadership theories, assess their own personal leadership styles and apply leadership concepts and skills through experiential activities.

MNGT-P413 Managerial Leadership 3 Credits

This course introduces students to the similarities and differences between management and leadership and identifies the best practices of both. Students learn how to develop and apply effective skills designed to make positive differences in their organizations and communities. Students assess their own managerial and leadership styles as part of an experiential project.

Terms Typically Offered: Fall and Spring.

MNGT-P457 Management Information Systems 3 Credits

Introduction to the Fundamentals of computing technology and the knowledge required to sufficiently understand the management of information systems in business organizations.

Terms Typically Offered: Fall and Spring.

MNGT-P464 Principles of Management 3 Credits

(This course number is in teach-out during the 23-24 academic year. The new number is MNGT-P325.) An overview of management and how leadership forms an integral part of it along with planning, organizing, staffing, leading and controlling/evaluating. An examination of the field of management from the perspective of a manager wishing to be more effective.

Terms Typically Offered: Fall and Spring.

MNGT-P470 Special Topic in Management 1-3 Credits

Study of a special topic in one of the fields of management. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: Fall and Summer.

MNGT-325 Management Theory/Practice 3 Credits

An exploration of managerial and leadership roles as they relate to pursuing organizational goals in an efficient and effective capacity. Focuses on the four functions of managing organizations: planning, organizing, leading and controlling.

Terms Typically Offered: Fall and Spring.

MNGT-330 Nonprofit Management 3 Credits

Integrates research, theory, and application into an overview of the management of non-profit organizations, including the scope and structure of the non-profit sector, fundraising and earned income strategies, non-profit lobbying and advocacy, managing international and global organizations, and social entrepreneurship. This course is open to all students with Sophomore, Junior, or Senior standing.

Terms Typically Offered: Fall.

MNGT-342 Human Resource Management 3 Credits

Designed to address how organizations can gain a sustainable, competitive advantage through people. This course focuses on recruiting, selecting, and training a diverse workforce; appraising and improving performance; managing compensation and benefits; and enhancing employee-management relations in a global economy. This course is open to students with Sophomore, Junior or Senior class standing.

Terms Typically Offered: Spring.

MNGT-346 Organizational Behavior 3 Credits

Integrates the psychological and sociological aspects of human behavior as they relate to management of domestic and global organizations. Focus is on individual, group, and organizational behavior. Topics include communication, motivation, group dynamics, leadership, power, reward systems, organizational structure, and managing conflict and change. This course is open to students with Sophomore, Junior or Senior class standing.

Terms Typically Offered: Fall.

MNGT-347 Leadership & Quality Mngt 3 Credits

Explores the multifaceted world of leadership problem-solving and operations management together with their contemporary application. It focuses on the ongoing developments of analytical and strategic thinking and its relevance from a Quality Management perspective. This course is open to students with Sophomore, Junior or Senior class standing.

Terms Typically Offered: Fall.

MNGT-420 International Management 3 Credits

Focuses on the management of international enterprises. Topics include globalization and worldwide developments; the political, legal, and technological environment; international strategic management; and communication, motivation, and leadership across cultures.

Terms Typically Offered: Fall.

MNGT-470 Special Topic in Management 1-3 Credits

Study of a special topic in one of the fields of management. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.

MNGT-490 Seminar: 1-3 Credits

Mutual investigation of one topic in management of particular relevance to upper division majors. May be repeated for credit provided topics are dissimilar.

Terms Typically Offered: On Demand.



Marketing

MRKT-P314 Product Marketing and Brand Strategy 3 Credits

Introduces students to new product/service planning techniques covering ideation and concept evaluation to product design, packaging messaging, segmentation, share projections, pricing, branding and global planning. Emphasis will be on building skills to think critically, creatively, and strategically about the process to design, build, communicate, leverage, and defend sustainable brands. The power of positioning and story-telling for both new and established brands will be examined.

MRKT-P360 Principles of Marketing 3 Credits

An introduction to basic marketing theory and terminology. Students will analyze real-world cases exploring domestic and international marketing opportunities and problems, develop skills and confidence to identify and evaluate critical marketing data, and develop successful programs to solve business problems and capitalize on market opportunities.

Prerequisite: BUSN-P378

Terms Typically Offered: Fall and Spring.

MRKT-P414 Digital Marketing and Analytics 3 Credits

This course focuses on digital marketing strategies and analytical tools for assessment. The course covers theory and provides a practical approach to using marketing data sets, data mining and data visualization tools. Students are introduced to decision-making models and social media analytic tools and techniques used to evaluate alternative courses of action to improve digital marketing performance.

MRKT-P464 Strategic Marketing 3 Credits

This course takes a case study approach to the development of marketing strategy and plans. Group discussions, presentations, and written case analyses are used with emphasis on both quantitative and qualitative assessment of management issues. Focus is on critical thinking and application of concepts and techniques to problem identification, analysis, synthesis, and evaluation. It is recommended that students first complete college math and accounting.

Terms Typically Offered: Fall and Spring.

MRKT-P470 Special Topic in Marketing 1-3 Credits

Study of a special topic in one of the fields of marketing. May be repeated for credit provided topics are dissimilar.

MRKT-P471 Principles of Marketing 3 Credits

An introduction to basic marketing theory and terminology. Students will analyze real-world cases exploring domestic and international marketing opportunities and problems, develop skills and confidence to identify and evaluate critical marketing data, and develop successful programs to solve business problems and capitalize on market opportunities.

Prerequisite: BUSN-P378

Terms Typically Offered: Fall and Spring.

MRKT-360 Principles of Marketing 3 Credits

Studies marketing and marketing strategy from a managerial approach. It explores placing products and services in markets at a fair price while meeting customer expectations. The course builds upon the classical "four Ps" theory, and examines marketing's contemporary ideas and practices.

Prerequisite: MATH-116C or MATH-170C; and BUSN-165C or PSYC-265C or its equivalent.

Terms Typically Offered: Fall and Spring.

MRKT-365 Marketing Research 3 Credits

Develops the skills needed to conduct and apply research for marketing decision making. Problem formulation, secondary data, primary research, and fundamentals of analysis are covered.

Prerequisite: MRKT-360

Terms Typically Offered: Spring.

MRKT-366 Sales & Sales Management 3 Credits

Probes and identifies responses and conduct of potential consumers to the various stimuli generated in the media.

Prerequisite: MRKT-360 and MNGT-325

Terms Typically Offered: Fall.

MRKT-367 Multinational Marketing 3 Credits

Models for delivery of international promotions are studied with an emphasis upon cross-cultural considerations and complications.

Prerequisite: MRKT-360

Terms Typically Offered: Spring.

MRKT-369 Consumer Behavior 3 Credits

Provides a usable understanding of current consumer behavior concepts and develops a background of knowledge that will enable the individual to apply these principles in marketing.

Prerequisite: MRKT-360

Terms Typically Offered: Spring.

MRKT-370 Action Sports Marketing 3 Credits

This course is designed to equip students with an increased awareness of, interest in, and ability to positively contribute to marketing initiatives in the action sports industry. Students will learn the conceptual framework and strategies necessary for successful marketing within this unique and dynamic industry. Topics cover a broad spectrum, including: comparison with traditional marketing; company/industry analysis; customer analysis and demographics; product branding strategies; multi-media communications; channels of distribution; teams, events, and promotions. The class will take advantage of the close proximity to numerous action sports industry leading companies by scheduling dynamic guest speakers and several off-site visits.

Prerequisite: MRKT-360 with a "C" or better.

Terms Typically Offered: Fall.

MRKT-464 Strategic Marketing 3 Credits

This course expands on a foundation related to the primary components of marketing including: market segmentation, research produce/service, branding, price, marketing communication, and market channel strategies. The course offers a case study approach with large and small group discussion and presentations. A mix of global, e-based, profit, non-profit, goods and services related organizations are studied. The primary focus is on application of concepts learned and stimulation of critical thinking skills such as analysis, synthesis, and evaluation.

Prerequisite: ACCT-321 or FINC-335; MNGT-325, BUSN-316 or BUSN-317; and MRKT-360 with a "C" or better.

Terms Typically Offered: Fall.

MRKT-470 Special Topic in Marketing 1-3 Credits

Study of a special topic in one of the fields of marketing. May be repeated for credit provided topics are dissimilar.

Prerequisite: MRKT-360 and a minimum GPA of 2.5 in marketing courses.

Terms Typically Offered: On Demand.

MRKT-490 Seminar. 1-3 Credits

Mutual investigation of one topic in marketing or particular relevance to upper division majors. May be repeated for credit provided topics are dissimilar.

Prerequisite: MRKT-360 and a minimum GPA of 2.5 in marketing courses.

Terms Typically Offered: On Demand.

