



# School of Business

## **Howard P. Tuckman**

*Dean and Professor of Economics* (1993) BS 1963 Cornell University; MS and PhD 1970 University of Wisconsin

## **E. G. Miller**

*Associate Dean for Administration and Associate Professor of Insurance and Management Science* (1973) BS, MA and PhD 1976 University of Alabama; CLU; CPCU

## **Walter S. Griggs, Jr.**

*Associate Dean for Undergraduate Studies and Associate Professor of Business Law* (1971) MH and JD University of Richmond; EdD 1979 College of William and Mary

## **Charles J. Gallagher**

*Associate Dean for External Affairs and Associate Professor of Economics* (1971) BS Rider College; PhD 1971 West Virginia University

The primary objective of the School of Business is to prepare students for professional careers in business, government, research, and education. Under this objective, the School of Business renders service to the business community, engages in and encourages research in business related fields, provides service to other schools in the University, and contributes to identifying and solving problems related to the University's urban mission.

The general education requirements taken by business students provide a broad knowledge of the liberal arts in general. Major requirements provide business students with an opportunity for extensive study in specific fields.

The school offers degree programs in accounting, business administration, economics, finance, human resource management/industrial relations, information systems, management, marketing, production/operations management, and real estate and urban land development.

Finance majors choose a specialization in finance or insurance/risk management. Information systems majors choose a specialization in client/server, network management, information engineering, or decision support technologies. Majors in management can choose a specialization in entrepreneurship and small business or in general management.

## **Accreditation**

The School of Business is accredited by the American Assembly of Collegiate Schools of Business (AACSB) which accredits programs of professional education in business at the collegiate level. The AACSB evaluates curricula, faculty credentials, library facilities, physical plant and equipment, and financial support of the institution.

## **Scholarships and Awards**

In addition to University scholarships, business students may apply and compete for scholarships awarded through the School of Business endowed scholarship funds or through the various School of Business academic programs. Scholarships for School of Business freshmen are administered via the University admissions process. All other scholarships are for continuing students. For more information, contact the School of Business Undergraduate Office, Room 3119.

Several nonmonetary awards are presented in recognition of scholastic achievement and service. These include the Dean's Scholars, the Delta Sigma Pi Scholarship Key, Virginia Society of Certified Public Accountants Award of Achievement, and the *Wall Street Journal* Award. The School of Business Honors Program recognizes outstanding students, faculty, and alumni at its annual Honors Program.

## **Honorary and Professional Organizations**

VCU's business school seeks to improve the quality of its programs and to provide educational development opportunities for its students through active chapters of honorary and professional organizations.

Beta Gamma Sigma is a national scholarship society founded to encourage and reward scholarship and accomplishment among business students. The upper five percent of the junior class and the upper ten percent of the senior class are eligible for election into the society.

Beta Alpha Psi, a national accounting honorary society, elects its members on the basis of scholarly achievement in accounting courses; the National Honor Society of Omicron Delta Epsilon recognizes scholarship in economics; and Alpha Mu Alpha is the national honor society in marketing.

Business students are encouraged to participate in student professional organizations such as The Accounting Society; the Association of Information Technology Professionals; Delta Sigma Pi, an international fraternity that contributes to the development of students in all business disciplines; the Financial Management Association; Gamma Iota Sigma, a national fraternity for students interested in insurance; Rho Epsilon, a national fraternity for students interested in real estate; the American Marketing Association; the Society for Advancement of Management; the Society for Human Resource Management; and the Jennings Society for students interested in economics.

## Honors Program

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The University Honors Program provides academic and other opportunities for academically superior students and is open to qualified business students. For a detailed description of qualifications for admission, see Part II of this *Bulletin*.

## Cooperative Education and Internships

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Business students are eligible for the University Cooperative Education Program. Qualified students placed with an employer will either alternate one semester of full-time study with one semester of full-time work or combine study with part-time work during the same semester. The School of Business also offers internships, allowing advanced students to pursue part-time work assignments with area employers.

## International Business

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Students interested in international business are encouraged to participate in programs available in the School of Business and in other divisions of the University. The international dimensions of business are discussed in a number of courses required of business students. Additionally, the School of Business offers specialized courses that address specific international topics. A minor in international studies is offered through the College of Humanities and Sciences.

VCU students can also participate in the International Student Exchange Program (ISEP), which allows a student to complete some course work toward a degree while attending a foreign institution. The University also organizes specialized travel and study abroad programs through the Center for International Programs.

## Business Council

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The Business Council of the School of Business is composed of leading business executives. The council meets periodically to advise and assist the dean and faculty in the development of the total educational program and to help in the school's continuing efforts to maintain academic excellence.

## Academic Policies

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School of Business degree programs are organized into two components – the foundation program and the advanced program.

Students admitted to the School of Business as freshmen or sophomores enroll in the foundation program. Continuing students who meet the academic standards are admitted to the advanced program, the majors, at the beginning of their junior year. Transfer applicants also are considered for admission to the foundation and advanced programs.

Acceptance into a major is competitive and based on academic performance. To maintain the quality of its educational programs, the number of students admitted in any semester depends on the resources available to

the school. All students admitted to a major must meet a 2.25 cumulative grade-point average (CGPA) requirement and must have completed, prior to enrollment in the advanced program, at least 54 credits in the foundation program or its equivalent. Transfer students must also meet the 2.25 CGPA for courses taken at their former institutions. The 54 required credits must include the following courses or their equivalents: ENG 101-200, BUS 171-212, ECO 210-211, and BUS 203-204.

Applications and information for admission to all undergraduate programs in the School of Business can be obtained from the Office of Admissions, Virginia Commonwealth University, 821 West Franklin Street, Richmond, VA 23284-2526.

## Admission Deadlines

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Prospective students for the School of Business must follow the application submission dates for the University as stated in Part II of the *Bulletin*.

A student completing the business foundation program must apply for admission to the advanced program by requesting a change of major. Students currently enrolled in degree programs at VCU who seek a change of major to a School of Business program also should file a change of major request. All change of major requests should be done in the School of Business Office of Undergraduate Studies, Room 3119. If approved, the change of major becomes effective at the beginning of the following semester.

## Accelerated Program

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The School of Business Accelerated Program enables students to earn both a bachelor's and a master's degree in one of the business disciplines within four years. First semester freshmen with at least a 1270 SAT score and a high school class rank in the upper 15 percentile are eligible to apply for the program. To remain in the program, students must maintain a 3.5 GPA or better.

In addition to saving time and money, students in this program are guaranteed admission to a master's program in the School of Business. Students may apply to the accelerated program through the School of Business Office of Undergraduate Studies, Room 3119.

## Guaranteed Admission

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VCU students who receive their undergraduate degrees in business are guaranteed admission into a VCU School of Business master's degree program if they rank in the top 15 percent of their high school class with a minimum 3.0 GPA, have a minimum recentered SAT score of 1270, and have an undergraduate CGPA of at least 3.5. An on-campus interview is recommended.

## Enrollment in Business Courses

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All VCU students can enroll in freshman and sophomore business courses (all 100-200-level courses with BUS or ECO prefixes) provided prerequisites are met.

Only juniors, seniors, and graduate students admitted to a major field within the University and special stu-

dents with a bachelor's degree are eligible for enrollment in all upper-division courses (300-400-level courses with BUS or ECO prefixes). Students without these qualifications may enroll in the following upper-division courses if the prerequisites are met:

BUS 301-302	Business Statistics
BUS 305	Tax Planning for Individuals
BUS 315	Personal Financial Planning
BUS 316	Principles of Real Estate
BUS 333	Risk and Insurance
BUS 358	Structured and Object Programming
BUS 360	Business Information Systems
BUS 362	Computer Hardware and Software
BUS 421	Small Business Management
BUS 428	Employee Benefit Planning
BUS 444	Occupational Safety, Health, and Security

### Limitation on Total Credits Earned by Non-Business Majors

The number of credits that nonbusiness majors may accumulate from enrollment in classes offered by the School of Business is limited to a maximum of 25 percent of the total credits required for graduation in their programs. Students who wish to present more than 25 percent of their course work in business and/or economics must be admitted to a major in the School of Business, must complete a minimum of 27 credits from the School of Business advanced program after acceptance into the major, and must meet all graduation requirements of the school. This does not limit the number of courses in economics for economics majors in the College of Humanities and Sciences.

### Transfer Policies

In addition to meeting the general requirements of the University and the School of Business, transfer students who plan to enroll in an undergraduate program in business must comply with the following:

1. Calculation of the CGPA requirement for admittance into the School of Business advanced program is based on grades earned at all institutions attended.
2. Transfer of business and economics courses from two-year institutions is limited to courses offered by the School of Business in the lower division (freshman and sophomore years).
3. Transfer of business and economics courses from institutions offering bachelor's degrees is limited to courses offered at levels no lower than the levels of comparable courses offered by the School of Business.

### Student Advising

Every student admitted to a major is assigned a faculty adviser from that major field of study. Students enrolled in the foundation program are assigned advisers to assist them until the foundation program is completed. The advisers assist students in planning course work, becoming familiar with University services, inter-

preting University rules and procedures, and clarifying career objectives.

While the faculty of the School of Business provides information and advice, the student is ultimately responsible for knowing and satisfying the degree requirements of his or her program. Students should familiarize themselves with curriculum requirements, appropriate sequencing of courses and course prerequisites, and academic regulations covered in Part VI of this *Bulletin*.

### Double Majors

A double major fulfills the requirements of two majors concurrently. To earn a degree with a double major, the student must fulfill all the requirements of the degree programs of which the majors are a part. Students can declare a double major in the School of Business through the change of major process in the Office of Undergraduate Studies. The request for a double major should be approved before the student begins courses in the second major. For a second major in the School of Business, the student must complete all courses required for each major. If more than one course overlaps both majors, the student must complete additional courses to reach a minimum of 24 credits in the second major. The chair of the department in which the second major is offered must approve all second major courses at the time the student declares the double major. Students admitted to the double major are assigned an adviser in each major.

### General Requirements for Bachelor of Science in Business

To complete this degree, a minimum of 120 credits is required, with no more than four of those credits in physical education, and no more than another four credits from BUS 160 through BUS 168 courses. The foundation program specifies course work required during the freshman and sophomore years. Students who successfully complete a minimum of 54 credits in the foundation program – including ENG 101-200, ECO 210-211, BUS 171-212, and BUS 203-204 – meet the course requirements for admission into a major in the School of Business.

The advanced program details the course requirements for students admitted to a major in the school. Candidates for the bachelor's degree in business must complete the 120 credits outlined in the combination of the foundation and advanced programs.

#### FOUNDATION PROGRAM

##### 1. General Requirements

ENG 101-200 Composition and Rhetoric  
 ECO 210-211 Principles of Economics  
 BUS 171 Mathematical Applications for Business  
 BUS 212 Differential Calculus and Optimization for Business  
 SPE 121 or 321 Effective Speech or Speech for Business and the Professions (Only one of these courses may be used to fulfill degree requirements.)

Credits  
21

##### 2. Restricted Electives

a. Natural Science  
 One course with lab from the following:

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BIO 101 Life Science	
BIO 102 Science of Heredity	
BIO 103 Environmental Science	
CHE 101-102 General Chemistry	
CHE 103 Modern Chemistry	
CHE 110 Chemistry and Society	
PHY 101 Foundations of Physics	
PHY 103 Astronomy	
PHY 105 Physical Geology	
PHY 107 Wonders of Technology	
PHY 201-202 General Physics	
b. Human Behavior	
One course from psychology, sociology, or anthropology, except PSY 214 Applications of Statistics which cannot be taken for degree credits by business majors.	
c. Institutional Studies	
One course from the following: (Accounting majors must take political science.)	
HIS 101 or 102 Survey of European History	
HIS 103 or 104 Survey of American History	
POS 103 U. S. Government	
POS 105 International Relations	
POS 201 Introduction to Politics	
d. Literature, Philosophy, Language	
One course from the following:	
ENG 201 or 202 Western World Literature I and II	
ENG 203 or 204 British Literature I and II	
ENG 205 or 206 American Literature I and II	
ENG 241 Shakespeare's Plays	
PHI 103 Ancient Greek and Medieval Western Philosophy	
PHI 104 Modern Western Philosophy	
Any foreign language	
e. Visual and Performing Arts	
One course from the approved list in this Bulletin (See "General Education Courses Recommended for Nonschool of the Arts Majors" in index.)	
f. Additional Restricted Electives	
Select remainder of 21 credits from any of the other courses listed above in (a) through (e).	
<b>3. Non-School of Business Electives</b>	12
(BUS 302 and a maximum of 4 credits from the BUS 160 series can be used as nonbusiness electives.)	
<b>4. School of Business Foundation Core</b>	6
BUS 203-204 Introduction to Accounting	
<b>5. Business and/or Non-Business Electives</b>	3
Finance majors must take BUS 302, and accounting majors should consult recommended electives under the accounting major requirements. All School of Business students entering junior-level BUS and ECO courses are expected to have competency in computer-based word processing and spreadsheet skills such as those taught in BUS 160, 161, and 162.	
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**ADVANCED PROGRAM**

<b>1. School of Business Advanced Core</b>	Credits
BUS 301 Business Statistics	30
BUS 308 Introduction to Marketing	
BUS 311 Financial Management	
BUS 319 Organizational Behavior	
BUS 320 Production/Operations Management	
BUS 323 Legal Environment of Business (Accounting majors must take BUS 481 in place of BUS 323)	
BUS 325 Organizational Communication	
BUS 360 Business Information Systems	
BUS 434 Strategic Management	
ECO 303 Managerial Economics	

**2. Major Requirements** – listed under the major requirement section of each department 27

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**TOTAL FOUNDATION AND ADVANCED PROGRAMS 120****Minor in General Business**

The minor in general business is for nonbusiness majors and consists of the following 21 credits: ECO 203 Introduction to Economics, BUS 202 Accounting for Nonbusiness Majors, BUS 308 Introduction to Marketing (prerequisites: ECO 203 and junior standing), BUS 311 Financial Management (prerequisites: BUS 202 and junior standing; pre or corequisite: BUS 301), BUS 319 Organizational Behavior (prerequisite: junior standing), BUS 323 Legal Environment of Business (prerequisite: junior standing), and BUS 360 Business Information Systems. A cumulative GPA of 2.0 must be attained in these courses.

**Department of Accounting****Ruth W. Epps**

*Associate Professor and Chair* (1987) BS Virginia Union University; MS University of Pittsburgh; MAcc and PhD 1987 Virginia Commonwealth University; CPA

- Bae, Benjamin B. (1998) *Assistant Professor* BA Hankuk University of Foreign Studies, Seoul, Korea; MBA Sogang University, Seoul, Korea; MSA California State University; PhD 1998 Temple University
- Coffman, Edward N. (1965) *Professor* BS and MS Virginia Commonwealth University; DBA 1973 George Washington University
- Edmunds, Wayne L. (1984) *Associate Professor* AB, JD and MLT 1984 College of William & Mary; CPA
- Everett, John O. (1982) *Professor* BS and MS University of Southern Mississippi; PhD 1978 Oklahoma State University; CPA
- Holley, Charles L. (1975) *Professor* BS East Tennessee State University; MAS University of Illinois; DBA 1976 University of Tennessee; CPA
- Hull, Rita P. (1982) *Professor* BA Augustana College; MA Western Illinois University; PhD 1978 Oklahoma State University; CPA; CIA
- Olds, Philip R. (1981) *Associate Professor* BBA Georgia Southern College; MPA and PhD 1982 Georgia State University; CPA
- Schwartz, Bill N. (1990) *Professor* BBA University of Wisconsin; MA University of Illinois, Chicago; PhD 1978 University of California, Los Angeles; CPA
- Spede, Edward C. (1981) *Associate Professor* BBA St. John's University; MAcc and PhD 1982 Virginia Polytechnic Institute and State University; CPA
- Spindle, Roxanne M. (1990) *Associate Professor* BA and MS University of Colorado; MT University of Denver; PhD 1991 University of Colorado; CPA
- Thompson, Robert B., II (1997) *Associate Professor* BS and PhD 1984 University of Florida
- Tondkar, Rasoul H. (1980) *Professor* BBA University of North Texas; MBA University of Dallas; PhD 1980 University of North Texas
- Vijayakumar, Jayaraman (1997) *Assistant Professor* BE Bangalore University; MBA Indian Institute of Science; PhD 1990 University of Pittsburgh
- Wier, Benson (1992) *Assistant Professor* BS, BA and MSA University of Arkansas; PhD 1993 Texas Tech University; CPA

**Emeriti Faculty**

- Dunn, Clarence L. *Professor Emeritus* BS, MS and PhD University of Illinois
- Holmes, Raymond T., Jr. *Professor Emeritus* BS University of Richmond; MS Virginia Commonwealth University; CPA
- Sperry, John B. *Professor Emeritus* BS New York University; MBA University of Pennsylvania; PhD American University; CPA
- Williams, Jackie G. *Assistant Professor Emerita* BS James Madison University; MS Virginia Commonwealth University

Willis, H. David *Associate Professor Emeritus* BS West Virginia University;MED Virginia Polytechnic Institute and State University

The accounting program prepares students for careers as professional accountants in public practice, industry, and government. Students are encouraged to sit for a professional examination at the completion of the degree requirements.

#### Major Requirements

	<i>Credits</i>
BUS 303-304 Intermediate Accounting I and II	6
BUS 306 Cost Accounting	3
BUS 307 Accounting Systems	3
BUS 404 Advanced Accounting	3
BUS 405 Tax Accounting	3
BUS 406 Auditing	3
Select two courses from the following four:	6
BUS 401 Governmental and Not-For-Profit Accounting	
BUS 407 Advanced Auditing	
BUS 410 Advanced Tax Accounting	
BUS 411 Accounting Opinions and Standards	

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#### Recommended Electives (if not selected above)

BUS 401 Governmental and Not-For-Profit Accounting
BUS 407 Advanced Auditing
BUS 410 Advanced Tax Accounting
BUS 411 Accounting Opinions and Standards
BUS 482 Law for Accountants II

### Post-Baccalaureate Certificate in Accounting

This certificate is designed for people who have earned a bachelor's degree in a field other than accounting and wish to continue their education but do not aspire to a master's degree. A complete description of this program is given in the *Graduate Bulletin*.

### Department of Economics

#### Edward L. Millner

*Professor and Chair* (1983) BA Hampden-Sydney College; PhD 1981 University of North Carolina

- Beall, Larry G. (1970) *Associate Professor and Director, Center for International Urban Management* BS State University of New York, Binghamton; MA University of South Carolina; PhD 1973 Duke University
- Bowman, John H. (1981) *Professor* BS, MA and PhD 1973 Ohio State University
- Davis, Douglas D. (1987) *Professor* BA Western Kentucky University; PhD 1984 Indiana University
- Gallagher, Suzanne (1990) *Assistant Professor and Director, Center for Economic Education, School of Business* BS and MA 1981 University of West Florida
- Harless, David W. (1993) *Associate Professor* BS Augustana College; PhD 1988 Indiana University
- Hoffer, George E. (1970) *Professor* BS University of Richmond; MS Virginia Polytechnic Institute and State University; PhD 1972 University of Virginia
- Mitchell, Shannon K. (1990) *Associate Professor* BS Ball State University; MA and PhD 1989 University of Virginia
- O'Toole, Dennis M. (1967) *Associate Professor* BA College of William & Mary; MS Virginia Commonwealth University; PhD 1971 Ohio University
- Peterson, Steven P. (1989) *Associate Professor* BA and MA Bowling Green State University; PhD 1989 Indiana University
- Pratt, Michael D. (1979) *Professor and Director, Center for Urban Development* BS University of Richmond; MA and PhD 1977 University of Kansas

- Reilly, Robert J. (1978) *Professor* BBA Wake Forest University; MBA Adelphi University; PhD 1978 University of Tennessee
- Scotese, Carol A. (1997) *Assistant Professor* BA, MA and PhD 1991 Pennsylvania State University
- Stratton, Leslie S. (1997) *Assistant Professor* BA Wesleyan University; PhD 1989 Massachusetts Institute of Technology
- Tuckman, Howard P. (1993) *Professor and Dean, School of Business* BS Cornell University; MS and PhD 1970 University of Wisconsin
- Wetzel, James N. (1974) *Associate Professor* BS University of Wisconsin; PhD 1974 University of North Carolina

#### Emeriti Faculty

- Dalton, Amy H. *Associate Professor Emerita* BA Westhampton College; MA University of Pennsylvania; PhD University of Virginia
- Ferguson, Clinton S. *Associate Professor Emeritus* BBA University of Chattanooga; MS University of Tennessee
- Harrison, William B., III *Associate Professor Emeritus* BA and MA University of Richmond; PhD University of Maryland
- Hellmuth, William F. *Professor Emeritus* BA and PhD Yale University
- Moszer, Max *Professor Emeritus* AB, AM and PhD University of Pennsylvania
- Snellings, Eleanor C. *Associate Professor Emerita* AB and MA University of North Carolina; PhD Duke University

The economics major offers an introduction to the fundamentals of business and economics, with a concentration on methods of economic analysis in the third and fourth years. This curriculum prepares students for positions in business and government and for graduate or professional study. The department also offers courses in economics to meet the needs of students in other VCU curricula.

A major in economics is also offered by the College of Humanities and Sciences and is designed for students who prefer a liberal arts core.

#### Major Requirements

	<i>Credits</i>
ECO 301 Microeconomic Theory	3
ECO 302 Macroeconomic Theory	3
ECO 307 Money and Banking	3
ECO 489 Senior Seminar in Economics	3
ECO Electives (must be 300 or 400-level courses)	12
BUS 302 Business Statistics	3

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### Minor in Economics

A minor in economics is described in Part VIII, College of Humanities and Sciences.

### Department of Finance, Insurance, and Real Estate

#### David A. Dubofsky

*Professor and Chair* (1997) BE City College of New York; MBA University of Houston; PhD 1982 University of Washington; CFA

- Baranoff, Etti (1995) *Assistant Professor of Finance and Insurance* BA Tel-Aviv University; PhD 1993 University of Texas, Austin
- Boykin, James H. (1971) *Professor and Alfred L. Blake Chair Professor of Real Estate* BS Virginia Polytechnic Institute and State University; MCom University of Richmond; PhD 1971 American University; MAI; CRE
- Daniels, Kenneth N. (1990) *Associate Professor of Finance* BA Fairfield University; MA and PhD 1990 University of Connecticut
- Ferguson, Jerry T. (1965) *Professor of Real Estate and Urban Land Development* BS and MS Virginia Polytechnic Institute and State University; PhD 1978 University of Florida

Hubbard, Elbert W. (1981) *Associate Professor of Finance* BBA, MBA and PhD 1973 University of Cincinnati  
 McDonald, R. Michael (1977) *Associate Professor of Safety and Risk Administration* BS and MS Central Missouri State University; EDD 1985 Virginia Polytechnic Institute and State University  
 Miller, E. G. (1973) *Associate Professor of Insurance and Management Science and Associate Dean for Administration, School of Business* BS, MA and PhD 1976 University of Alabama; CLU; CPCU  
 Murphy, Neil B. (1988) *Professor of Finance* BS and MS Bucknell University; PhD 1968 University of Illinois; CCM  
 Myers, Phyllis S. (1982) *Associate Professor of Finance and Insurance and Director, Insurance Studies Center* BBA Georgia State University; MBA and PhD 1984 University of South Carolina; CLU; FLMI  
 Phillips, Richard A. (1994) *Associate Professor of Real Estate and Urban Land Development* BA Old Dominion University; PhD 1981 University of North Carolina  
 Ramírez, Gabriel G. (1997) *Professor of Finance* BS Instituto Tecnológico de Estudios Superiores de Monterrey; MBA and PhD 1988 Georgia State University  
 Salandro, Daniel P. (1989) *Associate Professor of Finance* BA St. Vincent College; MA and PhD 1990 University of Pittsburgh  
 Shin, Tai S. (1978) *Professor of Finance* BA Oklahoma City University; MA and PhD 1969 University of Illinois  
 Upton, David E. (1987) *Professor of Finance* BA and MBA University of Connecticut; PhD 1976 University of North Carolina; CFA

#### **Emeriti Faculty**

Berry, Sam G. *Associate Professor Emeritus of Finance* BS, MBA and DBA Florida State University  
 Thornton, Jack E. *Professor Emeritus of Finance* BS, MS and PhD University of North Carolina

## **Finance**

The major in finance prepares students for graduate-level study of finance and for careers in corporate finance, the securities industry, banking, and insurance. Students choose a concentration in one of two tracks – finance or insurance/risk management. (Courses directly related to risk, insurance, and employee benefits are approved for 42 Virginia insurance continuing education credits for insurance agents. Contact the Director of Insurance Studies for further information.)

#### **Major Requirements**

	<i>Credits</i>
BUS 312 Intermediate Financial Management	3
BUS 314 Investments	3
BUS 333 Risk and Insurance	3
BUS 437 Funds Management in Financial Institutions	3
Select one of the two tracks (15 credits)	15

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#### **1. Finance Track**

BUS 414 Security Analysis and Portfolio Management  
 BUS 416 International Financial Management  
 BUS 417 Cases in Financial Management  
 BUS 455 Options, Futures, and Swaps  
 Approved Finance Elective

#### **Approved Electives for the Finance Track**

BUS 303 Intermediate Accounting I  
 BUS 306 Cost Accounting  
 BUS 413 Comparative Financial Systems  
 BUS 424 Property and Liability Insurance  
 BUS 426 Life and Health Insurance  
 BUS 429 Real Estate Finance  
 BUS 491 Topics in Business (Finance Topic)  
 BUS 493 Internship  
 ECO 307 Money and Banking  
 ECO 402 Business Cycles and Forecasting

#### **2. Insurance/Risk Management Track**

BUS 424 Property and Liability Insurance  
 BUS 428 Employee Benefit Planning  
 Choose two of the following:  
 BUS 426 Life and Health Insurance  
 BUS 430 Social Insurance  
 BUS 432 Insurance Law  
 Approved Insurance/Risk Management Elective

#### **Approved Electives for the Insurance/Risk Management Track**

BUS 305 Tax Planning for Individuals  
 BUS 331 Human Resource Management  
 BUS 332 System Safety  
 BUS 334 Incident Investigation and Analysis  
 BUS 350 Tort Law  
 BUS 413 Comparative Financial Systems  
 BUS 416 International Financial Management  
 BUS 417 Cases in Financial Management  
 BUS 493 Internship  
 ECO 307 Money and Banking  
 ECO 421 Government and Business

## **Real Estate and Urban Land Development**

The major in real estate and urban land development prepares students for careers in land development, brokerage, valuation and investment counseling, site analysis and selection, real property management, mortgage lending, and bank trust and corporate real estate departments, as well as other real estate related careers in the public and private sectors.

#### **Major Requirements**

	<i>Credits</i>
BUS 316 Principles of Real Estate	3
BUS 317 Real Property Management	3
BUS 326 Real Estate Law	3
BUS 423 Real Estate Brokerage	
OR BUS 431 Advanced Real Estate Appraisal	3
BUS 425 Real Estate Appraisal	3
BUS 429 Real Estate Finance	3
BUS 437 Funds Management in Financial Institutions	
OR ECO 307 Money and Banking	3
Plus any two of the following five courses:	6
BUS 310 Information for Marketing Decisions	
BUS 318 Real Estate Negotiating	
BUS 423 Real Estate Brokerage	
BUS 431 Advanced Real Estate Appraisal	
USP 302 Land Use Capability	

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## **Post-Baccalaurate Certificate in Real Estate and Urban Land Development**

This post-baccalaureate certificate is designed for people who have earned a bachelor's degree in a field other than real estate and urban land development and who wish to continue their education but do not aspire to a master's degree. A complete description of this program is given in the *Graduate Bulletin*.

## **Department of Information Systems**

#### **George M. Kasper**

*Professor and Chair* (1996) BA State University of New York, Brockport; MBA and PhD 1983 State University of New York, Buffalo

Aiken, Peter H. (1993) *Assistant Professor* BS and MS Virginia Commonwealth University; PhD 1989 George Mason University

- Blanks, Edwin E. (1965) *Associate Professor and Vice Provost for Academic Administration* BS and MS 1967 Virginia Commonwealth University;CSP
- Bryson, Noel (1998) *Professor* BS University of the West Indies; MS Howard University;PhD 1988 University of Maryland
- Chin, Amita Goyal (1993) *Assistant Professor* BS, MS, and PhD 1994 University of Maryland
- Coppins, Richard J. (1978) *Associate Professor* BS and MS Lehigh University;PhD 1975 North Carolina State University
- Fuhs, F. Paul (1975) *Assistant Professor* BS Spring Hill College; MS Purdue University; BD Boston College; PhD 1977 University of Massachusetts
- Gasen, Jean B. (1978) *Associate Professor* BA Case Western Reserve University; MA Western Michigan University; PhD 1978 University of Wisconsin, Madison
- Hubona, Geoffrey S. (1996) *Assistant Professor* BA University of Virginia; MBA George Mason University; MA and PhD 1993 University of South Florida, Tampa
- Lee, Allen (1998) *Professor* BS Cornell University; MS University of California, Berkeley; PhD 1982 Massachusetts Institute of Technology
- Mann, Robert I. (1988) *Associate Professor* BA Stanislaus State University; MBA California State University; MS Southern Methodist University;PhD 1981 Arizona State University
- Ngwenyama, Ojelanki (1997) *Associate Professor* BS Roosevelt University;MBA Syracuse University;PhD 1988 State University of New York
- Redmond, Richard T. (1983) *Associate Professor* BS Shippensburg State College;DBA 1983 Kent State University
- Sutherland, John W. (1980) *Professor* BS, MS and PhD 1967 University of California, Los Angeles
- Weistroffer, H. Roland (1983) *Associate Professor* MA Duke University; DSc 1976 Free University, Berlin
- Wynne, A. James (1974) *Associate Professor* BS Rensselaer Polytechnic Institute; MS Virginia Commonwealth University; PhD 1978 University of Nebraska, Lincoln
- Yoon, Youngohc (1995) *Associate Professor* BS Chung-Ang University; MS University of Pittsburgh; PhD 1989 University of Texas, Arlington

#### Emeriti Faculty

- Hodge, Bartow *Professor Emeritus* BS, MS and PhD Louisiana State University
- Morecroft, Josephine F. *Associate Professor Emerita* BA Hunter College; MBA and PhD Union College, New York
- Riehl, Julian William *Associate Professor Emeritus*

The major in information systems is designed to prepare students for professional careers in the discipline of information systems/technology. Through required and elective courses, students are prepared for positions as programmers, systems analysts, software analysts, and network analysts. The department also offers courses in information systems to meet the needs of students in other curricula offered by the University and of those who are seeking to enhance their knowledge of information systems.

The major requires students to take six required courses and then choose a three-course track.

#### Major Requirements

	<i>Credits</i>
A. Major Core (18 credits)	
BUS 358 Structured and Object Programming	3
BUS 361 Systems Analysis and Design	3
BUS 362 Computer Hardware and Software	3
BUS 464 Database Systems	3
BUS 465 Projects in Information Systems	3
BUS 470 Local Area Networks	3
B. Select one of the following tracks	9

#### 1. Client/Server

The client/server track is for students interested in the development of object-oriented, graphic user interface (GUI) based, distributed applications. It emphasizes the client and server aspects of the implementation environment.

- BUS 359 Advanced Structured and Object Programming
- BUS 462 Windows Programming in C++
- Approved Elective

#### 2. Network Management

The network management track is for students interested in the implementation and management of local and wide area networks. It emphasizes the network aspects of the implementation environment.

- BUS 359 Advanced Structured and Object Programming
- BUS 467 Distributed Data Processing and Telecommunications
- Approved Elective

#### 3. Information Engineering

The information engineering track focuses on the development of comprehensive approaches to information systems development as a part of organizational strategic planning. Consequently, it is offered only to students who are able to demonstrate significant work experience in one or more of the following areas:

- \* analyzing/designing systems.
- \* planning/managing information technology development projects.
- \* planning/managing organizations from a strategic perspective.
- BUS 461 Information Systems Planning
- BUS 463 Reengineering Technology in Organizations
- BUS 468 Information Engineering

#### 4. Decision Support Technologies

The decision support technologies track may be selected only by professionals already working in information systems who have already demonstrated their programming proficiency on the job, and wish to extend their education into the support of complex decision-making and control processes in organizations.

- BUS 469 Information and Decision Systems in Organizations
- Choose two of the following:
- BUS 302 Business Statistics
- BUS 339 Management Science
- BUS 439 Quality I
- BUS 440 Forecasting Methods and Process

#### APPROVED ELECTIVES (FOR TRACKS 1 AND 2)

- BUS 363 COBOL Programming
- BUS 366 Computerware Analysis
- BUS 461 Information Systems Planning
- BUS 462 Windows Programming in C++
- BUS 463 Reengineering Technology in Organizations
- BUS 466 Applications Programming
- BUS 467 Distributed Data Processing and Telecommunications
- BUS 468 Information Engineering
- BUS 469 Information and Decision Systems in Organizations
- BUS 491 Topics in Business (Information Systems Topic)
- BUS 492 Independent Study
- BUS 493 Internship

Note: BUS258 (Visual Basic Programming) is a prerequisite for BUS 358. BUS 258 cannot be used as an elective within the major of information systems, but may be used in the Business Foundation Program under the category "Business and/or Nonbusiness Electives".

Note: All majors in information systems are encouraged to take additional work in the area of decision sciences (BUS 302, BUS 339, BUS439, BUS 440).

#### Post-Baccalaureate Certificate in Information Systems

The post-baccalaureate certificate in information systems is designed for students who have earned a baccalaureate degree in a field other than information systems and who desire to continue their education beyond

the undergraduate-level but do not aspire to a master's degree. A complete description of the program is given in the *Graduate Bulletin*. For information relating to the certificate program, contact the Associate Dean for Graduate Studies, School of Business, 1015 Floyd Avenue, Richmond, VA 23284-4000.

## Department of Management

### Anson Seers

*Professor and Chair* (1996) BS and MS University of Illinois; PhD 1981 University of Cincinnati

- Ackley, R. Jon (1979) *Associate Professor of Management* BS and MEd Bloomsburg State College; EdD 1979 Utah State University
- Andrews, Robert L. (1978) *Associate Professor of Decision Sciences* BS and MA University of Alabama; MS and PhD 1971 Virginia Polytechnic Institute and State University
- Barker, Randolph T. (1989) *Associate Professor of Management* BA, MA and PhD 1976 Florida State University
- Byles, Charles M. (1990) *Associate Professor of Management* BS University of West Indies; MBA University of Toledo; DBA 1986 Kent State University
- Byrd, Donna G. (1979) *Instructor of Management Science* BA College of William & Mary; MBA 1978 Virginia Commonwealth University
- Canavos, George C. (1975) *Professor of Management Science* BS, MS and PhD 1971 Virginia Polytechnic Institute and State University
- Gilbreath, Glenn H. (1971) *Professor of Management Science* PhD 1971 University of Alabama
- Gray, George R. (1977) *Associate Professor of Human Resource Management and Industrial Relations* BS Auburn University; MBA University of Scranton; PhD University of Alabama; JD 1987 University of Richmond
- Humphrey, Ronald H. (1996) *Associate Professor of Management* BA University of Chicago; PhD 1984 University of Michigan
- Johnson, Iris W. (1982) *Associate Professor of Management* BS Longwood College; MS Virginia Commonwealth University; EdD 1981 Virginia Polytechnic Institute and State University
- Kurtulus, Ibrahim S. (1981) *Associate Professor of Management* BS Middle East Technical University; MBA University of Michigan; PhD 1978 University of North Carolina
- McDaniel, Michael A. (1998) *Assistant Professor of Management* BA University of Delaware; MA Loyola University of Chicago; MA and PhD 1986 George Washington University
- Miller, Don M. (1980) *Associate Professor of Decision Sciences* BS Millsaps College; PhD 1970 Virginia Polytechnic Institute and State University
- Miller, Marianne (1993) *Assistant Professor of Management* BA Ohio State University; MS Purdue University; PhD 1992 University of Oregon
- Minor, Elliott D. (1987) *Associate Professor of Operations Management* BA University of Virginia; PhD 1989 University of South Carolina
- Myers, Donald W. (1982) *Professor of Human Resource Management* BA California State University, Sacramento; MBA and DBA 1972 Georgia State University
- Narula, Subhash C. (1983) *Professor of Management Science* BE University of Delhi, India; MS and PhD 1971 University of Iowa
- Pearce, C. Glenn (1975) *Associate Professor of Management* BBA University of Georgia; MA New York University; PhD 1974 Georgia State University
- Pitts, Michael W. (1981) *Associate Professor of Strategic Management* BA University of North Carolina, Charlotte; MBA Winthrop University; DBA 1984 University of Tennessee
- Rimler, George Warren (1970) *Professor of Management* BSME Polytechnic Institute of Brooklyn; MBA and DBA 1970 Georgia State University
- Sleeth, Randall G. (1975) *Associate Professor of Management* BA University of New Hampshire; PhD 1977 University of Massachusetts
- Smith, Charles H. (1982) *Associate Professor of Management Science* BS Alderson-Broadbudd College; MA University of Michigan; MBA College of William & Mary; PhD 1975 University of Maryland
- Spinelli, Michael A. (1969) *Associate Professor of Management Science* BA and PhD 1971 West Virginia University
- Stith-Willis, Annie M. (1987) *Instructor of Management Science* BS and MA 1984 Virginia Commonwealth University

- Trumble, Robert R. (1988) *Professor of Management and Director, Virginia Labor Studies Center* BA Hamline University; MA and PhD 1971 University of Minnesota
- Williams, Larry J. (1997) *Professor of Management* BS and MS Purdue University; PhD 1988 Indiana University
- Williams, Margaret L. (1997) *Associate Professor of Management* BS Heidelberg College; MS Indiana University, Purdue; MBA and PhD 1989 Indiana University, Bloomington
- Wood, D. Robley, Jr. (1979) *Professor of Management* BA Emory and Henry College; MS and DBA 1977 University of Tennessee

### Emeriti Faculty

- Brown, Darrell R. *Professor Emeritus of Management* BS University of Kansas; MBA University of New Mexico; PhD University of Oregon
- Bushway, Collin *Professor Emeritus of Management* MBA University of Chicago; DBA George Washington University
- DeGenaro, Guy J. *Professor Emeritus of Management* BS University of Maryland; MBA Indiana University; PhD University of Florida
- Hunt, Eugene H. *Professor Emeritus of Management* BS and MS Virginia Commonwealth University; EdD University of Maryland
- Jackson, J. Howard *Professor Emeritus of Business Education and Office Administration* BS and MS University of Tennessee; PhD Ohio State University; CPS
- Johnston, Russell A. *Professor Emeritus of Management* BS and MS Virginia Commonwealth University; EdD University of Kentucky
- Johnston, Wallace R. *Associate Professor Emeritus of Management and Human Resources Management* BBA, MBA and DBA George Washington University
- Lambert, John D. *Professor Emeritus of Management* BS Virginia Commonwealth University; MS Virginia Polytechnic Institute and State University; PhD University of Michigan
- Tucker, Woodie L. *Professor Emeritus of Management* BS University of Virginia; MEd and PhD University of Pittsburgh
- Umberger, Paul M. *Assistant Professor Emeritus of Management Science* BS and MS Virginia Polytechnic Institute and State University

The Department of Management offers majors in business administration, human resource management/industrial relations, management, and production/operations management.

## Business Administration

The business administration major provides a broad education in business by allowing students to take courses in several subject areas.

### Major Requirements

The business administration major requires core courses and a choice of four courses as specified:

	<i>Credits</i>
A. Core Courses (15 credits)	
BUS 302 Business Statistics	3
BUS 331 Human Resource Management	3
BUS 339 Management Science	3
BUS 419 Managing Dynamic Organizations	3
BUS 489 Managerial Applications and Skills Development	3
B. Select four courses from the following six areas. At least one course must be taken in each of three different areas.	
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### 1. Finance

- |         |  |
|---------|--|
| BUS 312 | Intermediate Financial Management          |
| BUS 314 | Investments                                |
| BUS 414 | Security Analysis and Portfolio Management |
| BUS 417 | Cases in Financial Management              |
| BUS 437 | Funds Management in Financial Institutions |

**2. Insurance/Risk Management**

BUS 333	Risk and Insurance
BUS 424	Property and Liability Insurance
BUS 426	Life and Health Insurance
BUS 428	Employee Benefit Planning
BUS 430	Social Insurance
BUS 432	Insurance Law

**3. Entrepreneurship and Small Business**

BUS 421	Small Business Management
BUS 436	New Venture Initiation

**4. Human Resource Management/Industrial Relations**

BUS 420	Seminar in Industrial Relations
BUS 427	Labor and Employment Relations Law
BUS 433	Compensation Management
BUS 435	Strategic Human Resource Management

**5. Production/Operations Management**

BUS 385	Production/Operations Management II
BUS 439	Quality I
BUS 440	Forecasting Methods and Process
BUS 441	Production Planning and Control Systems

**6. Real Estate and Urban Land Development**

BUS 316	Principles of Real Estate
BUS 317	Real Property Management
BUS 326	Real Estate Law
BUS 423	Real Estate Brokerage
BUS 425	Real Estate Appraisal
BUS 429	Real Estate Finance
BUS 431	Advanced Real Estate Appraisal

**Human Resource Management/Industrial Relations**

The major in human resource management/industrial relations gives students a broad overview of the educational and application aspects of human resource management/industrial relations. Students in this program pursue an in-depth study of a variety of topical areas, including human resource management, labor and employment relations law, compensation management, and employee benefits. Students are encouraged to broaden their knowledge base by taking electives in industrial psychology. After completing this program, students are prepared to enter the public and private sectors in compensation, employee benefits, incentive awards programs, and human resources.

**Major Requirements**

	<i>Credits</i>	
BUS 331	Human Resource Management	3
BUS 419	Managing Dynamic Organizations	3
BUS 420	Seminar in Industrial Relations	3
BUS 427	Labor and Employment Relations Law	3
BUS 433	Compensation Management	3
BUS 435	Strategic Human Resource Management	3
BUS 489	Managerial Applications and Skills Development	3
Approved Electives		6

(Students planning to attend graduate school should complete BUS 302 as one of the two restricted electives or as a free elective.)

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**Choose two of the following approved electives:**

BUS 302	Business Statistics
BUS 428	Employee Benefit Planning
ECO 431	Labor Economics

**Post-Baccalaureate Certificate in Human Resource Management**

This certificate is designed to increase the knowledge and skills of human resource practitioners, to prepare individuals who are seeking employment in the field, and to educate persons who desire more knowledge about human resource management. A complete description of this program is given in the *Graduate Bulletin*.

**Management**

The major in management consists of two tracks. The entrepreneurship and small business track enables students to develop skills in working with small firms and eventually starting small firms of their own. After completion of this program, students are ready to accept a variety of positions in the functional areas of business.

The general management track provides students a broad-based management education, giving the students flexibility in many types of management-level positions sought upon graduation. Students who complete this program are equipped to enter private or public employment in a variety of entry-level positions.

Students who select the management major must complete a three-course core and then an additional six courses in the chosen track.

**Major Requirements**

	<i>Credits</i>	
A. Major Core (9 credits)		
BUS 331	Human Resource Management	3
BUS 419	Managing Dynamic Organizations	3
BUS 489	Managerial Applications and Skills Development	3
B. Select one of the two tracks (18 credits)		18
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**1. Entrepreneurship and Small Business Track**

BUS 313	Finance for Small and Entrepreneurial Enterprise
BUS 421	Small Business Management
BUS 422	Managing the Family Firm
BUS 436	New Venture Initiation
Approved Electives	

**Approved Electives (Choose two)**

BUS 306	Cost Accounting
BUS 316	Principles of Real Estate
BUS 333	Risk and Insurance
BUS 346	Technical Systems for Staff and Management
BUS 372	Product Development and Management
BUS 376	Dynamics of Retail Management
BUS 385	Production/Operations Management II
BUS 475	Services Marketing

**2. General Management Track**

BUS 346	Technical Systems for Staff and Management
BUS 418	International Management
BUS 433	Compensation Management
Management Environment Electives	
Management Applications Elective	

(Students planning to attend graduate school should take BUS 302 as either a Management Applications Elective or a free elective.)

**Management Environment Electives (Choose two)**

BUS 324	Legal Aspects of the Management Process
BUS 339	Management Science
BUS 421	Small Business Management

**Management Applications Electives (Choose one)**

- BUS 302 Business Statistics  
 BUS 316 Principles of Real Estate  
 BUS 333 Risk and Insurance  
 PHI 214 Ethics and Business

**Production/Operations Management**

Production/operations is the transformation of resources into either tangible products or services. Thus, it is the core function of a business organization, encompassing such areas as quality, manufacturing and service strategy, scheduling, materials and inventory management, purchasing, and forecasting. Majors in production/operations management tend to be comfortable with mathematics, and they like to work with people as well as with numerical data and quantitative methods. Positions in production/operations are found in both manufacturing and service organizations.

**Major Requirements**

	<i>Credits</i>
A. Core Courses (15 credits)	
BUS 302 Business Statistics	3
BUS 331 Human Resource Management	3
BUS 339 Management Science	3
BUS 385 Production/Operations Management II	3
BUS 439 Quality I	3
B. Select four courses from the following list for a total of 12 credits	12
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BUS 306 Cost Accounting	
BUS 386 Logistics and Physical Distribution	
BUS 440 Forecasting Methods and Process	
BUS 441 Production Planning and Control Systems	
BUS 483 Purchasing and Materials Management	
BUS 491 Topics in Business (approved topic)	
Approved Elective – Choose one of the following:	
PSY 310 Industrial Psychology	
BUS 324 Legal Aspects of the Management Process	
BUS 361 Systems Analysis	
BUS 419 Managing Dynamic Organizations	
BUS 420 Seminar in Industrial Relations	

**Department of Marketing and Business Law****Pamela Kiecker**

*Associate Professor and Chair* (1994) BA Carleton College; MBA Mankato State University; PhD 1988 University of Colorado, Boulder

- Cowles, Deborah L. (1986) *Associate Professor of Marketing* BA Ohio Wesleyan University; MA University of Texas, Austin; PhD 1987 Arizona State University  
 Daughtrey, William H., Jr. (1972) *Professor of Business Law* BS Hampden-Sydney College; JD 1958 University of Richmond  
 Franzak, Frank J. (1986) *Associate Professor of Marketing* BS Virginia Polytechnic Institute and State University; MBA and PhD 1984 University of Maryland  
 Griggs, Walter S., Jr. (1971) *Associate Professor of Business Law and Associate Dean for Undergraduate Studies, School of Business* MH and JD University of Richmond; EdD 1979 College of William & Mary  
 Little, Michael W. (1983) *Associate Professor of Marketing* BS Western Michigan University; MS and PhD 1978 Michigan State University  
 McDermott, Dennis R. (1979) *Associate Professor of Marketing* BBA University of Toledo; MBA and PhD 1973 Ohio State University  
 Rasnic, Carol D. (1980) *Professor of Business Law* BA University of Kentucky; JD 1965 Vanderbilt University

- Smith, Alfred L., Jr. (1974) *Assistant Professor of Business Law* BA Virginia Military Institute; JD University of Richmond; LLM 1974 New York University  
 Urban, David J. (1989) *Associate Professor of Marketing* BS University of Virginia; MA and PhD 1985 University of Michigan  
 Wijnholds, Heiko D. (1979) *Associate Professor of Marketing* Bcom University of Pretoria; MCom and DCom 1970 University of South Africa  
 Wood, Van R. (1994) *Professor and Philip Morris Chair of International Business* BA and MBA University of Washington; PhD 1982 University of Oregon

**Emeriti Faculty**

- Bowles, Donald H. *Associate Professor Emeritus of Marketing* AB Harvard University; MS University of Richmond  
 Welzel, Alvin K. *Associate Professor Emeritus of Marketing* BS Rutgers University; MS New York University

**Marketing**

The major in marketing endows the student with a broad working knowledge of contemporary marketing philosophy and practice. Students can choose from a variety of courses that most closely meet their interests and career aspirations. Graduates of this program will find career opportunities in marketing management, advertising, sales, marketing research, public relations, and retailing, among others.

**Major Requirements**

	<i>Credits</i>
BUS 310 Information for Marketing Decisions	3
BUS 378 International Marketing	3
BUS 476 Marketing Management	3
Select six courses from the following list:	18
	<hr style="width: 20%; margin-left: auto; margin-right: 0;"/> 27
BUS 371 Integrated Marketing Communications	
BUS 372 Product Development and Management	
BUS 373 Buyer Behavior	
BUS 376 Dynamics of Retail Management	
BUS 474 Personal Selling and Sales Management	
BUS 475 Services Marketing	
BUS 478 International Marketing Strategy	
BUS 491 Topics in Business (Marketing Topic)	
BUS 492 Independent Study	
BUS 493 Internship	

**Minor in Marketing**

The minor in marketing is for business and non-business majors. It recognizes the cross-functional nature of today's business environment and the growing importance of the customer orientation in all organizations, public and private, for-profit and not-for-profit, domestic and global. For non-business majors in particular, the minor in marketing responds to the need for marketing knowledge and skills in a wide variety of organizations and potential career fields. It consists of 18 credit hours of 300- and 400-level marketing courses as follows: BUS 308 Introduction to Marketing, BUS 476 Marketing Management, and 12 credits of approved electives with at least 3 of these 12 credits at the 400-level. All prerequisites to courses must be met. Additional information regarding the minor in marketing can be obtained from the School of Business Office of Undergraduate Studies, Room 3119, or from the Chair of the Department of Marketing and Business Law.

## Post-Baccalaureate Certificate in Marketing

This certificate is designed for students who have earned a baccalaureate degree in a field other than marketing who now desire an extensive, current knowledge of marketing. Successful completion of the post-baccalaureate certificate in marketing recognizes the cross-functional nature of today's business environment and the growing importance of the customer orientation in all organizations, public and private, for-profit and not-for-profit, domestic and global. A complete description of the program is given in the *Graduate Bulletin*.

## Preparation for the Study of Law

### **Carol D. Rasnic**

*Department of Marketing and Business Law, Adviser*

### **Husain Mustafa**

*Department of Political Science, Adviser*

### **James L. Hague**

*Department of Criminal Justice, Adviser*

Few law schools list specific undergraduate courses as prerequisites for admission. Therefore, the student considering law school may major in virtually any department in the College of Humanities and Sciences or the School of Business. However, students are encouraged to obtain a broad liberal arts background with emphasis on the social sciences and English. The advisers to pre-law students maintain continual contact with law school admissions offices and will assist any interested student who has questions about curriculum, financial assistance, application procedures, or the Law School Admissions Test (LSAT).

## Graduate Programs in Business and Economics

The School of Business offers graduate work leading to the degrees of Master of Business Administration, Master of Science in business, Master of Arts in economics, Master of Accountancy, Master of Taxation, and the Doctor of Philosophy in business. These programs prepare candidates for responsible participation in business, industry, government, and education. Details of these programs are presented in the *Graduate Bulletin*, which can be received by writing to the Associate Dean for Graduate Studies, School of Business, Virginia Commonwealth University, 1015 Floyd Avenue, Richmond, VA 23284-4000.

## External Affairs

### **Charles J. Gallagher**

*Associate Dean for External Affairs*

### **Mary Scott Swanson**

*Director of Development and Alumni Affairs*

The associate dean for external affairs has primary responsibility for coordinating all School of Business

activities that reach out into the community. This office monitors the overall direction of the activities of the Virginia Council on Economic Education; the noncredit aspects of real estate, insurance, and small business programs; and other external activities not directly related to academic degree programs. The director of development assists the School of Business Alumni Association with its activities and programs and coordinates all fund-raising projects for the school.

## Alfred L. Blake Chair of Real Estate

This chair, endowed by the Virginia Realtors Foundation, ranks third in the nation in its amount of funding. It provides financial assistance to the endowed chairholder for research and support services. Its purpose is to promote an understanding of real estate operations by offering both credit and noncredit courses.

## Employment Support Institute (ESI)

ESI is a research, demonstration, and training center providing technology enhanced decision support and team facilitation. Its mission is "helping people make better decisions about employment options and policies."

ESI creates opportunities for community participants, legislators, advocates, faculty, students, and employers to learn and use decision support technologies related to social service policies. ESI has developed applications focused on options and policies affecting persons with disabilities.

ESI provides decision support to help people navigate employment support benefits and to improve related policy and legislation.

## Information Systems Research Institute

The mission of the institute is to develop partnerships between the School of Business and the information systems professionals in the Richmond business community. The institute provides a diversity of services through such activities as continuing professional education seminars, presentations, and workshops by information systems faculty and via satellite teleconferencing. In addition, the institute conducts sponsored research projects; provides consulting and technical assistance; and investigates the application of new technologies.

## Insurance Studies Center

This program educates and promotes awareness in the areas of risk management, insurance, and financial services, and also offers academic and professional programs in conjunction with area insurance professionals.

## Interactive Marketing Institute (IMI)

IMI is a research and training center for marketing studies housed in the Department of Marketing and Business Law. The institute provides a comprehensive set of marketing services for faculty, students, businesses, and not-for-profit agencies, which includes a full range of research services, presentations, continuing professional educational seminars, and workshops. Most

notably, the IMI sponsors the Professional Direct Marketing Certification Program, a comprehensive, modular program of instruction and practice for advanced marketing professionals.

### Small Business Development Program

Participating students in this program consult, counsel, and research problems of a particular business. Students are encouraged to design extensive plans to implement their solutions.

### Virginia Council on Economic Education

The council encourages and promotes a better understanding of economics and the American economy among Virginia school administrators, teachers, community leaders, and the general public. VCU is one of nine statewide centers on economic education.

### Virginia Family Business Forum

The Forum addresses many of the unique problems encountered by family firms. It provides family business owners and key personnel with valuable information and timely educational programs in a practical, usable format in an atmosphere that allows for interaction with similar firms.

The Forum offers three seminars per year featuring leading experts and family business owners who address current issues of importance to family firms. It provides business owners the opportunity to benefit from the experiences of their peers.

The Forum also holds quarterly educational breakfast meetings and publishes a quarterly newsletter.

### Virginia Labor Studies Center

The Virginia Labor Studies Center is committed to developing leadership for the improvement of labor-management relationships in the Commonwealth. The center endeavors to develop an improved public perception of labor-management relations and improve productivity through more advanced labor-management relations.

The planning and administering of its various outreach efforts are done through work with both the labor and management community as well as other interested organizations and individuals. The center assists both labor and management in developing research and education programs.

### Virginia Real Estate Center

The center provides information on current market trends to educators, real estate professionals, and the general public. The center conducts extensive research on land developing, real estate marketing and financing and home and business construction. It also publishes quarterly and annual reports summarizing its findings that are available to the public.

Finally, the center seeks innovative ideas of improving future real estate markets.

## Course Descriptions

### Courses in Accounting

**BUS 202 Accounting for Non-Business Majors.** Semester course; 3 lecture hours. 3 credits. A nontechnical introduction to the principles of financial and managerial accounting with emphasis on the use and interpretation of financial reports, managerial planning and control. The course is for the individual who seeks a basic knowledge of accounting and its uses. It is designed for the user of accounting information rather than the preparer. The course is open only to non-business students. This course cannot be substituted for BUS 203,204, or 205.

**BUS 203-204 Introduction to Accounting.** Continuous course; 3 lecture hours. 3-3 credits. Prerequisite: MAT 141 or equivalent. Theoretical and technical facets of financial and managerial accounting for business. Accumulation, analysis, interpretation, and uses of accounting information.

**BUS 205 Introductory Accounting Survey.** Semester course; 3 lecture hours. 3 credits. An accelerated course covering theoretical and technical facets of financial and managerial accounting for business. Accumulation, analysis, interpretation, and uses of accounting information. Restricted to students in the Post-Baccalaureate Certificate in accounting program. May not be counted toward any of the BS programs offered by the School of Business.

**BUS 303-304 Intermediate Accounting I and II.** Continuous course; 3 lecture hours. 3-3 credits. Prerequisites: BUS 160, 161, 162 or equivalent competency, BUS 204, and junior standing. Grade of "C" or higher in BUS 303 is required to take BUS 304. Theoretical standards and procedures for accumulating and reporting financial information about business. Classification, valuation, and timing involved in determination of income and asset/equity measurement.

**BUS 305 Tax Planning for Individuals.** Semester course; 3 lecture hours. 3 credits. Prerequisite: BUS 203. Not open to accounting majors. Credit will not be given for both this course and BUS 405. A general course in tax accounting concepts and procedures for students with a minimum of previous work in accounting. Emphasis is on aspects of taxation affecting the individual: federal and state income, estate, inheritance, gift, excise, and payroll taxes; fundamentals of tax planning.

**BUS 306 Cost Accounting.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 160, 161, 162 or equivalent competency, BUS 204, and junior standing. Cost accumulation for inventory pricing and income determination. Cost behavior concepts for planning and control. Job order and process cost systems, standard costs, budgets, and special topics in relevant costs for managerial decisions.

**BUS 307 Accounting Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 160, 161, 162 or equivalent competency, BUS 204, and junior standing. Examines design and evaluation of manual and computerized accounting information systems. Emphasis on the system of internal controls and the impact of computers on those controls.

**BUS 401 Governmental and Not-For-Profit Accounting.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 303-304, grade of "C" or higher in BUS 304, and junior standing. The role of accounting in the management of resources entrusted to government and nonprofit entities, including accounting and reporting standards. Accounting in municipalities and nonprofit entities such as hospitals, charitable and health organizations, and colleges and universities.

**BUS 404 Advanced Accounting.** Semester course; 3 lecture hours. 3 credits. Prerequisites: Grade of "C" or higher in BUS 304 and junior standing. Financial accounting for complex business relationships, including home office-branch accounting, business combinations, consolidated financial statements, partnerships, and governmental funds.

**BUS 405 Tax Accounting.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 161, 162 or equivalent competency, BUS 204, and junior standing. Income tax legislation and the concept of taxable income; federal income tax law applicable to individuals.

**BUS 406 Auditing.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 301, grade of "C" or higher in BUS 304 and 307, and junior standing. A study of the conceptual, theoretical, and practical procedures applicable to auditing – both external and internal. Primary emphasis is placed upon the theory of audit evidence; the objectives, techniques, and procedures for financial and operational audit reports.

**BUS 407 Advanced Auditing.** 3 lecture hours. 3 credits. Prerequisites: BUS 406 and junior standing. An in-depth analysis of advanced topics in auditing. Topics include statements on auditing standards, unaudited statements, advanced statistical sampling applications, and auditing in computer environments. Emphasis is given to preparing students for the auditing section of the CPA examination.

**BUS 410 Advanced Tax Accounting.** 3 lecture hours. 3 credits. Prerequisites: BUS 405 and junior standing. Complex tax problems of the trust, partnership, and corporation. Particular emphasis is given to tax planning.

**BUS 411 Accounting Opinions and Standards.** Semester course; 3 lecture hours. 3 credits. Prerequisites: Grade of "C" or higher in BUS 304 and junior standing. A technical course concerned with pronouncements of the public accounting profession. The course objective is to familiarize students with present and proposed accounting opinions and standards.

**BUS 481-482 Law for Accountants I and II.** Continuous course; 3 lecture hours. 3-3 credits. Prerequisite: Senior accounting major or permission of instructor. Provides detailed examination of laws that are of particular importance to accountants, along with ethical considerations and social and political influences. First semester: contracts, sales, agency, commercial paper, secured transactions, and bankruptcy. Second semester: security regulations, antitrust, partnerships, corporations, suretyship, insurance, wills, and trusts. Students may not receive degree credit for BUS 481-482 and for BUS 323-324.

**BUS 491 Topics in Business (Accounting Topic).** Semester course; variable credit. Maximum of three credits per course; maximum total of six credits for all topic courses. Prerequisite: Junior standing. An in-depth study of a selected business topic, to be announced in advance.

**BUS 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as a major in a business curriculum, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in-depth or contained in the regular curriculum.

**BUS 493 Internship.** Semester course; 3 credits. Prerequisites: Senior standing in the major offering the internship and permission of the department chair. Involves students in a meaningful experience in a setting appropriate to the major. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. At the option of the department, this grade may be graded on a pass/fail basis.

## Courses in Business Math and Statistics

**BUS 171 Mathematical Applications for Business.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 162 or basic spreadsheet knowledge and MAT 141 or equivalent. (Equivalency may be validated by a satisfactory score on the VCU Mathematics Placement Test.) Formulation and solution of problems using a spreadsheet and algebra, mathematics of finance, basic probability, creation of decision alternatives in the face of uncertainty. A spreadsheet will be used throughout as a calculation and graphing tool.

**BUS 212 Differential Calculus and Optimization for Business.** Semester course; 3 lecture hours. 3 credits. Prerequisite: BUS 171. Univariate and bivariate differential calculus and optimization of algebraic functions that model business phenomena. A spreadsheet will be used as a calculation tool.

**BUS 301-302 Business Statistics.** Continuous course; 3 lecture hours. 3-3 credits. Prerequisites: BUS 212. Statistical methods employed in

the collection and analysis of business and economic data and applications in decision-making. First semester: statistical thinking, concepts of variability, process studies, data collection, descriptive measures, probability, and introduction to statistical inference. Second semester: continuation of statistical inference, regression, and correlation analysis with emphasis on problem formulation and interpretation. Students may not receive degree credit for both BUS 301 and STA 210.

## Courses in Computer Software Packages

**BUS 160 Introduction to Windows/DOS-Based Operating Systems.** Five-week course; 1 lecture hour. 1 credit. Familiarizes students with basic computer terminology and concepts and introduces them to a microcomputer environment. Topics include the history of computers, an introduction to hardware and software, computer applications, and hands-on experience on a windows-based microcomputer system. This course requires no prior knowledge of computers, and it provides the necessary foundation for introductory computer programming and applications courses.

**BUS 161 Introduction to Microcomputer-Based Word Processing Packages.** Five-week course; 1 lecture hour. 1 credit. Prerequisites: BUS 160 or equivalent knowledge. Introduces students to fundamental use of microcomputer-based word processors. Topics include word wrap, indentation, font selection, point size, bolding, indenting, underlining, spacing, and block commands. The course will help students prepare documents and papers that other VCU course work may require. Students may not receive degree credit for both CSC 198 and BUS 161.

**BUS 162 Introduction to Microcomputer-Based Spreadsheet Packages.** Five-week course; 1 lecture hour. 1 credit. Prerequisite: BUS 160 or equivalent knowledge. Introduces students to fundamentals of spreadsheet processing on the microcomputer. Topics include the entering of text, numbers, and formulas, formatting, moving, copying, recalculation, graphing, retrieving, saving, and printing. The course will help students prepare financial analyses and products other VCU course work may require. Students may not receive degree credit for both CSC 198 and BUS 162.

**BUS 164 Introduction to the Internet.** Five-week course; 1 lecture hour. 1 credit. Introduces students to accessing and using the Internet. Students will be provided with a history of the Internet, the tools available, information on accessing the Internet from school and at home. World Wide Web browsers, ftp, e-mail, telnet, and other tools will be introduced.

**BUS 165 Intermediate Microcomputer-Based Spreadsheet Packages.** Five-week course; 1 lecture hour. 1 credit. Prerequisite: BUS 162 or equivalent. Familiarizes students with the creation and use of macros, menu building, and package building. Students are introduced to the use of database functions and the creation of tables from databases. This course is designed for those students with some prior experience with computer-based spreadsheet packages.

**BUS 166 Introduction to Microcomputer-Based Database Packages.** Five-week course; 1 lecture hour. 1 credit. Prerequisite: BUS 160 or equivalent knowledge. Provides hands-on experience with a selected popular database management package in the personal computer market.

**BUS 167 Introduction to Microcomputer-Based Statistical Packages.** Five-week course; 1 lecture hour. 1 credit. Prerequisite: BUS 160 or equivalent knowledge. Familiarizes students with the application of microcomputer-based statistical packages. The course includes hands-on experience using a set of raw data for analysis in support of business decisions and research.

**BUS 168 Introduction to Microcomputer-Based Presentation Packages.** Five-week course; 1 lecture hour. 1 credit. Prerequisite: BUS 160 or equivalent knowledge. Familiarizes students with the application of microcomputer-based presentation packages. The course will help students to prepare presentations and products other VCU course work may require.

## Courses in Economics

**ECO 101 Introduction to Political Economy.** Semester course; 3 lecture hours. 3 credits. Seminar on the development of critical thought and economic analysis of policy issues. Focus is on how policy choices affect society and the individual, the economic methodology that guides policy choices, and the institutional and political environments within which policy is derived. Issues cover a broad range of topics including environmental issues, tax policy, inflation expectations, unemployment, foreign trade, and the effectiveness of fiscal and monetary policies.

**ECO 203 Introduction to Economics.** Semester course; 3 lecture hours. 3 credits. A survey of economic principles, institutions, and problems. The course is designed to provide basic economic understanding for students who do not expect to major in economics or in the School of Business. (No degree credit for economics and business majors.)

**ECO 210-211 Principles of Economics.** Continuous course; 3 lecture hours. 3-3 credits. Prerequisite: MAT 001 or satisfactory score on the Mathematics Placement Test. A course designed to acquaint the student with a theoretical and practical understanding of the economic institutions and problems of the American economy. First semester: Microeconomics. Second semester: Macroeconomics.

**ECO 301 Microeconomic Theory. I** 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. Analysis of the principles that govern production, exchange, and consumption of goods and services. Topics include demand analysis, production and cost theory, price and output determination, theory of markets, and distribution theory.

**ECO 302 Macroeconomic Theory. II.** 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. A general survey of national income analysis and macroeconomic theory. Detailed study of public policies affecting price levels, employment, economic growth, and the balance of payments.

**ECO 303 Managerial Economics.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211, BUS 212 or MAT 200, and junior standing. Application of tools of economic analysis to allocation problems in profit and nonprofit organizations. Models for evaluating revenue, production, cost, and pricing will be presented. Emphasis on developing decision rules for turning data into information for solving problems.

**ECO 305 Public Finance - State and Local.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210, or ECO 203, and junior standing. An economic analysis of state and local government budgeting, revenue sources, and expenditures.

**ECO 306 Public Finance - Federal.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210, or ECO 203, and junior standing. An economic analysis of the fiscal decision process, revenue sources, and expenditures at the federal level.

**ECO 307 Money and Banking.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211, or ECO 203, and junior standing. A study of money, financial markets, and the financial structure with emphasis on commercial banks and the Federal Reserve System. Relationships between economic activity and money supply are introduced.

**ECO 313 Economics of Transportation.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210, or ECO 203, and junior standing. An economic analysis of the transportation industry with special emphasis on regulation, public policy, and urban transportation.

**ECO 315/AAS 315 Economic Development.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210, or ECO 203, and junior standing. Introduction to the process of economic development. Surveys development theory and experiences of underdeveloped countries of Africa, Asia, Latin America and the Caribbean, and of developed countries. Explores obstacles to development and policies and tools for stimulating economic development.

**ECO 321/USP 321 Urban Economics.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210, or ECO 203, and junior stand-

ing. An introduction to urban economics, with an emphasis on the economics of agglomeration and the role of externalities in the urban economy. Economic analysis of the provision of urban public services and urban public financing, especially in politically fragmented areas.

**ECO 325 Environmental Economics.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. The application of economic analysis to externalities such as air and water pollution, pesticide control, land use planning and other environmental issues. The role of cost/benefit analysis in the decision-making process is developed. Efficiency and equity issues are evaluated.

**ECO 329 International Economics. II.** 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. An analysis of economic and political influences on exports and imports, balance of payments, foreign investment, exchange rates, and international monetary systems.

**ECO 401 Introduction to Econometrics. I** 3 lecture hours. 3 credits. Prerequisites: ECO 210-211, BUS 301 or STA 210, and junior standing. Sources and uses of economic data; includes the application of statistical methods and regression analysis to time series and cross-section data to test hypotheses of micro- and macroeconomics.

**ECO 402 Business Cycles and Forecasting.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. An examination of repetitive variations in business activity. The measurement and analysis of economic fluctuations and how they affect the business environment. Stresses modern forecasting techniques.

**ECO 403 Introduction to Mathematical Economics.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 212 or MAT 200, ECO 210-211, and junior standing. The application of mathematical techniques to economic theory and economic models.

**ECO 419/HIS 333 History of Economic Thought.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. A survey of the ideas of major economic contributors to modern economic thought. Theories of value, growth, and distribution from the eighteenth through the twentieth centuries will be presented.

**ECO 421 Government and Business.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. The application of economic analysis to the behavior of business, industry, and government regulation. Topics include the causes and exercise of monopoly power, antitrust enforcement, public utilities, and industry studies.

**ECO 431 Labor Economics. II.** 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 and junior standing. Analysis of labor markets and institutions to gain an understanding of the process of wage and employment determination. Both historic and current topics are included.

**ECO 489 Senior Seminar in Economics. II.** 3 lecture hours. 3 credits. Prerequisites: ECO 301 and 302 or permission of instructor. Papers on current research of enrolled students, faculty, and guests. Analysis of economic theory and problems on advanced-level.

**ECO 491 Topics in Economics.** Semester course; variable credit. Maximum of three credits per topics course; maximum total of six credits for all topics courses. Prerequisite: Junior standing. An in-depth study of a selected economic topic, to be announced in advance.

**ECO 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as an economics major, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in depth or contained in the regular curriculum.

**ECO 493 Internship in Economics.** Semester course; The student is expected to work at the site 15-20 hours per week. 3 credits. Prerequisites: Junior standing; a minimum of 3.0 GPA in economics courses; at least 15 economics credits; and permission of the department chair. Intention to enroll must be indicated to the instructor prior to or during registration for semester of credit. The internship is

designed to give students practical experience in an appropriate supervised environment in the public or private sector.

## Courses in Finance and Insurance/Risk Management

**BUS 311 Financial Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 204 (or BUS 202 for non-business majors) and junior standing. Pre or corequisite: BUS 301. Principles of optimal financial policy in the procurement and management of wealth by profit-seeking enterprises; the application of theory to financial decisions involving cash flow, capital structure, and capital budgeting.

**BUS 312 Intermediate Financial Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 302, BUS 311, and junior standing. Advanced topics in financial management with emphasis on the theoretical bases for the valuation of the firm.

**BUS 313 Financial Management for Small Business.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 311 and junior standing. This course emphasizes financial management needs for entrepreneurs or persons who expect to be employed in closely held corporations.

**BUS 314 Investments.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 301 and BUS 311, or permission of chair, and junior standing. An analysis of the market for long-term corporate securities. Emphasis is given to the valuation of bonds, common stocks, options, and convertible securities and portfolio concepts. Designed to provide an understanding of the functioning of an efficient market.

**BUS 315 Personal Financial Planning.** Semester course; 3 lecture hours. 3 credits. Designed to assist households and those providing financial services and advice to households in making complex financial decisions. Units include income and expenditure, credit, borrowing, banking, savings, insurance, home buying, investment, and estate planning.

**BUS 330 Regulatory Aspects of Safety and Risk Control.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Examines political, scientific and social concepts of risk that influence the regulation of certain societal hazards and threats. Includes a survey of federal and state laws, regulations and standards that impact upon employment, the environment, industrial security, consumer protection, and occupational safety and health.

**BUS 332 System Safety.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Addresses the concepts and practices of system safety; included are basic system concepts, application of system safety techniques, qualitative and quantitative applications such as fault-free, failure-mode-and-effects, MORT, and cost-benefit analyses.

**BUS 333 Risk and Insurance.** Semester course; 3 lecture hours. 3 credits. Nature of risk; insurance and other risk handling methods; insurance as an institution; examination of basic life, health, property, and liability principles and coverages.

**BUS 334 Incident Investigation and Analysis.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Reviews various conceptual and analytical models used in accident/incident investigation strategies and reporting systems, report formats, data collection methods, causal inferences, problem identification, and data analysis; in-depth case studies and epidemiological reviews of recent events will be emphasized.

**BUS 335 Hazardous Materials Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: CHE 103, CHE L103, and junior standing. A survey of the nature and characteristics of hazardous materials; covers control technologies, transportation and storage methods, compatibility of multiple materials, waste disposal, and the protection of personnel; emphasis given to federal and state hazard communication and right-to-know legislation and trends.

**BUS 413 Comparative Financial Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 311 and junior standing. An analysis of the structure and functioning of financial systems in different parts of the world. Emphasis is on the evolution of such systems in

relation to the U.S. financial system. Different regions of the world may be studied in different semesters.

**BUS 414 Security Analysis and Portfolio Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 302, BUS 314, and junior standing. A detailed analysis of stocks and bonds as well as options and futures. Emphasis is on models for portfolio selection, revision, and performance evaluation.

**BUS 416 International Financial Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 311 and junior standing. Financial management of business in an international environment. Emphasis on tools and techniques to prepare financial managers of multinational firms to effectively respond to the challenges of the international environment.

**BUS 417 Cases in Financial Management.** 3 lecture hours. 3 credits. Prerequisites: BUS 311 and junior standing. Cases involving financial decisions for various forms of business enterprises.

**BUS 424 Property and Liability Insurance.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 333, or permission of instructor, and junior standing. Property and liability risk identification and measurement. Major commercial line coverages including fire, marine, automobile, general liability, worker's compensation, fidelity, and surety bonds.

**BUS 426 Life and Health Insurance.** 3 lecture hours. 3 credits. Prerequisite: Junior standing. The function, nature, and uses of life and health insurance and annuities; operational aspects of life insurance companies. Full-time students who pass this course can receive credit for the CLU HS323 examination from the American College. See instructor for details.

**BUS 428 Employee Benefit Planning.** Semester course; 3 lecture hours. 3 credits. Management of group life, health, disability, and retirement plans. New developments in employee benefits, plan design, administration, cost, funding, regulation, and tax considerations.

**BUS 430 Social Insurance.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Societal and individual financial problems encountered as the result of disability, unemployment, aging, and death. Insurance solutions through governmental and private techniques.

**BUS 432 Insurance Law.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. The legal concepts and doctrines applicable to insurance. Fundamental legal aspects of life, health, property, and liability insurance.

**BUS 437 Funds Management in Financial Institutions.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 311 and junior standing. Funds management techniques for selected financial institutions including investment companies (mutual funds), life and casualty insurers, savings and loans, mutual savings banks, commercial banks, pension funds.

**BUS 444 Occupational Safety, Health, and Security.** Semester course; 3 lecture hours. 3 credits. Covers the principles and practices, and regulatory dimensions of occupational safety, health, and security. Causes of workplace health hazard exposures, accidents, and domestic and international industrial violence are studied with an emphasis on prevention. Characteristics of effective occupational safety, health, and workplace security programs are studied to facilitate understanding and application in the workplace.

**BUS 455 Options, Futures, and Swaps.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 312, or 314, and junior standing. Analysis and valuation of speculative securities and markets, including options, futures, and swaps with emphasis on their use for hedging and speculative purposes. Major valuation models and term structure models are discussed with applications to problems in finance considered.

**BUS 491 Topics in Business (Finance Topic).** Semester course; variable credit. Maximum of three credits per course; maximum total of six credits for all topic courses. Prerequisite: Junior standing. An in-depth study of a selected business topic, to be announced in advance.

**BUS 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as a major in a business curriculum, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in-depth or contained in the regular curriculum.

**BUS 493 Internship.** Semester course; 3 credits. Prerequisites: Senior standing in the major offering the internship and permission of the department chair. Involves students in a meaningful experience in a setting appropriate to the major. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. At the option of the department, this grade may be graded on a pass/fail basis.

## Courses in General Business

**BUS 121 The Business Environment.** Semester course; 3 lecture hours. 3 credits. Concepts and issues in contemporary business. (Not open to juniors and seniors in the School of Business.)

**BUS 291 Topics in Business.** Variable credit. Maximum of three credits per topic. Prerequisite: Permission of instructor. An in-depth study of selected business topics. The election to use the pass/fail grading option is at the discretion of the offering department.

## Courses in Information Systems

**BUS 258 Visual Basic Programming.** Semester course; 3 lecture hours. 3 credits. Prerequisite: BUS 160 or equivalent. Introduces students to Visual Basic programming in the Windows environment. Concepts of structured and Object Oriented programming are introduced.

**BUS 358 Structured and Object Programming.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 258 or equivalent. Pre or corequisite: BUS 362. Introduction to computer programming using C++ language, including classes and data types, logic constructs, file operations, object building, algorithms and program development, and program testing.

**BUS 359 Advanced Structured and Object Programming.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 358 and junior standing. An advanced programming course using C++, giving special attention to techniques for program and object design and the evaluation and selection of data structures and algorithms using the standard template library.

**BUS 360 Business Information Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 160, BUS 161, BUS 162, or equivalent knowledge and sophomore standing. Provides an understanding of the importance of computer-based information in the success of the firm. Emphasis is on the role of information systems within each of the functional areas of business. Major concepts include data management, decision support, and management information systems.

**BUS 361 Systems Analysis and Design.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 360 and junior standing. Examines the concepts, tools, and techniques used to develop and support computer-based information systems. Systems planning, analysis, design, and implementation are covered. Behavioral and model building aspects of systems development are emphasized throughout.

**BUS 362 Computer Hardware and Software.** Semester course; 3 lecture hours. 3 credits. Pre or corequisite: BUS 258 or equivalent. Principles of computer hardware and software architecture, organization, and operation. Basic concepts are introduced via assembly language programming.

**BUS 363 COBOL Programming.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 258, or BUS 358 or equivalent, or permission of instructor, and junior standing. Introduction to the basic concepts of computer program design using the COBOL programming language, including data structures, fundamental operations on data structures, and algorithmic structures.

**BUS 366 Computerware Analysis.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 362 and junior standing. Surveys the performance characteristics of representative computer and related software systems, of communications systems, and of peripheral equipment that may be considered in systems design and for installation planning.

**BUS 461 Information Systems Planning.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 358, BUS 361, and junior standing. Concentrated study of planning methods and techniques required for defining, planning, integrating and implementing information technology projects consistent with the organizational strategic plan and mission.

**BUS 462 Windows Programming in C++.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 359, BUS 361, and junior standing. Focuses on using the Microsoft Foundation Classes to develop Windows object-oriented applications. Addresses the relationship between these classes and the Windows 32-bit API. Message handling, multi-threaded programming, serialization, the component object model, and ActiveX components are also covered.

**BUS 463 Reengineering Technology in Organizations.** Semester course; 3 lecture hours. 3 credits. Pre or corequisites: BUS 461, permission of the instructor, and junior standing. A survey of legacy system reengineering technologies in which the student becomes familiar with a variety of tools used in practice and has the opportunity to develop applications using these tools under supervision. Selection of technologies is determined each semester.

**BUS 464 Database Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 358, BUS 361, and junior standing. Designed to prepare students for development of systems involving databases and database management.

**BUS 465 Projects in Information Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 361, BUS 464, and junior standing. The student's behavioral and technical skills developed in BUS 361 and BUS 464 are challenged by participating in a team systems development project. Appropriate computer assisted software engineering (CASE) tools are used throughout the project, from requirement specification to implementation and testing.

**BUS 466 Applications Programming.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 363 and junior standing. Covers development of typical data processing programs in COBOL. Includes job control language, debugging, random access files, and other subjects necessary for the implementation of applications programs.

**BUS 467 Distributed Data Processing and Telecommunications.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 358, 361, 362, and 470 or equivalent, and junior standing. Technology and concepts of telecommunications and distributed processing including managerial concerns and interests, hardware, systems design, and operation factors.

**BUS 468 Information Engineering.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 461, BUS 463 and junior standing. A study of information engineering as a model-based, data-centric approach to integrating organizational strategic planning with enterprise information systems development. Involves readings, group discussion, and case studies.

**BUS 469 Information and Decision Systems in Organizations.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 464 or permission of instructor, and junior standing. The ways in which information and decision system technologies affect the management of complex organizations. Emphasis on the impact of computer-aided decision and control processes on planning, financial, production, marketing, and other subsystems.

**BUS 470 Local Area Networks.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 361, BUS 362, or permission of the instructor, and junior standing. Provides an introduction into design, implementation, and management of Local Area Networks (LAN's) and the integration of LAN's into wide-area corporate enterprise networks. A case-study orientation is used throughout to emphasize design options in practical situations.

**BUS 491 Topics in Business (Information Systems Topic).** Semester course; variable credit. Maximum of three credits per course; maximum total of six credits for all topic courses. Prerequisite: Junior standing. An in-depth study of a selected business topic, to be announced in advance.

**BUS 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as a major in a business curriculum, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in-depth or contained in the regular curriculum.

**BUS 493 Internship.** Semester course; 3 credits. Prerequisites: Senior standing in the major offering the internship and permission of the department chair. Involves students in a meaningful experience in a setting appropriate to the major. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. At the option of the department, this grade may be graded on a pass/fail basis.

## Courses in Law

**BUS 323 Legal Environment of Business.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Basic legal concepts applicable to business, including the legal aspects of operating a business, contracts, employment relationships, sales, bailments, and commercial paper, along with ethical considerations and social and political influences. Students may not receive degree credit for both BUS 323 and BUS 481.

**BUS 324 Legal Aspects of the Management Process.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 323, or permission of instructor, and junior standing. Legal aspects of partnerships and corporations; management rights, powers, and responsibilities. Students may not receive degree credit for both BUS 324 and BUS 482.

**BUS 326 Real Estate Law.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 323, or equivalent, or permission of instructor, and junior standing. Legal fundamentals of real estate including contracts, concepts of title, title examination, easements, conveyances, liens, and recording statutes.

**BUS 350 Tort Law.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Basic concepts of tort law with emphasis on intentional torts, negligence, causation, proximate cause, strict liability, nuisance, tortious interference with contract rights, misrepresentation, defamation, and privacy.

**BUS 427 Labor and Employment Relations Law.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 323, or permission of instructor, and junior standing. A survey of legislation and court and administrative body decisions affecting the employer/employee relationship.

**BUS 432 Insurance Law.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. The legal concepts and doctrines applicable to insurance. Fundamental legal aspects of life, health, property, and liability insurance.

**BUS 481-482 Law for Accountants I and II.** Continuous course; 3 lecture hours. 3-3 credits. Prerequisite: Senior accounting major or permission of instructor. Provides detailed examination of laws that are of particular importance to accountants, along with ethical considerations and social and political influences. First semester: contracts, sales, agency, commercial paper, secured transactions, and bankruptcy. Second semester: security regulations, antitrust, partnerships, corporations, suretyship, insurance, wills, and trusts. Students may not receive degree credit for BUS 481-482 and for BUS 323-324.

## Courses in Management

**(Including entrepreneurship, general, human resource, and production/operations)**

**BUS 319 Organizational Behavior.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Introduction to the determi-

nants and consequences of human behavior and task performance in an organizational setting. Topics include motivation, job design, group development, organizational design, communication, leadership, and change.

**BUS 320 Production/Operations Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 301, BUS 319, and junior standing. Discipline of management and the management process within the operations of an organization. Planning and controlling of operations through decision analysis, forecasting, aggregate planning, inventory management, and quality management.

**BUS 325 Organizational Communication.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ENG 101-200 and junior standing. A study of writing for interpersonal, group, and organizational communication, including the preparation of standard business documents.

**BUS 327/ENG 327 Business and Technical Report Writing.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Development of critical writing skills used in business, science, technology, and government, including instructions, descriptions, process explanations, reports, manuals, and proposals. The course will include such topics as communication theory, technical style, illustrations, formats for proposals, reports, and manuals.

**BUS 329 Introduction to Intercultural Communication.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. An introduction to the basic concepts, principles, and skills for improving verbal and nonverbal communication with persons from different cultures. Using a cultural general approach, topics discussed include the concept of culture, barriers to intercultural communication, verbal communication process, and nonverbal communication aspects. Appropriate for business and non-business majors.

**BUS 331 Human Resource Management.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Basic problems of employment, selection, and placement; employee rating systems of a diverse workforce, and management of diversity through recognition of employee uniqueness and positive contributions of various cultures to the organization culture; wage levels and methods; job studies and descriptions; training methods and programs.

**BUS 339 Management Science.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 301 and junior standing. Concepts and techniques of management science as they apply to solving business problems, with a focus on applications. Includes linear programming, transportation method, PERT/CPM, queuing models, and simulation.

**BUS 346 Technical Systems for Staff and Management.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Study of office automation systems that enhance the productivity of employees at all levels: managerial, professional/technical, and administrative services. Interrelatedness and integration of word, data, voice, and image processing for managing and channeling information are emphasized. Key concepts related to the interaction of people, processes, and technologies are examined.

**BUS 385 Production/Operations Management II.** Semester course; 3 lecture hours. 3 credits. Pre or corequisites: BUS 320 or permission of the instructor, and junior standing. Analyzes operations in organizations through consideration of product and process design, location, layout, job design, work measurement, productivity, scheduling, and maintenance.

**BUS 386 Logistics and Physical Distribution.** Semester course; 3 lecture hours. 3 credits. Pre or corequisites: BUS 320 or permission of the instructor, and junior standing. Introduction to the logistics function and its analysis. Topics include the logistics environment, facility design and location, production scheduling, transportation and distribution analysis. Emphasis is on decision analysis and its management implications.

**BUS 418 International Management. II.** 3 lecture hours. 3 credits. Prerequisite: Junior standing. Management attitudes and concepts of other nations, cultures, or geographic regions compared with the United States.

**BUS 419 Managing Dynamic Organizations.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 320 and junior standing. The application of macro organization theory to organization design. The design of structure and process to improve effectiveness. Relationships between technology and structure; strategy and environment; power and politics; culture and organization; and growth, decline, and revival.

**BUS 420 Seminar in Industrial Relations.** 3 lecture hours. 3 credits. Prerequisites: BUS 331, or permission of instructor, and junior standing. Managerial decision-making in labor management relationships; the collective bargaining process and the administration of labor agreements; the impact of public policy and labor legislation.

**BUS 421 Small Business Management.** Semester course; 3 lecture hours. 3 credits. The importance, problems, and requirements of small businesses; establishing policies for prices, promotion, control, and credit; regulations, taxes, records, and record keeping.

**BUS 422 Managing the Family Firm.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 421 or permission of instructor, and junior standing. Students are expected to develop specific strategies and approaches to enhance the effectiveness of the family firm. Designed for members of family firms as well as those who will be working in or providing goods or services for family enterprises. Topics include succession strategies; management and strategic planning; ownership issues; taxes—transfer, gift, and estate; professionalizing the family firm; boards of directors in the family firm, family business growth, psychological issues, change and conflict in the family business; family relations; women in the family firm; the younger generation; consulting and education for family business; family business in society; global and ethnicity issues in family business; culture and values.

**BUS 427 Labor and Employment Relations Law.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 323, or permission of instructor, and junior standing. A survey of legislation and court and administrative body decisions affecting the employer/employee relationship.

**BUS 428 Employee Benefit Planning.** Semester course; 3 lecture hours. 3 credits. Management of group life, health, disability, and retirement plans. New developments in employee benefits, plan design, administration, cost, funding, regulation, and tax considerations.

**BUS 433 Compensation Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 331 and junior standing. The methods and techniques of obtaining job descriptions, job characteristics and measuring scales, job rating, and the awarding of wage increments.

**BUS 434 Strategic Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: Senior standing in a School of Business major and completion of all School of Business core courses. Integrative course to analyze policy issues at the overall management-level, involving functional areas such as production, finance, and marketing, in context with the economic, political, and social environment.

**BUS 435 Strategic Human Resource Management.** 3 lecture hours. 3 credits. Prerequisites: BUS 331, or permission of instructor, and junior standing. A critical study of selected problems in human resource management.

**BUS 436 New Venture Initiation.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 421, or permission of instructor, and junior standing. Students engage in the development of a comprehensive business plan. Various strategies for success are explored and factors in entrepreneurial competency are discussed.

**BUS 439 Quality I.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 301, or STA 212 and permission of instructor, and junior standing. Quality concepts and tools with a focus on the use of statistical thinking in leading organizations; collection and use of data to direct actions for improvement; introduction to analytic studies; the role of process stability; statistical tools for assessing stability and improving processes.

**BUS 440 Forecasting Methods and Process.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 302, or equivalent, and junior

standing. An application-oriented presentation of forecasting process and forecasting methods to support planning and decision making. Statistical forecasting methods are emphasized, including exponential smoothing, decomposition, and regression. Also includes experience with computer software.

**BUS 441 Production Planning and Control Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 320, BUS 339, and junior standing. Production planning and control systems, focusing on manufacturing firms. Topics covered include forecasting, statistical inventory control, material requirements planning, and aggregate production planning.

**BUS 446 International Human Resource Management.** Semester course; 3 lecture hours. 3 credits. Prerequisite: BUS 331. Covers the application of human resource management activities in an international environment. Similarities and differences in domestic methods are highlighted to aid understanding. Contemporary practices in the selection, development, compensation, and maintenance of expatriates, impatriates, repatriates, host country nationals, and third-country nationals are studied. Regulatory and cultural dimensions of countries are examined.

**BUS 447 Human Resource Information Systems.** Semester course; 3 lecture hours. 3 credits. Prerequisite: BUS 331 and BUS 360 or permission of instructor. Covers contemporary human resource information software used in the primary activities of human resource management involving recruitment, selection, performance appraisal, employee benefits, pay administration, safety and health, human resource development, job analysis, human resource planning, and job structuring. Emphasis is on introducing the software and practical application through hands-on experience in the computer laboratory.

**BUS 483 Purchasing and Materials Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 320, or permission of the instructor, and junior standing. An application oriented course dealing with effective management of the supply function in an organization. Current management trends toward world class competitiveness, elimination of waste, total quality (in purchasing management), MRP, and reverse marketing are among the topics covered in this course.

**BUS 489 Managerial Applications and Skills Development.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 319-320 and senior standing or permission of instructor. Application, testing, and critical analysis of management theories, concepts, and skills. Team building and organizational culture assessment.

**BUS 491 Topics in Business (Management Topic).** Semester course; variable credit. Maximum of three credits per course; maximum total of six credits for all topic courses. Prerequisite: Junior standing. An in-depth study of a selected business topic, to be announced in advance.

**BUS 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as a major in a business curriculum, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in-depth or contained in the regular curriculum.

**BUS 493 Internship.** Semester course; 3 credits. Prerequisites: Senior standing in the major offering the internship and permission of the department chair. Involves students in a meaningful experience in a setting appropriate to the major. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. At the option of the department, this grade may be graded on a pass/fail basis.

## Courses in Marketing

**BUS 308 Introduction to Marketing.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211 (or ECO 203 for non-business majors) and junior standing. An introduction to the activities involving the exchange of goods, services, and ideas for the satisfaction

of human wants. Marketing is examined as it relates to the other functions of the organization, to consumers, and to society.

**BUS 310 Information for Marketing Decisions.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 301, BUS 308, and junior standing. Students receive an overview of the marketing research process. The course includes coverage of primary research, secondary data sources, and marketing information systems. Students learn to apply research findings to marketing decisions.

**BUS 371 Integrated Marketing Communications.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 308, or permission of chair, and junior standing. Overviews the various steps in the development of an integrated marketing communications program, including advertising, public relations, sales promotion, personal selling and direct marketing. Special emphasis is placed on the role of new technologies and interactive media in this context.

**BUS 372 Product Development and Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: ECO 210-211, BUS 308, and junior standing. Study of price theory and policy relevant to goods and services. Introduction to basic product strategy, focusing on new product development, management of existing products, and elimination of marginal offerings. Various concepts will be addressed including product differentiation, the product life cycle, product design packaging, branding, positioning, and related concepts.

**BUS 373 Buyer Behavior.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 308 and junior standing; PSY 101 and SOC 101 recommended. Study of the relevant psychological, sociological, and anthropological variables that shape buyers' activities and motivations in household and organizational decision making. Throughout the course, students consider the issue of why consumers behave as they do in the marketplace and the nature of their choices as individual, family, and institutional buyers.

**BUS 376 Dynamics of Retail Management.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 308 and junior standing. A comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment. Students learn to evaluate retail firms and to identify their strengths and weaknesses.

**BUS 378 International Marketing.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 308, or permission of chair, and junior standing. This course is designed to orient students toward global marketing and to develop an understanding of the differences among foreign marketing environments. Subject areas emphasized are the differences and similarities between domestic and international marketing and changes in the international marketing environment. This course also introduces students to international marketing policies.

**BUS 474 Personal Selling and Sales Management.** Semester course; 3 lecture hours. 3 credits. Prerequisite: BUS 308. Restricted to senior-level business majors or to students having permission of the department chair. Examines the fundamental nature of personal selling in the promotion mix, including the sales process and the techniques used in performing the selling function. Explains the diverse decisions and the activities necessary to manage the outside sales force efficiently and effectively to achieve the organization's overall goals.

**BUS 475 Services Marketing.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 308 or permission of the instructor, and junior standing. Students develop both a theoretical and practical understanding of "the service product," including the role of customer service in retail and industrial settings. Students learn techniques for analyzing and improving service system design. Students develop an understanding of "quality" as it relates to service products, and they exercise a number of approaches for assessing and improving perceived service quality.

**BUS 476 Marketing Management.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Restricted to senior-level marketing majors who have completed a minimum of 15 credits of marketing courses (in addition to BUS 308). A case course requiring the senior marketing student to apply his or her knowledge to the solving of marketing managerial problems.

**BUS 478 International Marketing Strategy.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 308, or permission of the department chair, and junior standing. This course offers students the opportunity for an in-depth study of marketing strategy in a particular region of the world. Reference will be made to the trade problems experienced by U.S. companies exporting to and importing from the region. Recent changes in the international business environment will also be discussed.

**BUS 491 Topics in Business (Marketing Topic).** Semester course; variable credit. Maximum of three credits per course; maximum total of six credits for all topic courses. Prerequisite: Junior standing. An in-depth study of a selected business topic, to be announced in advance.

**BUS 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as a major in a business curriculum, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in-depth or contained in the regular curriculum.

**BUS 493 Internship.** Semester course; 3 credits. Prerequisites: Senior standing in the major offering the internship and permission of the department chair. Involves students in a meaningful experience in a setting appropriate to the major. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. At the option of the department, this grade may be graded on a pass/fail basis.

## Courses in Real Estate

**BUS 316 Principles of Real Estate.** Semester course; 3 lecture hours. 3 credits. Principles and practices of real estate development, financing, brokerage, appraisal, legal instruments, and governmental land use influences.

**BUS 317 Real Property Management.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Real property economics and planning, marketing, and management of leased properties.

**BUS 318 Real Estate Negotiating.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Introduces principles and techniques of negotiating in the marketing and financing of real estate.

**BUS 326 Real Estate Law.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 323, or equivalent, or permission of instructor, and junior standing. Legal fundamentals of real estate including contracts, concepts of title, title examination, easements, conveyances, liens, and recording statutes.

**BUS 423 Real Estate Brokerage.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Considers administrative principles and practices of real estate brokerage, financial control and marketing of real property.

**BUS 425 Real Estate Appraisal.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing or permission of Associate Dean for Undergraduate Studies. Designed for persons who have completed a course in principles of real estate or its equivalent, or have experience in the real estate field. Topics include neighborhood and site analysis using cost, market, and income approaches.

**BUS 429 Real Estate Finance.** Semester course; 3 lecture hours. 3 credits. Prerequisite: Junior standing. Instruments, techniques, and institutions of real estate finance; the mortgage market; financing process; mortgage risk analysis; creative financing; emphasis on policies and procedures used in financing residential and commercial properties.

**BUS 431 Advanced Real Estate Appraisal.** Semester course; 3 lecture hours. 3 credits. Prerequisites: BUS 425 and junior standing or permission of Associate Dean for Undergraduate Studies. Provides a comprehensive study of the principles and concepts underlying the income approach to investment property appraisal and the mathematics of yield capitalization.

**BUS 491 Topics in Business (Real Estate Topic).** Semester course; variable credit. Maximum of three credits per course; maximum total of six credits for all topic courses. Prerequisite: Junior standing. An in-depth study of a selected business topic, to be announced in advance.

**BUS 492 Independent Study.** Semester course; 1-3 credits. Maximum total of three credits. Prerequisites: Junior or senior standing as a major in a business curriculum, approval of adviser and department chair prior to registration. Intensive study under supervision of a faculty member in an area not covered in-depth or contained in the regular curriculum.

**BUS 493 Internship.** Semester course; 3 credits. Prerequisites: Senior standing in the major offering the internship and permission of the department chair. Involves students in a meaningful experience in a setting appropriate to the major. Intention to enroll must be indicated to the instructor prior to or during advance registration for semester of credit. At the option of the department, this grade may be graded on a pass/fail basis.