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Foster College of Business Administration

All programs offered by the Foster College of Business Administration, Bradley University, are accredited by the AACSB International: The Association to Advance Collegiate Schools of Business.

Mission and Objectives

The Foster College of Business Administration is dedicated to teaching and learning. We prepare undergraduate and graduate students to meet the demands of a competitive business world and help executives and professionals to be outstanding leaders. Our commitment to excellence is demonstrated by:

- Business and Accounting programs that are accredited by AACSB International;
- Superior teaching and a dedication to scholarly research.
- Highly motivated students actively engaged in the learning process and prepared to meet the ethical challenges of the modern workplace;
- Rigorous academic programs enabled by technology and enriched by a set of global opportunities;
- Collaboration, teamwork, and a broad range of learning experiences that transform students' talents into the qualities needed for success;
- Business outreach that contributes to economic and social well being and that supports the learning and development needs of the business community.

Our mission derives from the faculty's sense of shared values and expectations, and is manifested in our objectives:

- To develop students who communicate effectively;
- To develop students who understand the business functions of organizations;
- To develop students who appreciate the theoretical bases of knowledge and apply their knowledge in diverse situations;
- To develop students who understand the behaviors of individuals, groups, and organizations;
- To develop students who understand the impact of ethnic and cultural diversity in the workplace;
- To develop students who have an appreciation for environmental and technological issues;
- To develop students who understand the influence of political, social, legal and regulatory issues;

- To develop students who are aware of their need for life-long learning;
- To develop students who understand the dynamic, global economic forces affecting all organizations;
- To provide students with opportunities for career-oriented experiences that will be valuable to them as they seek employment;
- To provide students with a high-quality general education program which forms the basis for all professional education;
- To stimulate and maintain an active program of scholarly activities including basic scholarship and instructional development, but primarily focused on applied scholarship among faculty and selected students in the functional disciplines of business and economics and to share the findings from this research with business, government, not-for-profit, and academic communities in a mutually reinforcing exchange;
- To maintain an interactive and cooperative relationship with other units of the University by:
 - (a) serving on University-wide committees;
 - (b) participating in interdisciplinary undergraduate and graduate programs where appropriate; and
 - (c) providing and utilizing service courses and programs within resource constraints;
- To provide an environment of continuous, meaningful interaction with business, government, and not-for-profit organizations through training and professional development programs, consulting services, research, and general participation in community affairs and professional organizations; and
- To maintain and continue to develop an environment of meaningful interactions for College alumni through organized alumni associations and meetings.

Courses and Curricula

The courses and curricula of the Foster College of Business Administration are derived from the mission and objectives of the College. There are three categories of courses that enable the College to fulfill its mission: general education courses, College core courses, and courses in the major areas offered by the College.

We believe that a general education is critical for prepar-

ing students for business careers, and so business majors must participate in general education requirements. These requirements serve a number of purposes, among which are:

- To explore fundamental issues of human existence, and to help develop personal values.
- To provide an insight into the nature of intrapersonal and interpersonal relationships.
- To enhance the students' creative and analytical capabilities.
- To develop the ability to communicate effectively.
- To develop an appreciation for diverse cultures and peoples.
- To ensure that students appreciate the importance of science and technology.
- To elucidate the development, role, and nature of business, government, and other societal institutions.

Fifty percent of the hours required for graduation must be taken outside the Foster College of Business Administration.

The second part of the curriculum is the common core of business courses required of all Foster College of Business Administration graduates. This core provides an understanding of the dynamics of the firm, introduces students to the business functions of organizations, develops an understanding of how business and society interact, and gives a view of policy-making in firms. The core curriculum strives to be integrative and stresses the dynamic interaction of the areas and functions of firms. The core curriculum, along with general education courses, helps to develop the analytical skills business professionals must have.

The third category of courses is derived from the College's mission and objectives and consists of courses in the student's major. Majors are offered in accounting, actuarial science-business, economics, finance, international business, management, management information systems, and marketing. Courses in the major help develop the abilities and skills necessary in entry-level jobs. These courses strive to provide a background that allows for maximum professional growth in whatever profession the student chooses.

Students who choose to double major in the Foster College of Business Administration must complete requirements for both majors and must have at least 18 unique hours in courses not used to fulfill the requirements of their first major. Students should consult their academic advisor.

Because knowledge, organizations, and societies are dynamic, the College stresses adaptability and flexibility. Students should anticipate that courses in the core curriculum and in the major will change and evolve as circumstances warrant.

There are a number of areas that are so important they are interwoven throughout the curriculum of the College. These areas include computer use, business ethics, international business, and an appreciation of the importance of diversity in the workplace. These areas are covered in a

number of courses in the core curriculum and in courses in the various major areas.

Study in business, although highly structured, does allow for elective courses. All students in the College are assigned a faculty advisor. The advisor should be consulted regularly so that a coherent course of study may be developed.

The College also offers graduate study leading to the degree of Master of Business Administration (M.B.A.) and the M.S. in accounting.

Admissions and Transfer Requirements

1. Students interested in applying for admission to the Foster College of Business Administration must contact the Office of Undergraduate Admissions at Bradley University. All students must meet the university entrance requirements to be admitted to the college.
2. Students currently registered at Bradley University who are interested in declaring a major or minor in business need to contact the assistant to the dean.
3. Freshmen and transfer students who elect the AEP Program or a major in another college may change into the Foster College of Business Administration during their first year if they have met the entrance requirements of the College at the time of their admission to the University. Freshmen and transfer students who did not meet the Foster College of Business Administration admission requirements at the time of their entry into the University may change into the College after completing a minimum of 12 credit hours, earning a cumulative GPA of 2.00 and earning a 2.00 GPA in courses taken in the Foster College of Business Administration. Students must also meet specific departmental entrance requirements.
4. Students who are transferring from an AACSB-accredited school may transfer upper-level business courses for credit.
5. Junior/senior-level business core courses or courses required in a business major, taken on the freshman or sophomore level at another institution, will not transfer into the Foster College of Business Administration.
6. Business courses transferred from other institutions with the grade of "D" will not be accepted by the Foster College of Business Administration.
7. The legal environment of business and international business degree requirements may be satisfied by transfer students who have completed a legal environment or international business course at a college or university that is not AACSB accredited provided that the course has been approved for transfer credit by the Foster College of Business Administration. Once a student is enrolled at Bradley University, these courses may only be transferred to the Foster College of Business Administration from AACSB-accredited schools.
8. Approval For Off-Campus or Correspondence Study: Students electing to take courses at another accredited

institution to apply toward credit to meet graduation requirements assume the responsibility for the transferability of the credit. Students must get pre-approval from their department chair and dean of the college before enrolling in a course to be taken at another school. The student is also responsible for requesting an official transcript be sent to the Registrar's Office once the course is completed.

Permission will be given to take junior/senior business or economics courses only at AACSB-accredited schools.

The appropriate form may be obtained in the Office of Undergraduate and Graduate Programs of the Foster College of Business Administration.

Graduation Requirements

A. Curriculum Requirements

Students who maintain continuous enrollment and who complete work toward the baccalaureate degree within five years from the date of entry may graduate under either the catalog in effect at the time of entrance or under the catalog in effect at the time of graduation. A change in major could mean meeting new requirements in force at the time of the change as a condition for acceptance into that major. Students whose work has been interrupted for one or more semesters may be held to requirements in effect at the time of their re-enrollment.

1. University Requirements

a. General Education

a1. Mathematics – MTH 115, Brief Calculus with Applications I. The courses offered by Bradley that will satisfy the Foster College of Business Administration mathematics requirements are:

1. MTH 115, Brief Calculus with Applications I, or
2. MTH 121, Calculus I.

The second option, MTH 121, is slightly more rigorous, and should be selected by students with a strong background in math who are planning a career in one of the more quantitative areas of business or future graduate study.

Math Placement – The specific math course sequence that must be taken by a student is determined on an individual basis. The program presented here is designed to accommodate the typical student; others will be advised of appropriate alternatives by their advisor. A student's previous mathematical experience and performance on proficiency exams are used to establish an appropriate sequence. If a student has satisfied the entrance requirements and achieves an SAT

math score over 580 or an ACT math score over 27, it is recommended that he or she enroll in MTH 121. Students who have satisfied entrance requirements and achieved an SAT math score over 480 or an ACT math score over 23 are eligible to enroll directly in MTH 115, but not in MTH 121. Students who do not meet these requirements may be admitted to the College with a math deficiency. They must take prerequisite courses as specified by the Mathematics Department. **CLEP general mathematics credit will not be accepted in lieu of the required mathematics courses nor does the College grant any credit toward graduation for CLEP in mathematics. Students will not receive credit toward the required hours for graduation for Intermediate Algebra (MTH 100 at Bradley) or for math courses not requiring at least Intermediate Algebra as a prerequisite.** Similarly these courses and CLEP mathematics will not be accepted for credit toward the general education requirement.

- a2. Social Forces requirement may be fulfilled by successfully completing ECO 221/222, which are required in the business core.
- a3. The remaining General Education courses are explained elsewhere in this catalog.

b. Junior/Senior hours – 40

2. College Requirements – 50 hours

a. College Core

ATG 157 Accounting Principles – Financial.....	3
ATG 158 Accounting Principles – Managerial.....	3
BUS 100 Contemporary Business.....	3
BUS 210 Team Dynamics.....	1
BUS 220 Career Planning Strategies.....	1
ECO 221 Principles of Microeconomics.....	3
ECO 222 Principles of Macroeconomics.....	3
QM 262 Quantitative Analysis I.....	3
QM 263 Quantitative Analysis II.....	3
BMA 342 Legal Environment of Business.....	3
BMA 352 Managing in Organizations.....	3
BMA 353 Operations Management.....	3
BMA 372 Management Information Systems.....	3
BMA 452 Strategic Management & Business Policy....	4
Economics Junior/Senior Elective.....	3
FIN 322 Business Finance.....	3
IB 306 Introduction to International Business.....	2
MTG 315 Principles of Marketing.....	3
*BMA 172 Business Computer Skills & Applications ..	1

*Foster College of Business Administration students can demonstrate proficiency with commonly used

computer software by passing a competency test. Students who do not pass this test must take BMA 172, and this one-hour course will **not** count among the hours required for graduation.

- a1. Students must pass the proficiency test within their first academic year at Bradley (24 hours completed at Bradley).
- a2. Visit the web site for details of time and place for testing: bradley.edu/fcba/profexam.
- b. Behavioral Science Courses – 6 hours. Courses in sociology, psychology, and anthropology will satisfy the behavioral science requirement.
- c. Students must complete 124 hours to receive a degree in business. International business majors must complete 130 hours to receive a degree.

B. Other Requirements

1. At least one-half of all required business credit hours must be taken in residence.
2. A minimum of 15 hours of Foster College of Business Administration junior/senior courses taken at Bradley University.
3. A minimum of 62 semester hours outside of the Foster College of Business Administration. Economics (9 hours maximum) and Quantitative Analysis (6 hours maximum) may be counted outside the College.
4. A minimum cumulative GPA of 2.00 (C) must be earned in all courses taken at Bradley University and in courses taken in the Foster College of Business Administration.
5. It is the student's responsibility to meet all university academic, financial, and administrative requirements and procedures as outlined elsewhere in this Catalog.

Minor in Business Administration

In order to serve non-business students interested in eventually obtaining an M.B.A., or who desire a limited background in business in order to facilitate their personal career plans, the Foster College of Business Administration offers a minor in Business Administration. The following requirements must be met:

ATG 157, 158 Accounting Principles	6
ECO 221/100, 222 Principles of Economics	6
QM 262 Quantitative Analysis I	3
FIN 322 Business Finance.....	3
BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
MTG 315 Principles of Marketing.....	3
Total Hours	27

Business minors must pass a computer proficiency examination in commonly used business software. Contact the Office of Undergraduate and Graduate Programs in the

Foster College of Business Administration for details of proficiency testing.

Students must achieve a GPA of 2.0 (C) in the Foster College of Business Administration hours required in the minor.

Students must successfully complete at least the equivalent of MTH 115.

A minimum of 15 hours for the minor must be taken at Bradley University, including FIN 322, BMA 352, and MTG 315. Written approval must be obtained from the Dean of the Foster College of Business Administration prior to taking any business courses at another institution.

Students who elect to minor in Business Administration must declare their intention by completing the appropriate forms in the Office of Undergraduate and Graduate Programs of the Foster College of Business Administration. Students must have a declared major and minimum of a 2.0 grade point average. Students are strongly advised to complete this math requirement in their first two years.

Students who minor in Business Administration must meet the requirements for the minor in force at the time the minor is declared.

Students who desire to minor in business administration must be approved by the Dean of the Foster College of Business Administration prior to enrolling in the program. The Dean must also approve recording the completion of the minor on the transcript.

Transfer policies for minors are the same as those for majors. Please refer to Section 5 above.

Minor in Business Studies

The business studies minor incorporates basic courses from most fields of business, thereby giving non-business students an understanding of basic business theories and practices.

The minor provides non-business students with a firm foundation in general business studies, thereby enhancing their attractiveness to prospective employers and preparing them for further professional studies.

The minor includes 21 semester hours, described below:

1. 15 hours required of all students: ATG 157, BMA 352, MTG 315, FIN 322, ECO 221 or 100
2. 6 hours of additional business course work is also required of all students. The following courses cannot be counted toward the 6 hours: BUS 201, BUS 220, BUS 301.
3. 12 of 21 hours used to satisfy the minor must be completed at Bradley.

Undecided Business Student Program – BUS-UBS

This program is limited to incoming freshmen who want to major in the Foster College of Business Administration but are undecided as to which curriculum to pursue. Students must meet admission requirements for entrance into the Foster College of Business Administration. **A major must be**

chosen upon completion of his/her second semester by completing the appropriate form available in the Office of Undergraduate and Graduate Programs of the Foster College of Business Administration.

LAS MBA Program

A special program has been designed to enable students majoring in any undergraduate program in the College of Liberal Arts and Sciences to also earn an M.B.A. in a minimum of five years, with carefully coordinated advising. Interested students should see the director of graduate programs in the Foster College of Business Administration their freshman year.

Courses of Instruction

Courses numbered 100 to 199 are primarily for freshmen; those numbered 200-299 are for sophomores; those numbered 300-499 are open only to juniors and seniors. Courses numbered 500-599 are open only to graduate students.

Business Cooperative Education/ Internship Program

The College participates with employers in an optional Cooperative Education/Internship Program. Students either alternate periods of full-time study with full-time employment or have part-time employment while attending classes. The program provides academic- or career-related work experiences. To be eligible, the student must have sophomore standing and a 2.0 minimum overall grade point average at Bradley and in the Foster College of Business Administration. (See Cooperative Education/Internship.)

Global Scholars Program

Students enrolled in the Foster College of Business Administration have an opportunity to earn the designation of Global Scholar in recognition of achievement in global business studies. The FCBA Global Scholars designation may be earned in conjunction with any degree and major within the Foster College of Business Administration. Requirements of the Global Scholars Program do not add to total credits necessary for graduation.

Coursework for the Global Scholars Program has been designed to broaden student perspectives by providing enhanced preparation for careers in a global marketplace. Topics and issues taught both on the Bradley campus and in international environments will develop within students a capacity to assess international business opportunities and to understand business in the context of different cultures.

The Global Scholars Program provides:

- Recognition by the dean of the college and citation at the Foster College of Business Administration Honors Banquet
- Recognition on the student's transcript as having achieved the Global Scholars designation
- Opportunity to study abroad as early as a student's

sophomore year with introductory study abroad programs in China or Mexico

- A program logo for student use on resumes and in Smith Career Center files
- Seminars with experienced international business leaders including the annual Foster College of Business Administration Chicago International Business Day
- Social interaction with guest speakers, Bradley alumni, and international students

Program Requirements

1. IB 101 International Intellectual and Cultural Events (preferably as a freshman)
2. One of the following Spring Semester Study Abroad Courses (preferably as a sophomore or junior)
IB 204 Business in Chinese Culture
IB 208 Business in Mexican Culture
3. IB 400 Topics in International Business
4. One of the following Economics courses
ECO/IB 390 International Monetary Economics
ECO/IB 391 International Trade
5. One semester of foreign language (any level)
6. Completion of an internationally focused course from Bradley's General Education "Human Values" listing
7. Study Abroad: In addition to the IB 204 or 208 requirement, a student must also participate in a university-approved study abroad program for a minimum of 3 credit hours.
8. Maintain a 2.5 GPA overall

Full details of the FCBA Global Scholars Program are available at www.bradley.edu/fcba/gsp.

Course Descriptions

BUS 100 Contemporary Business

3 hrs.

Business in a changing society. Ethics & social responsibility; financing, production, and distribution of goods and services. Not open to students with junior/senior standing, unless written consent of the Foster College of Business Administration Dean's office.

BUS 201 Cooperative Education/Internship in Business

0-6 hrs.

Initial cooperative education or internship assignment. Credit applies to non-departmental Foster College of Business Administration electives. Pass/Fail. Repeatable to a combined total of six credit hours for BUS 201 and 301. Prerequisites: Sophomore standing in FCBA, 2.0 grade point average overall at Bradley and in FCBA, consent of FCBA Co-op and Internship coordinator and Co-op and Internship faculty advisor.

BUS 202 Sophomore Business Practicum

0 hrs.

Solving technically challenging problems with a near-term economic benefit. Pass/fail. Prerequisite: only for students approved for practicum by the Center for Business and Economic Research.

BUS 210 Team Dynamics

1 hr.

Complexities of team interactions and team work. Appropriate use and management of teams; practical strategies for functioning in team work arrangements. Pass/fail. Prerequisite: business major.

BUS 220 Career Planning Strategies

1 hr.

Prepares students for internship positions and employment after graduation; research career opportunities in business; and develops a systematic approach to employment planning. Pass/fail. Credit will not be given for both BUS 220 and ELH 301. Prerequisite: business major.

BUS 301 Cooperative Education/Internship in Business

0-6 hrs.

Continuation of cooperative education or internship experience. Credit applies to non-departmental Foster College of Business Administration electives. Pass/Fail. Repeatable to a combined total of six credit hours for BUS 201 and 301. Prerequisites: BUS 201, junior standing in FCBA, 2.0 grade point average overall at Bradley and in FCBA, consent of Co-op and Internship coordinator and Co-op and Internship faculty advisor.

BUS 302 Junior Business Practicum

0-3 hrs.

Solving technically challenging problems under faculty supervision, with a near-term economic benefit. May involve research in collaboration with FCBA faculty, for up to three hours credit. Repeatable to a combined total of three credit hours. Not eligible for cooperative education/internship credit. Elective credit toward major will only be granted with prior approval of a FCBA department chair or program director. Prerequisites: junior/senior standing; approval by the Center for Business and Economic Research and FCBA assistant to the dean for undergraduate programs.

The Turner Center for Entrepreneurship

The establishment of the Robert and Carolyn Turner Center for Entrepreneurship builds on the Foster College of Business Administration's historic strength in small business administration and family business. For nearly 30 years, the College has provided business training and technical assistance to start-up and existing businesses through counseling and training programs. The Turner Center brings together all of Bradley's educational, research, and related resources and services to help entrepreneurs and family businesses create more successful businesses and to teach entrepreneurship skills to students. Programs and services include:

- Bachelor's degree in entrepreneurship is offered through the Department of Business Management and Administration.
- Senior Consulting Project Program allows teams of senior-level business students to serve as consultants on business-related projects, including marketing research, international trade, e-business, and organizational and operational issues.
- Turner Center Lecture Series brings prominent entrepreneurs, authors, and academics to meet with students and speak to the campus community.
- Entrepreneurship practicums involve MBA/MSA students and faculty in conducting projects for local entrepreneurs.
- Services that assist area businesses include: International Trade Center, NAFTA Opportunity Center, Asia Trade Center, Family Business Forum, and Small Business Development Center.
- The Center for Business and Economic Research (CBER) is the premier provider of business indicator data for central Illinois.

Department of Accounting

FACULTY Professors Gillett (*chair*), Petravick, Raiborn; Professor and Executive in Residence Krull; Associate Professors Troutman, Wilcox; Assistant Professor Kerr; Temporary Instructors Johnson, Wayvon.

Accounting Major

The mission of the Department of Accounting is to prepare students for productive and satisfying careers. The highest priority of the department is to provide students with the knowledge and skills necessary to commence and continue their careers. Our undergraduate program meets the needs of students seeking accounting careers in private industry and the public sector and, additionally, lays the foundation for those seeking careers in public practice. Our Master of Science in Accounting program is designed both for students entering public practice and for experienced accountants desiring to further their education. Graduates should be productive, act ethically, and be responsible citizens in social and economic communities, which are becoming increasingly dynamic and interdependent.

Accounting is an extremely flexible major. Our students not only learn about accounting principles but also study business and technology concepts. This broad training opens diverse career paths. Many of our graduates accept positions with public accounting firms and corporations. However, an accounting degree will also allow movement into finance, information systems, management, or consulting positions. One recent graduate became part of a team that is designing a bank which will operate on the Internet. Other graduates go directly to consulting firms, designing and installing computer systems. After several years in traditional accounting positions, another alumnus started his own business, a bank that has grown to \$100 million in assets in three years. An accounting degree helps a student look beyond the numbers to assist both people and businesses with shaping their financial futures.

To ensure that tomorrow's professionals can meet the challenges of these new roles, many professional organizations have revised educational requirements. For example, nearly all states now or will require CPA exam candidates to have 150 hours of education. In response to these changes, the Department of Accounting has identified three paths to obtain at least 150 hours: (1) graduate with 150 undergraduate hours, (2) graduate with a Master of Science in Accounting, or (3) graduate with a Master of Business Administration. See

the Graduate Catalog or the Foster College of Business Administration's web site (bradley.edu/fcba) for information about the Master of Science in Accounting or the MBA.

The Department of Accounting also offers an integrated Bachelor's (BS or BA) and Master of Science in Accounting (MSA) degree. In this integrated program (commonly referred to as a 3:2 program), students can take coursework after they have senior status and designate to which degree that coursework will apply. Courses can be used in only one degree, and only appropriate courses can be applied to the MSA. Combining pursuit of the BS or BA degree with the MSA degree offers students three major advantages: greater availability of financial aid, earlier guarantee of admission to the graduate program, and more flexibility in the sequencing of classes

Admission to the 3:2 program is available when students are initially admitted to Bradley University or during their junior year. The Graduate Catalog provides a complete description of the 3:2 program's requirements.

Whether a student is in the 3:2 program or not, to complete an undergraduate degree with a major in accounting, a student must earn 25 semester hours of accounting course credit beyond the Foster College of Business Administration's requirement of ATG 157 and ATG 158.

Courses required for all accounting majors (25 hours of accounting):

ATG 201 Accounting Principles—Accounting Techniques
ATG 204 Cost Accounting
ATG 301 Intermediate Accounting I
ATG 302 Intermediate Accounting II
ATG 383 Accounting Systems and Control
ATG 401 Advanced Accounting I
ATG 457 Auditing
ATG 477 Federal Taxes I
Accounting Elective (3 hours)

Courses which may be used to fulfill the remaining 3-semester-hour accounting elective

ATG 485 Special Topics in Accounting
ATG 501 Advanced Accounting II
ATG 514 Advanced Managerial Accounting
ATG 526 Fraud Examination
ATG 547 Internal Auditing
ATG 561 International Accounting Issues
ATG 583 Accounting Information Systems
ATG 585 Contemporary Issues in Accounting

ATG 590 Professional Accounting Problems
 BMA 345 Law of Business

Accounting majors also must satisfy the following requirements:

1. A 2.0 GPA in all accounting courses beyond ATG 157, 158, and 201.
2. A minimum of 9 semester hours of upper-level accounting course work in residence.

Students are advised to seek and follow faculty recommendations concerning the selection of courses to meet their career objectives.

Suggested Course Sequencing

A recommended course sequence for accounting, Foster College of Business Administration, and basic skills courses is as follows. Elective courses should be chosen with care to ensure that the University general education and FCBA requirements are met. Accounting majors have very little opportunity for additional electives in business within the required 124 hours since 62 hours are required outside of FCBA (ECO 221, 222, QM 262, 263, and the junior ECO elective count as hours outside of FCBA). Please note that 6 hours of PSY and/or SOC are needed to fulfill the FCBA behavioral science requirement.

Freshman Year

Fall:

BUS 100 Contemporary Business	3
ENG 101 English Composition.....	3
General Education Courses.....	9
Complete BMA 172 / Competency Exam	1
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Spring:

ATG 157 Accounting Principles – Financial	3
COM 103 The Oral Communication Process.....	3
MTH 115 or 121 Calculus I.....	4
General Education Courses.....	6
	<hr/>
	16

Sophomore Year

Fall:

ATG 158 Accounting Principles – Managerial	3
BUS 210 Team Dynamics	1
ECO 221 Principles of Microeconomics.....	3
QM 262 Quantitative Analysis I	3
General Education Courses.....	6
	<hr/>
	16

Spring:

ATG 201 Accounting Principles – Accounting Techniques	1
ATG 204 Cost Accounting I.....	3
ECO 222 Principles of Macroeconomics.....	3
QM 263 Quantitative Analysis II	3
General Education Courses.....	6
	<hr/>
	16

Junior Year

Fall:

ATG 301 Intermediate Accounting I.....	3
ATG 383 Accounting Systems and Control.....	3
BMA 352 Managing in Organizations	3
FIN 322 Business Finance.....	3
MTG 315 Principles of Marketing.....	3
Junior/Senior Electives and Remaining General Education Requirements (outside the FCBA).....	1
	<hr/>
	16

Spring:

ATG elective	3
ATG 302 Intermediate Accounting II	3
BMA 342 Legal Environment of Business	3
BMA 372 Management Information Systems	3
BUS 220 Career Planning Strategies.....	1
IB 306 Introduction to International Business	2
	<hr/>
	15

Senior Year

Fall:

ATG 477 Federal Taxes I	3
ATG 457 Auditing.....	3
BMA 353 Operations Management	3
ECO 300/400-level Elective	3
Junior/Senior Elective (outside the FCBA) or Remaining General Education Requirements	3
	<hr/>
	15

Spring:

ATG 401 Advanced Accounting I	3
BMA 452 Strategic Management & Business Policy.....	4
Junior/Senior Elective Classes	4
Junior/Senior Elective (outside the FCBA) or Remaining General Education Requirements	3
	<hr/>
	14

Junior/Senior Year Elective Courses

Structured Electives

Accounting Electives

(3-4 hours selected from the following courses. A maximum of 26 hours in accounting course credit above the College requirement (ATG 157 and ATG 158) may be used to satisfy graduation requirements. Students graduating with more than 124 hours may take additional accounting courses.)

BMA 345 Law of Business	3
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Senior Year Elective Courses

ATG 485 Special Topics in Accounting	1-3
ATG 501 Advanced Accounting II	3
ATG 514 Advanced Managerial Accounting.....	3
ATG 526 Fraud Examination	3
ATG 547 Internal Auditing.....	3
ATG 561 International Accounting Issues.....	3

ATG 583 Accounting Information Systems	3
ATG 585 Contemporary Issues in Accounting.....	3
ATG 590 Professional Accounting Problems.....	3

Other electives/requirements

Junior/Senior Economics Elective Course.....	3
ENG 300, 301, 304, 305, or 306 Advanced Writing	3

Unstructured Elective Hours 11

(At least 10 hours must be outside the Foster College of Business Administration.)

Additional Professional Preparation

Students majoring in accounting are permitted to use a maximum of 26 semester hours in accounting courses beyond the basic Foster College requirement (ATG 157 and ATG 158) to satisfy the 124-semester-hour graduation requirement. Many students, however, graduate with more than 124 semester hours. These students may take additional accounting credit hours in accounting elective courses.

Requirements for Professional Certification

The bachelor's degree provides the educational background for many entry-level accounting positions. Students with this degree will have the necessary educational requirements for the CMA and CIA exams. Students will also have earned 124 hours of the 150 hours needed to sit for the CPA exam in those states requiring 150 credit hours. Students may earn the remaining hours needed for the CPA exam by obtaining a Master of Science in Accounting degree or other graduate degree, such as a Master of Business Administration, or by taking additional undergraduate classes. Students should consult with their advisors and their State Boards of Accountancy for the exact requirements.

Student Organizations

Membership in the Bradley Accounting Club (BAC) is available to all accounting majors. This organization conducts a variety of social and educational activities uniting accounting students, faculty, and staff. Beta Alpha Psi, the national honorary accounting fraternity, strives to promote scholastic and professional achievement through lectures, career-oriented events, campus and community service, and social activities. A minimum GPA is required. See the Beta Alpha Psi advisor for information.

Internship and Co-op Programs

Opportunities are available for qualified students to obtain on-the-job experience in either industrial or public accounting through internship and co-op programs. The programs involve multiple work experiences and are generally started during the student's sophomore or junior year. Students interested in the programs should contact the Foster College of Business Administration Co-op Coordinator as early as possible.

Course Descriptions

ATG 157 Accounting Principles – Financial 3 hrs.

Accounting as a system of communicating to owners, creditors, governmental bodies, and others the financial results of the operation of business entities. Concepts, theories, and conventions underlying measurement, processing of business activities, and reporting of the financial results of those activities.

ATG 158 Accounting Principles – Managerial 3 hrs.

Use of accounting data for internal managerial decision-making and analysis, including accounting for planning and control; relevant cost and contribution approaches to decisions; capital budgeting; quantitative techniques. Prerequisite: ATG 157.

ATG 201 Accounting Principles – Accounting Techniques 1 hr.

Procedures and systems of modern accounting through case studies. (Should be taken the semester immediately preceding ATG 301.) Prerequisite: ATG 158.

ATG 204 Cost Accounting 3 hrs.

Use of accounting data to: identify cost/managerial accounting concepts; explain cost functions, cost classifications, relevant costs, cost-volume profit analysis, and cost allocations. The use of accounting data for cost control, profit planning, operational and capital budgeting, performance evaluation, and managerial decision making. Prerequisite: ATG 158; BMA 172 or equivalent.

ATG 226 Introduction to Fraud Examination 1 hr.

Introduction to fraud covering the nature of fraud, who commits fraud and why, and basic fraud prevention and detection techniques. Prerequisites: ATG 157 or consent of the department chairperson.

ATG 301, 302 Intermediate Accounting 3 hrs. each

Theory and practice of accounting, emphasizing need for and use of accounting information in measuring and evaluating entity's business income and financial status. Prerequisites for ATG 301: ATG 201 or consent of instructor; junior standing; 2.25 grade point average in all required accounting courses completed. Prerequisite for ATG 302: ATG 301.

ATG 383 Accounting Systems and Control 3 hrs.

Basic concepts and problems in the consideration of accounting as an information system. Theoretical and pragmatic tools for analysis of accounting systems. Internal control and exposure to concepts of internal auditing. Prerequisites: BMA 172 or equivalent; ATG 204; ATG 201 or consent of instructor and Department Chair; 2.25 grade point average in all required accounting courses completed.

ATG 401 Advanced Accounting I **3 hrs.**
In-depth study of selected topics in financial accounting and reporting, including business combinations and consolidated financial statements; foreign currency transactions and consolidation of foreign affiliates; fund accounting principles applied to state and local governmental units and not-for-profit organizations; a survey of SEC reporting requirements; and selected FASB standards. Prerequisites: ATG 302.

ATG 457 Auditing **3 hrs.**
Principles and procedures of external auditing. Auditing standards, ethics of the profession, risk assessment, internal control evaluation and testing, substantive testing, reporting. A simulated audit experience case performed by student teams. Prerequisites: ATG 302, 383; senior standing or consent of department chair.

ATG 477 Federal Taxes I **3 hrs.**
Principles of federal income taxation, based upon the Internal Revenue Code. Measurement and reporting of taxable income of tax entities, including corporations, partnerships, and individuals. Prerequisites: ATG 302; or permission of instructor.

ATG 485 Special Topics in Accounting **1-3 hrs.**
Topics of special interest which may vary each time course is offered. Topic stated in current Schedule of Classes. May be repeated for a maximum of three hours credit. Prerequisite: consent of Department Chair.

ATG 501 Advanced Accounting II **3 hrs.**
In-depth application of accounting concepts, theories, and conventions to recording and reporting of problems arising from business combinations, branch operations, and business operations in foreign countries. Consolidated balance sheets, income statements, and retained earnings statements. Home office and branch accounting, foreign exchange, and foreign subsidiaries. Prerequisite: ATG 302.

ATG 514 Advanced Managerial Accounting **3 hrs.**
Specialized topics in strategic cost management. Emphasis on the role of accounting information in strategy development and implementation. Includes topics such as value chain analysis, target costing, activity-based management, theory of constraints, environmental costing, and strategic performance evaluation. (Not open to students who have taken ATG 304 or ATG 614.) Prerequisites: ATG 301, 383.

ATG 526 Fraud Examination **3 hrs.**
Techniques for identification and detection of asset misappropriation schemes and fraudulent financial statements. Controls to prevent and detect problems. (Not open to students who have taken ATG 585 as Fraud Examination.) Prerequisites: ATG 301, 383.

ATG 547 Internal Auditing **3 hrs.**
Internal audit activity's role in governance, risk, and control. Professional practices framework. Establishing a risk-based plan, conducting the internal audit engagement, reporting results, monitoring engagement outcomes. Prerequisites: ATG 301 and ATG 383.

ATG 561 International Accounting Issues **3 hrs.**
Significant accounting matters experienced by multinational companies. Accounting matters include currency transactions and translations, transfer pricing, management planning and control, and taxation. Prerequisites: ATG 302.

ATG 583 Accounting Information Systems **3 hrs.**
Design and implementation of accounting information systems using database technologies. (Not open to students who have taken ATG 667.) Prerequisites: ATG 301, 383.

ATG 585 Contemporary Issues in Accounting **3 hrs.**
Critical evaluation of concepts, assumptions, principles, and analytical methodologies of accounting and their application to factual situations. Asset valuation and income determination: implications for internal and external uses of accounting information in business decision making. Prerequisite: consent of Department Chair.

ATG 590 Professional Accounting Problems **3 hrs.**
Update and expansion of core knowledge in accounting theory, practice, taxation, and auditing. Prerequisites: ATG 383; ATG 477 or ATG 677; or consent of instructor.

Department of Business Management and Administration

FACULTY Professors Buchko, Fink, Fry, Goitein, Perry, Stoner, Weinzimmer; Associate Professors Brown, McGowan (chair), Schmidt, Stephens; Assistant Professors Blair, Marcum, Nagy; Temporary Instructors Michel, Pape; Executive-in-Residence West.

The Department of Business Management and Administration curricula provide students with the educational experiences of reasoning, problem solving, and decision making so that they, through balanced programs, will be qualified to accept responsible positions in business and the public sector.

Specific departmental objectives include the following: (1) To give students the historical perspective necessary to understand the evolution of business in a global, social, political, economic, and technological environment; (2) To excite students about new ideas and knowledge; (3) To help students develop understanding and skill in the practice of management; (4) To provide students with a basic understanding of management, information technology, operations management, the legal environment of business, and strategic management; (5) To develop well-informed individuals who understand their ethical and social responsibilities in business situations; (6) To enable students to understand the operation of our business and economic systems; (7) To develop the ability to think clearly, analyze carefully, and express thoughts and conclusions logically; and (8) To help students develop competence in a major field of study.

Students enrolling in the Department of Business Management and Administration must select and complete the requirements for one of the following majors: (1) entrepreneurship, (2) management and administration or (3) management information services. Students majoring in management and administration may elect a concentration in human resource management or legal studies in business.

Entrepreneurship Major

The entrepreneurship major prepares students to own, manage, or work successfully in small and emerging businesses or to enhance their value in large organizations. Students learn how to research new product or service ideas, determine their feasibility, and develop business plans necessary to launch a business, a new product, or a new service. They develop the skills to operate a business once it is started, grow the business, and eventually sell it or pass it on to next generation. The major helps students understand the func-

tional areas of business and apply the theory to the unique situations found in small or growing ventures. Students with an entrepreneurship major are also prepared for careers in consulting or working within a family business setting. The objectives of the entrepreneurship major are to:

1. Introduce students to the nature of entrepreneurs and entrepreneurship.
2. Expose students to the excitement and challenges of owning one's own business.
3. Develop the ability to analyze ideas for new products or services and determine their feasibility and commercialization potential.
4. Develop the ability to produce a well-designed and credible business plan to use in soliciting external funding.
5. Create an awareness of venture capital, public offerings, and other methods of financing high-growth ventures.
6. Develop the knowledge and skills needed to operate a business on a day-to-day basis.
7. Understand the uniqueness of the functional areas of business as they relate specifically to small and emerging businesses.
8. Provide opportunities for hands-on learning from emerging businesses through an optional entrepreneurship internship.

Requirements

Requirements for the entrepreneurship major are as follows:

BMA 382 Entrepreneurship
BMA 383 Small Business Management
BMA/FIN 384 Entrepreneurial Finance, **or**
ATG 204 Cost Accounting
BMA 356 Human Resource Management
MTG 381 Integrated Marketing Communications,
MTG 393 Retailing, **or** MTG 410 Services Marketing

Two of the following:

BMA 385 Technology Entrepreneurship
BMA 357 Leadership and Interpersonal Behavior
BMA 488 Internship in Entrepreneurship
BMA 489 Topics in Entrepreneurship

One of the following:

ECO 335 Managerial Economics
ECO 310 Labor Problems

Entrepreneurship majors must satisfactorily complete at least

15 hours of BMA-prefixed courses at Bradley University. Students should note that some courses are offered only once each year. Students should consult with their advisor to ensure that the correct courses are taken. The following sequence of courses is typical for students majoring in entrepreneurship.

Freshman Year

BUS 100 Contemporary Business	3
ENG 101 English Composition	3
COM 103 The Oral Communication Process	3
MTH 115 Brief Calculus with Applications I	4
ATG 157 Accounting Principles - Financial	3
PSY 104 Principles of Psychology	3
¹ BMA 172/Competency Exam	1
General Education courses	12
—	32

Sophomore Year

ATG 158 Accounting Principles - Managerial	3
BUS 210 Team Dynamics	1
BUS 220 Career Planning Strategies	1
ECO 221, 222 Principles of Economics	6
QM 262, 263 Quantitative Analysis I and II	6
General Education, behavioral science, or elective courses outside FCBA	15
—	32

Junior Year

BMA 352 Managing in Organizations	3
BMA 342 Legal Environment of Business	3
MTG 315 Principles of Marketing	3
BMA 372 Management Information Systems	3
FIN 322 Business Finance	3
BMA 382 Entrepreneurship	3
BMA 383 Small Business Management	3
BMA 385 Technology Entrepreneurship	3
ENG 300, 301, 304, 305, or 306 Advanced Writing	3
General Education courses	3
—	30

Senior Year

BMA 356 Human Resource Management	3
MTG 381 Integrated Marketing Communications or MTG 393 Retailing, or MTG 410 Services Marketing	3
BMA/FIN 384 Entrepreneurial Finance or ATG 204 Cost Accounting.....	3
BMA 353 Operations Management	3
BMA 357 Leadership and Interpersonal Behavior	3
ECO 310 Labor Economics or ECO 335 Managerial Eco- nomics	3
IB 306 International Business	2
BMA 452 Strategic Management and Business Policy	4
Behavioral science or free electives outside FCBA	7
—	31

¹Hour does not count toward 124 needed for graduation.

Management and Administration Major

The management and administration major provides a solid grounding in the skills and concepts necessary to meet the complex and challenging tasks of management. The program concentrates on developing the decision-making, problem identification, problem-solving, and interpersonal skills essential for combining the organization's resources to promote organizational effectiveness.

Students in the management and administration major are prepared for management positions in both industry and not-for-profit settings. In larger organizations, graduates typically expect to obtain entry-level management positions. Further, the major provides the background necessary to later advance to middle and upper-level management positions. In smaller firms, graduates may expect to enter middle or upper-level management positions. Students who are uncertain as to their career goals will find that the management and administration major provides excellent preparation in business for a wide range of job opportunities. Additionally, students are well prepared for graduate-level business (MBA, DBA, PhD) or public administration (MPA) programs, law school, and other graduate school programs.

Departmental requirements for the management and administration major are as follows:

1. BMA 356 Human Resource Management
2. BMA 357 Leadership and Interpersonal Behavior
3. BMA 358 Managerial Decision Making
4. Twelve hours of BMA elective courses

Students may choose from a broad array of courses to satisfy their elective requirements, or they may choose one of the following concentrations: human resource management or legal studies in business. The concentrations, each requiring fifteen to eighteen hours, can be completed with no more than one additional course beyond the required BMA elective credits. Courses marked with an asterisk (*) fulfill requirements elsewhere in either the major or the Foster College of Business Administration core curriculum. Department requirements have been included for clarity.

Human Resource Management

- BMA 355 Labor-Management Relations
- BMA 356 Human Resource Management*
- BMA 357 Leadership and Interpersonal Behavior*
- BMA 358 Managerial Decision Making*
- BMA 446 Employment Law
- BMA 456 Compensation Management
- BMA 457 Human Resource Theory & Program Design
- ECO 310 Labor Problems*
- PSY 310 Industrial & Organizational Psychology* **or**
PSY 411 Tests & Measurements*

Legal Studies in Business

BMA 342 Legal Environment of Business*	
BMA 345 Law of Business	
BMA 356 Human Resource Management*	
BMA 357 Leadership and Interpersonal Behavior*	
BMA 358 Managerial Decision Making*	
BMA 395 Real Estate Principles	
BMA 446 Employment Law	

and one of the following:

ECO 352 Industrial Organization*	
ECO 362 Economics and Law*	
PLS 317 International Law	
PLS 459 Constitutional Law	
PLS 460 Constitutional Law	

Management and administration majors must satisfactorily complete at least 15 hours of BMA-prefixed courses at Bradley University. Students desiring concentrations should declare their intentions as early as possible and should consult with their advisor to ensure that the correct courses are taken. Students should also note that some courses are offered only once each year.

The following sequences of courses are recommended for students majoring in management and administration. Course sequences for freshman and sophomore years are similar regardless of any concentration selected.

Freshman Year

BUS 100 Contemporary Business	3
ENG 101 English Composition	3
MTH 115 Brief Calculus with Applications I	4
ATG 157 Accounting Principles – Financial	3
COM 103 The Oral Communication Process	3
PSY 104 Principles of Psychology	3
General Education Courses	12
¹ BMA 172/Competency Exam	1
	32

Sophomore Year

ATG 158 Accounting Principles – Managerial	3
BUS 210 Team Dynamics	1
ECO 221, 222 Principles of Economics	6
QM 262, 263 Quantitative Analysis I and II	6
General Education, behavioral science, or elective course outside FCBA	15
	31

The remaining semesters will vary depending upon the concentration selected. Courses marked with * are required for the particular concentration listed.

Human Resource Management

Junior Year

Fall:

BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
FIN 322 Business Finance	3
MTG 315 Principles of Marketing	3
PSY 310 Industrial & Organization Psychology* or PSY 411 Tests & Measurements	3
	15

Spring:

BMA 356 Human Resource Management*	3
BMA 357 Leadership and Interpersonal Behavior	3
BMA 372 Management Information Systems	3
BUS 220 Career Planning Strategies	1
IB 306 Intro. to International Business	2
ENG 300, 301, 304, 305, or 306 Advanced Writing	3
	15

Senior Year

Fall:

BMA 353 Operations Management	3
BMA 355 Labor-Management Relations*	3
BMA 358 Managerial Decision Making	3
ECO 310 Labor Problems*	3
BMA 457 Human Resource Theory & Program Design	3
	15

Spring:

BMA 446 Employment Law*	3
BMA 452 Strategic Management & Business Policy	4
BMA 456 Compensation Management*	3
Free Electives (3 hours must be outside the college)	6
	16

Legal Studies in Business

Junior Year

Fall:

BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
FIN 322 Business Finance	3
MTG 315 Principles of Marketing	3
Behavioral Science or free elective course	3
	15

Spring:

BMA 345 Law of Business*	3
BMA 356 Human Resource Management	3
BMA 357 Leadership & Interpersonal Behavior	3
BMA 372 Management Information Systems	3
BUS 220 Career Planning Strategies	1
ENG 300, 301, 304, 305, or 306 Advanced Writing	3
	16

¹Hour does not count toward 124 needed for graduation.

Senior Year

Fall:

BMA 353 Operations Management	3
BMA 358 Managerial Decision Making.....	3
BMA 395 Real Estate Principles*.....	3
BMA Elective.....	3
Free Elective outside FCBA	3
—	15

Spring:

BMA 446 Employment Law*.....	3
BMA 452 Strategic Management & Business Policy.....	4
IB 306 Intro. to International Business	2
*Choice of ECO 352, ECO 362, PLS 317, PLS 459, PLS 460.....	3
ECO Jr.-Sr. elective or free elective outside FCBA.....	3
—	15

Those not choosing a concentration may choose from a broad array of courses to satisfy the twelve hours of BMA electives and the economics junior-senior elective.

Junior Year

Fall:

BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
BMA 358 Managerial Decision Making.....	3
FIN 322 Business Finance.....	3
MTG 315 Principles of Marketing.....	3
—	15

Spring:

BMA 356 Human Resource Management	3
BMA 357 Leadership & Interpersonal Behavior.....	3
BMA Elective.....	3
BUS 220 Career Planning Strategies	1
ENG 300, 301, 304, 305, or 306 Advanced Writing	3
Economics Junior-Senior Elective	3
—	16

Senior Year

Fall:

BMA 353 Operations Management	3
BMA 358 Managerial Decision Making.....	3
BMA electives.....	6
Behavioral science or free elective outside FCBA.....	3
—	15

Spring:

BMA 452 Strategic Management & Business Policy.....	4
BMA 372 Management Information Systems	3
BMA electives.....	6
IB 306 International Business	2
Free elective outside the FCBA.....	1
—	16

Management Information Systems Major

Management information systems (MIS) is an exciting field that combines people skills with technical skills. The MIS major blends the fields of business, computers, and information technology. It enables students to be successful in developing business applications using current technology where appropriate. Information is seen by business as an increasingly important resource. The MIS major teaches students how to manage this vital resource.

Graduates of the program can expect interesting and challenging job opportunities as the field changes. The MIS major can be a fast track to management positions or the basis for advanced graduate work. Typical graduates' first jobs are in technical and information related fields or as consultants or programmers. After gaining experience, graduates develop new business applications as analysts and then assume management positions. This major prepares students for some of the nation's fastest growing career opportunities such as systems analysis and programming.

The MIS major differs from other "computer" majors in its emphasis on human aspects and business applications. While knowledge of computer systems is a large part of the program, a larger portion is devoted to getting the right job done.

The major develops competence in a number of areas:

1. the use of personal computers, large computers, and other technological resources,
2. managing information technology to achieve the goals of the organization,
3. programming in a variety of languages used in business, and
4. the quantitative skills needed for problem solving and decision making.

Departmental requirements for the management information systems major are as follows:

- Three programming courses:
BMA 276 Developing Info. Systems for E-commerce
One of the following sequences:
CS 106 & CS 121 **or** BMA 175 & BMA/CIS 275
- BMA 272 Management Applications of Personal Computers
- BMA 375 Business Systems Analysis and Design
- BMA 478 Implementing Business Computer Systems
- BMA 373 Business Data Communications **or** BMA 374 Database Management and Administration
- Two of the following:
BMA 357 Leadership and Interpersonal Behavior
BMA 373 Business Data Communications
BMA 374 Database Management and Administration
BMA 378 HCI & Usability Testing
BMA 379 Information Security

A recommended course sequence for management information systems, Foster College of Business Administration, and general education courses follows. Management information systems

majors must satisfactorily complete at least 15 hours of BMA-prefixed courses at Bradley University. Elective courses should be chosen with care to ensure that University general education and Foster College of Business Administration requirements are met. Management information systems majors should consult with their advisor when preparing their academic schedules.

Freshman Year

ENG 101 English Composition.....3
 BUS 100 Contemporary Business3
 MTH 115 Brief Calculus with Applications I4
 ATG 157 Accounting Principles – Financial3
 COM 103 The Oral Communication Process.....3
 BMA 172/Competency Exam.....1
 BMA 276 Developing Info. Systems for E-commerce.....3
 General Education Courses.....12
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 32

¹Hour does not count toward 124 needed for graduation.

Sophomore Year

ATG 158 Accounting Principles – Managerial3
 ECO 221, 222 Principles of Economics6
 QM 262, 263 Quantitative Analysis I and II.....6
 BMA 272 Mgt. Applications of Personal Computers.....3
 CS 106 Intro. to Programming **or** BMA/CIS 175 Intro. to
 Developing Business Applications3
 CS 121 Intro. to Data Structures **or** BMA/CIS 275 Business
 Applications Using Visual Basic3
 BUS 210 Team Dynamics1
 General Education and Behavioral Science Courses6
 —————
 31

Junior Year

ENG 300, 301, 304, 305, or 306 Advanced Writing3
 FIN 322 Business Finance.....3
 BMA 342 Legal Environment of Business3
 BMA 352 Managing in Organizations3
 BMA 372 Management Information Systems3
 BMA 373 Business Data Communications **or** BMA 374
 Database Management and Administration3
 BMA 375 Business Systems Analysis and Design.....3
 MTG 315 Principles of Marketing.....3
 BUS 220 Career Planning Strategies1
 General education, behavioral science, and free
 elective courses outside FCBA6
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 31

Senior Year

BMA 353 Operations Management3
 Two courses from: BMA 357, 373, 374, 378 **or** 379.....6
 BMA 452 Strategic Management and Business Policy.....4
 BMA 478 Implementing Business Computer Systems.....3
 Economics Junior-Senior Elective3
 IB 306 International Business2
 Free Elective Courses9
 —————
 30

Minors

Management Minor

The minor in management provides students with essential background, understanding, knowledge, and skill in the practice of management. The minor in management will provide students with foundations and skills to complement the focus area of their respective majors and, importantly, enhance personal career plans.

The minor is comprised of 15 semester hours of study. The 15-hour minor includes required management foundations (9 hours) and selected management electives (6 hours). The requirements for the minor are outlined below.

Students whose major is from the Foster College of Business Administration must have at least 12 hours in courses that are unique from those used to fulfill their major requirements.

Required Management Foundations:

BMA 352 Managing in Organizations3
 BMA 356 Human Resource Management3
 BMA 357 Leadership and Interpersonal Behavior.....3

Elective Courses (Choose two from the following):

BMA 272 Mgmt. Applications of Personal Computers.....3
 BMA 276 E-Commerce.....3
 BMA 315 Principles of Risk Management3
 BMA 342 The Legal Environment of Business3
 BMA 345 Law of Business3
 BMA 353 Operations Management3
 BMA 355 Labor-Management Relations3
 BMA 358 Managerial Decision Making.....3
 BMA 378 HCI & Usability Testing.....3
 BMA 382 Entrepreneurship3
 BMA 383 Small Business Management3
 BMA 395 Real Estate Principles.....3
 BMA 446 Employment Law.....3
 BMA 456 Compensation Management3
 BMA 457 HR Theory & Program Design.....3
 BMA 459 Topics in Management3
 BMA 489 Topics in Entrepreneurship3

Students who desire to minor in management must be approved by the chair of the Department of Business Management and Administration prior to enrolling in the program. The chair must also approve recording the completion of the minor on the transcript. Transfer policies for minors are the same as those for Foster College of Business Administration majors. Prior approval of transfer credit must be secured from the chair of the Department of Business Management and Administration.

Management Information Systems Minor

A minor in management information systems will provide an opportunity for students to enhance their knowledge and credentials in the use and development of computer software and/or hardware. The minor will provide students

with an opportunity to be employed in the IS field, give them the skills that will make them the ideal liaison between IS professionals and experts in other functional areas of an organization, and the technological base to become valuable “power users” of essential software applications, such as spreadsheets, databases, and e-commerce tools. The minor will allow the student to develop focused expertise in one of the distinct fields that comprise the breadth of the information systems professional. The minor is open to all majors across campus.

The minor requires 15 hours.

Required courses:

BMA 272 Management Applications of Personal Computers.....	3
BMA 276 Developing Information Systems for E-Commerce	3

Elective Courses (choose three from the following):

BMA 373 Business Data Communications.....	3
BMA 374 Database Management and Administration.....	3
BMA 375 Business Systems Analysis and Design.....	3
BMA 378 HCI and Usability Testing.....	3
BMA 379 Information Systems Security	3

Course Descriptions

BMA 172 Business Computer Skills & Applications 1 hr.

Implementation of spreadsheet software to solve business problems covering both introductory and intermediate skills. Review and extension of presentation skills using common presentation software. Use of linking functionality between varied applications to create integrated presentations. Brief introduction to the data analysis functions of spreadsheet software and specialized statistical analysis software. May not be counted for degree credit in the Foster College of Business Administration. Pass/Fail. Prerequisite: business major or minor or consent of department chair.

BMA 175 Introduction to Developing Business Applications 3 hrs.

Provides an introduction to object-oriented computer programming using VisualBasic.NET. Demonstrates the advantages of using a programming environment to efficiently develop computer programs. Focuses on developing logical approaches to problem solving and implementing programmed solutions to those problems.

BMA 272 Management Applications of Personal Computers 3 hrs.

Survey of computer applications in business, personal computers, and business information systems. Emphasis on personal computer applications from the perspective of the individual user. Intermediate-level software packages. Prerequisite: BMA 172 or successful completion of Foster College of Business Administration computer proficiency exams.

BMA 275 Business Applications Using Visual Basic 3 hrs.

Object oriented business application development using Visual Basic. Emphasis on object classes, events and properties, and data structures, controls, and objects. Prerequisite: BMA 175.

BMA 276 Developing Information Systems for E-Commerce 3 hrs.

Provides an introduction to developing e-commerce solutions and their components using various tools. Also explores the business models available for implementing these solutions within and between organizations. It focuses on the application of networked information technologies to implement a rich variety of business applications.

BMA 315 Risk and Insurance 3 hrs.

Insurance aspects of risks. Nature of risk assessment control and financing activities in organizations. Firm risk policy issues. Cross-listed as ASB 315. Prerequisites: junior standing.

BMA 342 The Legal Environment of Business 3 hrs.

Social, equitable, and ethical considerations influencing the development of the law. Procedure, constitutional law, contracts, torts, international law, and agency. The influence of government regulation of business: antitrust, labor, securities, environmental, and consumer law. Emphasis on analytical legal reasoning and the case method. Prerequisite: junior/senior standing.

BMA 345 Law of Business 3 hrs.

Principles of law in commercial paper, agency, business organizations, sales, and contracts, with application of the commercial code. Prerequisite: BMA 342.

BMA 352 Managing in Organizations 3 hrs.

Interdisciplinary approach to management and organizations. Emphasis on the complex roles of managers and the behavioral processes of leadership, communication, motivation, group dynamics, conflict, change, and organization development. International management, diversity, social responsibility, and business ethics. Case studies. Prerequisite: junior/senior standing.

BMA 353 Operations Management 3 hrs.

Survey of issues and methods related to designing, implementing, and controlling production systems. Project management, production planning, quality control, just-in-time techniques, and strategic importance of operations management. Prerequisites: QM 263; BMA 352.

BMA 355 Labor-Management Relations 3 hrs.

Collective bargaining as a social innovation in labor-management relations. Current public policy, major substantive issues in management and union policies, and tactics in collective bargaining and dispute settlement. Case studies. Prerequisite: junior/senior standing; BMA 352 or consent of BMA department chair.

BMA 356 Human Resource Management 3 hrs.

Management of human resources in work organizations. Emphasis on employee recruitment, selection, development, and skill utilization for efficiency and effectiveness. Prerequisite: BMA 352.

BMA 357 Leadership & Interpersonal Behavior 3 hrs.

Recognition, development, and practice of organizational leadership skills. Enhancing interpersonal dynamics and relationships. Organizational politics and interpersonal influence, creativity and innovation, negotiation and conflict resolution. Handling problem situations; effectively utilizing diverse talents and personalities. Introduction to major leadership and interpersonal development techniques. Case studies. Prerequisite: BMA 352.

BMA 358 Managerial Decision Making 3 hrs.

Descriptive and prescriptive approaches; formal and informal methods. Emphasis on subjective judgments and choices. Prerequisites: BMA 352 or 6 hours psychology and/or sociology; a 3-credit-hour course in statistics.

BMA 372 Management Information Systems 3 hrs.

Management of information resources. Use of information systems for competitive/strategic advantage. Advances in information technology, including industry trends and innovations. The information systems function in organizations. Electronic commerce and the World Wide Web. The impact of information systems on organizations. Ethical and legal issues in information use. Information security. Prerequisites: junior/senior standing; Foster College of Business Administration computer skills proficiency requirement.

BMA 373 Business Data Communications 3 hrs.

Study of the theories, design and technologies utilized in modern business data communications networks. Study of the functionality, performance and management of multiple network designs. Prerequisites: BMA 272 and junior/senior standing.

BMA 374 Database Management and Administration 3 hrs.

Investigation and application of advanced database concepts: administration, technology, and selection and acquisition of database management systems. In-depth business practicum in data modeling and system development in a database environment. Overview of future trends in data management. Prerequisites: BMA 272 and junior/senior standing.

BMA 375 Business Systems Analysis & Design 3 hrs.

Information systems in business applications. Emphasis on relationship of information systems planning to overall business goals, policies, plans, management style, and industry condition; analysis, design, and implementation of information systems. Overview of future trends in data management. Prerequisites: BMA 272 and junior/senior standing.

BMA 378 Human-Computer Interaction and Usability Testing 3 hrs.

Provides an introduction to the theory of human factors and process of usability testing. Explores current theory of human factors and human-computer interaction and how they should be applied to designing business systems. Emphasis placed on the scientific approach to systems testing to ensure systems meet usability standards and on the statistical benchmarking these tests provide. This is a non-technical course designed for those interested in managing the development of technical products and evaluating the usability of existing products and processes.

BMA 379 Information Systems Security 3 hrs.

An introduction to the various technical and administrative aspects of information security and assurance. Provides the foundation for understanding the key issues associated with protecting information assets, determining the levels of protection and response to security incidents, and designing a consistent, reasonable information security system, with appropriate intrusion detection and reporting features. Prerequisite: BMA 172.

BMA 382 Entrepreneurship 3 hrs.

Activities involved in starting, financing, growing, and harvesting a new business venture. Entrepreneurs and their behavior, analysis of opportunities, obtaining capital, and venture strategies. Prerequisite: ATG 158; junior standing. (Not open to students who have had BMA 359.)

BMA 383 Small Business Management 3 hrs.

Management and operation of a small business. Marketing, human resources, financing, and administration plans directly related to the small company. Prerequisite: BMA 352. (Not open to students who have had BMA 451.)

BMA 384 Entrepreneurial Finance 3 hrs.

Planning and strategies involved in starting or expanding a business. Emphasis on capitalization, record keeping, liquidity management, fixed asset management, financial analysis, expansion strategies, establishing firm value, and exiting the firm. Cross-listed with FIN 384. Prerequisites: BMA 352; FIN 322.

BMA 385 Technology Entrepreneurship 3 hrs.

New product development with an emphasis on high-technology products. Opportunity screening, feasibility studies, demand, analysis, and cost projections necessary for product commercialization. Prerequisite: junior standing.

BMA 395 Real Estate Principles 3 hrs.

Basic principles of real estate and real estate practices in property rights (contracts, deeds, and mortgages), property ownership, financing and management, real estate brokerage, valuation, planning, public housing, and urban renewal. Prerequisite: junior/senior standing.

BMA 446 Employment Law **3 hrs.**
Legal issues surrounding employment-at-will and collective bargaining, including hiring and firing, discrimination, workers' compensation, personnel handbooks, alcohol and drug abuse, federal wage and hour law, and federal labor law. Prerequisites: BMA 342, 352.

BMA 450 Competitive Strategy **3 hrs.**
Concepts, principles, and techniques of developing strategy in competitive markets. Case studies for analysis of firms' strategic maneuvering. Simulation exercises on strategic decision making in competitive market structures. Prerequisites: BMA 352; FIN 322; MTG 315.

BMA 452 Strategic Management & Business Policy **4 hrs.**
Integrated capstone course. Top level management activities; strategic analysis, planning, strategy development, policy formulation and implementation. Case material and applied projects. Prerequisites: FIN 322; BMA 352; MTG 315; senior standing.

BMA 456 Compensation Management **3 hrs.**
Financial returns, tangible services, and benefits employees receive. Prerequisite: BMA 356.

BMA 457 Human Resource Theory and Program Design **3 hrs.**
Activities associated with the human resources function. Emphasis on the theoretical, technical, and legal aspects of selecting, developing, and maintaining employees. Prerequisites: BMA 356.

BMA 459 Topics in Management **3 hrs.**
Topics of special interest which may vary each time course is offered. Topic and prerequisite stated in current Schedule of Classes. May be repeated under different topics for a maximum of six hours credit.

BMA 478 Implementing Business Computer Systems **3 hrs.**
Development of a business computer system application with the life cycle methodology. Specific concepts and skills of project management. Team projects. Prerequisites: BMA 375.

BMA 479 Topics in Management Information Systems **3 hrs.**
Topics of special interest which may vary each time course is offered. Topic and prerequisites stated in current Schedule of Classes. May be repeated under different topics for a maximum of six hours credit. Prerequisite: stated in current schedule of classes

BMA 488 Internship in Entrepreneurship **1-3 hrs. each**
Supervised experience with an approved new or emerging firm or with an agency providing assistance to emerging high-technology firms. Application of entrepreneurship skills. Written application required (available from internship director). May be repeated for a maximum of 3 hours. Prerequisites: junior standing; entrepreneurship major; 2.5 overall GPA; at least one entrepreneurship-related course.

BMA 489 Topics in Entrepreneurship **3 hrs.**
Topics of special interest, which may vary each time the course is offered. Topic and prerequisite stated in current Schedule of Classes. May be repeated under different topics for a maximum of six hours credit. Prerequisite: junior standing.

BMA 498, 499 Independent Studies **1-3 hrs. each**
Studies undertaken by academically qualified students under the guidance of a faculty member, with the approval of the chair of the Department of Business Management and Administration. Business Management and Administration majors only. Prerequisite: junior/senior standing.

Department of Economics

FACULTY Professors Highfill, O'Brien, Sattler, Scott (chair), Weinstein; Associate Professors Felder, Wojcikewych; Assistant Professors Gretz, Lewer.

The Department of Economics offers a major in the Foster College of Business Administration and in the College of Liberal Arts and Sciences. Normally, individuals planning a career in business should be in the Foster College of Business Administration, and individuals planning a career in government, politics, public policy, or the law should be in the College of Liberal Arts and Sciences. Students interested in an economics major are urged to consult with a departmental advisor for a suggested course of study that will serve their career objectives.

Courses in economics are designed for (1) students of other departments wishing to broaden their understanding of the economic forces of our world; (2) students planning to enter those business and professional careers in which a more specialized understanding of economics is important; and (3) students planning to continue the study of economics or related subjects in graduate school, in order to prepare for professional careers in economics.

The departmental requirements for the major are designed to provide the student with (1) the basic economic theory; (2) the basic quantitative tools; (3) a more specialized understanding of those particular areas of interest in economics; and (4) a broad background in the humanities, physical sciences, and social sciences.

Individuals planning to study for the PhD in economics should take either a minor in mathematics or the following courses: MTH 121, MTH 122, MTH 207, and MTH 223. It is strongly advised that MTH 420 also be taken.

In addition to the University and Foster College of Business Administration requirements, students enrolled in the Department of Economics must fulfill the following requirements:

- Economics 100 or 221, and 222, 300, 332, 333, 400, 498, 499
- Junior/Senior Economics Electives 6 hrs.
- At least one Heterodox Economics Course (Economics 313, 345, 351, 362, 444) 3 hrs.
- Philosophy 3 hrs.
- Majors must receive a grade of C or better in Economics 332, 333, and 499.

- Minimum of 26 semester hours in economics and a minimum of 20 hours at the junior/senior level.

A recommended course sequence for economics, Foster College of Business Administration, and basic skills courses is as follows. Elective courses should be chosen with care to ensure that the University general education and Foster College of Business Administration requirements are met.

Freshman Year

ENG 101 Composition	3
MTH 115 Brief Calculus with Applications I	4
ATG 157 Accounting Principles	3
COM 103 The Oral Communication Process	3
BUS 100 Contemporary Business	3
BMA 172 / Competency Exam	1
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General Education Courses.....	15
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Sophomore Year

BUS 210 Team Dynamics	1
ATG 158 Accounting Principles	3
ECO 221 Principles of Microeconomics	3
ECO 222 Principles of Macroeconomics	3
QM 262, 263 Quantitative Analysis I and II.....	6
Philosophy Elective.....	3
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	19
General Education Courses.....	13
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Junior Year

ENG 300, 301, 304, 305, or 306 Advanced Writing	3
ECO 332 Intermediate Microeconomics Theory	3
ECO 333 Intermediate Macroeconomics Theory	3
FIN 322 Business Finance.....	3
IB 306 Introduction to International Business	2
BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
BUS 220 Career Planning Strategies.....	1
MTG 315 Principles of Marketing.....	3
ECO 300 Economics Colloquium for Juniors	1
Economics Electives	6

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Senior Year

BMA 372 Management Information Systems	3
ECO 498, 499 Senior Seminar in Economics	3
ECO 400 Economics Colloquium for Seniors	1
BMA 353 Operations Management	3
BMA 452 Strategic Management and Business Policy	3
Heterodox Elective.....	3
Behavioral Sciences	6
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Free Electives	4
General Education Courses.....	3
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Students interested in minoring in economics, see College of Liberal Arts and Sciences, Department of Economics.

Course Descriptions

ECO 100 Introduction to Economics 3 hrs. (Gen. Ed. SF)

Nature, scope, and methods of economics; current economic institutions, problems, and policies. Students who have already completed ECO 221 and/or 222 will not receive credit for this course. Not open to College of Business majors.

ECO 101 Economics and Contemporary Issues 1 hr.

Application of economic method to analysis of contemporary issues. Emphasizes student participation in applications of economic principles to analysis of contemporary problems and policies. Prerequisite: concurrent enrollment in ECO 100.

ECO 200 Economics in Literature 1 hr.

Student-faculty discussion of "literary" texts, usually novels, from an economic perspective. Prerequisites: 3 hrs. of economics; consent of instructor.

ECO 221 Principles of Microeconomics 3 hrs. (Gen. Ed. SF)

Institutions, problems, and policies of the market system and alternative systems: allocation of resources and distribution of income. Not open to students with ECO 100.

ECO 222 Principles of Macroeconomics 3 hrs. (Gen. Ed. SF)

Process and determinants of overall economic activity and growth. National income accounting; determination of aggregate income, employment, and the price level; money and banking; government monetary and fiscal policies; international economics.

ECO 300 Economics Colloquium for Juniors 1 hr.

Student-faculty discussion of books and articles concerning significant economic ideas and issues not examined in depth in other courses. Prerequisites: economics major, junior standing.

ECO 301 Money and Banking 3 hrs.

Real and financial sectors of the economy. Emphasis on structure and process of financial intermediation and related policy issues. Prerequisites: ECO 100 or 221; ECO 222; junior/senior standing.

ECO 305 Public Expenditure and Finance 3 hrs.

Economic role of government in the U.S. economy. Determination of the size and economic functions of government, federal expenditure decisions and budgeting, equity and efficiency of various types of taxes, and selected problems in state and local finance. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 310 Labor Problems 3 hrs.

Theories of the labor movement; labor legislation and its effect on labor management and society's goals; theories of collective bargaining; impact of government economic policies on labor management relations; wage theory. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 313 American Economic History 3 hrs.

Changes in the processes of production and distribution in American economic development: their impact on economic institutions, and impact of economic institutions on economic development. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 319 Introduction to Econometrics 3 hrs.

Techniques and procedures of application of statistical tools to economic research problems; selected methods for investigating the empirical validity of economic theory. Prerequisites: ECO 100 or 221; ECO 222; QM 263 or equivalent; junior/senior standing.

ECO 325 Urban Economics 3 hrs.

Origins, economic structure, and functions of urban centers; selected economic problems and policies. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 332 Intermediate Microeconomic Theory 3 hrs.

Optimizing behavior and market processes. Emphasizes proficiency in numerous microeconomic tools of analysis. Encourages thought about these tools and the real world they are designed to illuminate. Prerequisites: ECO 100 or 221; ECO 222; MTH 115 or 121 or consent of the instructor; junior/senior standing.

ECO 333 Intermediate Macroeconomic Theory 3 hrs.

Integrated approach to the theory of income determination; contemporary growth models; explanations of cyclical fluctuations. Prerequisites: ECO 100 or 221; ECO 222; junior/senior standing.

ECO 335 Managerial Economics 3 hrs.

Applying economic theory to the tools of operations research and business analysis: demand, cost, profit, and pricing. Decision theory of the firm. Prerequisites: ECO 100 or 221; ECO 222; QM 262 or equivalent; junior/senior standing.

ECO 345 Comparative Economic Systems 3 hrs.
Analysis of three major types of economic systems. Systems are contrasted in terms of goals, goals achievement, capacity to generate growth, and as generators of a lifestyle. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 351 Economic Development 3 hrs.
Economic behavior of people living in less developed countries: goals, constraints, means available, and choices made. Private sector, role of government, and relations with more developed countries. All topics studied in historical context. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 352 Industrial Organization 3 hrs.
Structure, conduct, and performance of business enterprise in the U.S.; possible and actual role of government as a regulator of business enterprise, historically and philosophically. Prerequisites: ECO 100 or ECO 221; ECO 222; junior/senior standing.

ECO 362 Economics and Law 3 hrs.
Tort, property, contract, civil, and criminal law from the perspective of economics. Overview of microeconomic theory applied to legal problems to attain optimum welfare for the individual or community affected by issues before the law. Prerequisites: ECO 100 or 221; junior/senior standing.

ECO 390 International Monetary Economics 3 hrs.
Adjustments in the world monetary economy including balance of payments adjustments and equilibrium and disequilibrium in foreign exchange markets. Cross listed as IB 390. Prerequisites: ECO 100 or 222; junior/senior standing.

ECO 391 International Trade 3 hrs.
Welfare implications of international trade; balance of payments; equilibrium and disequilibrium; external and domestic policy effects on the balance of payments and welfare; international trade and financial cooperation among nations. Cross listed as IB 391. Prerequisites: ECO 100 or 221; ECO 222; junior/senior standing.

ECO 399 Special Topics in Economics 3 hrs.
Topics of special interest which may vary each time course is offered. Topic stated in current Schedule of Classes. May be repeated under different topics. Prerequisite: junior/senior standing.

ECO 400 Economics Colloquium for Seniors 1 hr.
Continuation of Economics 300, with more difficult and challenging readings. Prerequisites: economics major; senior standing.

ECO 418 Mathematical Economics 3 hrs.
Application of mathematics to selected topics of economic theory. Prerequisites: ECO 100 or 221; ECO 222; MTH 122; junior/senior standing.

ECO 434 Readings in Economics 1 to 6 hrs.
Individual readings for qualified students under the guidance of a member of the economics staff. Prerequisites: approval of the department chair; junior/senior standing.

ECO 444 History of Economic Thought 3 hrs.
Development of Western economic thought in historical context; how new ideas influenced subsequent thought. 16th Century mercantilism to Keynes. Prerequisites: ECO Encompasses 100 or ECO 221; ECO 222; junior/senior standing.

ECO 498 Senior Seminar in Economics, Part I 0 hrs.
Topics in economics selected, studied, and discussed by students as a group under faculty guidance. Each student begins to explore an area of economic thought in which he or she has a particular interest and plans to write a senior thesis. Required for all economics majors. Pass/Fail. Prerequisites: senior standing (junior standing with consent of instructor).

ECO 499 Senior Seminar in Economics, Part II 3 hrs.
Topics in economics selected, studied, and discussed by students as a group under faculty guidance. Each student explores an area of economic thought in which he or she has a particular interest. Prerequisites: ECO 498; senior standing (junior standing with consent of instructor).

Department of Finance and Quantitative Methods

FACULTY Professors Bhandari, Hatfield (*Gerald Stephens Professor*), Horvath (*Robert T. Stevenson Jr./National City Bank Professor, chair*), Webster; Associate Professors, Rubash, Showers; Assistant Professors El Shahat, Sinha.

The Department of Finance and Quantitative Methods serves actuarial science-business and finance majors, 3:2 master of science in quantitative finance majors, decision analysis minors, and others enrolled for one of the actuarial science, finance, or quantitative methods courses. Solid foundations in the fundamentals of these fields and the supporting areas of mathematics, communications, and the sciences, both natural and social, are stressed by departmental faculty. Graduates are equipped to adapt to rapidly changing and competitive environments. Innovation, creativity, and analysis are integrated into a diverse and rigorous program preparing students for graduate school or success in their chosen professional fields.

Social and professional activities available to students include the Actuarial Science Club, the Bradley Investment Organization, and the Financial Management Association and its National Honor Society.

Actuarial Science – Business

Actuarial Science – Business Major

A career in actuarial science is widely recognized as one of the most attractive professions available to college graduates. Actuaries apply a unique set of business and mathematical skills in solving financial and social problems. Examples of organizations employing actuaries include insurance companies, public utilities, and select regulatory agencies.

The actuarial science major is a cooperative effort between the Finance and Quantitative Methods Department and the Department of Mathematics and is based on the premise that successful actuaries have mastered essential business and risk management and insurance knowledge along with specific actuarial mathematics skills.

The objective of Bradley's actuarial science-business program is to prepare majors for successful careers as actuaries. Required courses include several which help students prepare for several of the standard actuarial exams administered by the Society of Actuaries (SOA) and the Casualty Actuarial Society (CAS).

A list of the program requirements is provided below,

along with a recommended course sequence for actuarial science-business (ASB) majors.

Departmental requirements for an actuarial science – business major

1. Complete the business core, substituting MTH 325 and 326 for QM 262 and 263, respectively; and substituting IME 313 for BMA 353.
2. Actuarial Science Business (ASB) requirements:
 - A. All students must successfully complete the following courses:
 - CS 106 Intro. to Programming & Computer Science
 - MTH 121 Unified Calculus I
 - MTH 122 Unified Calculus II
 - MTH 223 Unified Calculus III
 - MTH 207 Elementary Linear Algebra with Applications
 - MTH 325 Probability and Statistics I
 - MTH 326 Probability and Statistics II
 - MTH 335 Topics in Actuarial Science (taken twice, under different topics)
 - MTH 427 Applied Statistical Methods
 - IME 313 Operations Research I
 - RMI 315 Principles of Risk Management
 - B. All students must successfully complete one additional 3-credit-hour RMI course.
3. All students are encouraged to take at least one of the following courses: ECO 301 Money and Banking, FIN 325 Investment Analysis, or FIN 425 Portfolio Theory and Management.
4. All students must complete at least one professional actuarial exam administered by the Society of Actuaries.

A recommended course sequence for actuarial science-business majors is shown below. Elective courses should be chosen with care to ensure that the University general education requirements are satisfied.

Freshman Year

ATG 157 Accounting Principles – Financial3
 ATG 158 Accounting Principles – Managerial3
 BUS 100 Contemporary Business3
 COM 103 The Oral Communication Process.....3
 ENG 101 English Composition.....3
 MTH 121 Calculus I.....4
 MTH 122 Calculus II.....4
 General Education Requirements8
 BMA 172 / Competency Exam1
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Sophomore Year

BUS 210 Team Dynamics1
 CS 106 Intro. to Programming & Computer Science.....3
 ECO 221 Principles of Microeconomics.....3
 ECO 222 Principles of Macroeconomics.....3
 MTH 223 Calculus III4
 MTH 207 Elementary Linear Algebra with Applications3
 MTH 325 Probability and Statistics I3
 General Education Requirements8
 Behavioral Science Requirements.....3
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Junior Year

BMA 342 Legal Environment of Business3
 BMA 352 Managing in Organizations3
 BUS 220 Career Planning Strategies1
 RMI 315 Principles of Risk Management.....3
 FIN 322 Business Finance.....3
 IB 306 Introduction to International Business2
 IME 313 Operations Research I.....3
 MTH 326 Probability and Statistics II3
 MTH 335 Topics in Actuarial Science*.....3
 General Education Requirements3
 Another 3-semester-hour RMI course.....3
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Senior Year

ECO 300-level.....3
 ENG 300, 301, 304, 305, or 3063
 MTH 427 Applied Statistical Methods.....3
 MTH 335 Topics in Actuarial Science*.....3
 MTG 315 Principles of Marketing.....3
 BMA 372 Management Information Systems3
 BMA 452 Strategic Management and Business Policy.....4
 Behavioral Science Requirements.....3
 Free Electives6
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*MTH 335 is taken twice under different topics.

BS/BA-MSQF 3:2 Program

The Department of Finance and Quantitative Methods offers an integrated Bachelor's (BS or BA) and Master of Science in Quantitative Finance (MSQF) degree. In this integrated program (commonly referred to as a 3:2 program), students initiate their studies by applying in writing. Freshmen apply upon entering the university. Admission to the BS/BA-MSQF program is based on their ACT or SAT score, class standing in the upper 15 percent of their graduating class, and two academic letters of recommendation.

Initiation of the 3:2 BS/BA-MSQF track is available when students are admitted to Bradley University and through their junior year. Students may transfer from other majors or programs by applying in writing. Admission for transfer students is based upon ACT or SAT, grade point average (minimum acceptable is 3.0), and two academic letters of recommendation.

Students in the BS/BA-MSQF program may take 500-level courses during their senior year (90 or more credit hours) so long as course prerequisites are satisfied. When a BS/BA-MSQF student accumulates 90 credit hours and maintains at least a 3.0 grade point average, the student is admitted to the MSQF program.

The BS/BA-MSQF undergraduate track requires 124 credit hours as outlined below and provides the foundation for the graduate-level courses required for the BS/BA-MSQF. Upon completion of 124 credit hours and all requirements listed below, the student would receive a BS or BA degree. BS/BA-MSQF candidates begin their graduate status upon receipt of their BS/BA degree. Subsequent to completion of the requirements in the graduate catalog, a student receives the Master of Science in Quantitative Finance degree. Students who fail to meet the requirements or who do not qualify for admission to the MSQF by the end of their senior year may still earn a BS or BA degree in finance by completing all courses required for the undergraduate finance degree. (See "Finance Major" below.)

The 3:2 BS/BA-MSQF track offers students greater availability of financial aid and earlier guarantee of admission to the graduate program (see the *Graduate Catalog* for specific requirements). The track also provides the student with the mathematical concepts, tools, and techniques needed for many advanced finance-related positions in both the private and public sectors and subsequent graduate studies.

While the *Graduate Catalog* provides a complete description of the MSQF program requirements, the following are specific course requirements at the undergraduate level in addition to or in lieu of the college core and university general education requirements:

MTH 121 Calculus I (meets math general education requirement).....4
 MTH 325 Probability & Statistics I (in lieu of FCBA core requirement QM 262)3

MTH 326 Probability & Statistics II (in lieu of FCBA core requirement QM 263).....	3
FIN 325 Investment Analysis.....	3
FIN 327 Derivatives I.....	3
FIN 328 Financial Markets and Institutions.....	3
FIN 425 Portfolio Theory.....	3
FIN 494 Financial Strategy.....	3
FIN Electives.....	2
MTH 122 Calculus II.....	4
MTH 207 Elementary Linear Algebra.....	3
MTH 223 Calculus III.....	4
MTH 345 Differential Equations.....	3
CS 302 Advanced Data Structures & Algorithms.....	3
BMA 175 Introduction to Developing Business Applications.....	3

Note: If a BS/BA-MSQF student chooses to opt out of the program but still wishes to pursue a BS or BA degree as an undergraduate finance major, the finance courses listed above would count as part of the finance requirements listed in the "Finance Major" section below.

Finance Major

Finance is the art and science of managing money and claims against money. The study of finance involves an analytic treatment of decision-making under conditions of risk and uncertainty. Graduates of this program are prepared to enter the dynamic and challenging world of finance or to continue their education in graduate school. MBA and MS in finance programs and law schools attract many graduates. The finance major enables students to understand the problems of obtaining and using monetary resources. Students select options preparing them for work in corporate finance, the securities area, futures, forward markets, options markets, real estate, insurance, or personal financial planning. International Financial Management and Financial Institutions and Markets courses are sometimes offered off campus in locations such as London and New York City.

Corporate

Students interested in corporate finance select courses providing a background in the various financial elements of corporate activities. Typically, financial management decisions involve capital budgeting and financing decisions as well as the daily activities associated with allocating and obtaining funds. A variety of optimization and modelling techniques are studied. The ability to develop a sound financial analysis of an opportunity is emphasized.

Securities

Students interested in the securities area select courses that will develop their skills in analyzing and selecting investment opportunities. Portfolio analysis as well as identification of individual security characteristics are stressed. The markets for securities of all types, domestic and international, are studied to provide an understanding of their

opportunities and constraints. Implications of market efficiency are considered. The ability to develop a worthwhile and unique analysis of investments is emphasized.

Markets and Institutions

Students interested in financial institutions such as insurance companies, banks, pension funds, and finance companies select courses that will prepare them for positions in these organizations. Modern technology, globalization and newer ideas associated with managing financial institutions are of particular importance. The decision-making ability needed for proper management of progressive organizations is developed through a variety of rigorous courses.

Other

The curriculum structure is suitable for students planning graduate study or entrepreneurial activities. Many past students now own and operate their own businesses.

Due to the highly quantitative nature of many areas of finance, the entering student is advised to have a strong mathematics background. Three years of algebra, one year of geometry, and a semester of trigonometry are recommended. It is also helpful for entering students to have and be able to use a personal computer.

Departmental requirements for a finance major:

- A. A total of 24 hours in finance courses including the core: FIN 322 Business Finance, FIN 325 Investment Analysis, FIN 328 Financial Institutions and Markets.
- B. FIN 494, Financial Strategy, plus a minimum of 3 additional hours in finance courses at the senior (4xx) level. These classes count as part of the required 24 hours in finance.
- C. Three hours from courses designated as "tools courses," selected from:
 - QM 326 Business Forecasting
 - QM 364 Decision Support Systems
 - ECO 319 Introduction to Econometrics
 - ECO 418 Mathematical Economics
- D. An approved three-hour functional area international course, selected from:
 - FIN 323 International Financial Management
 - ECO 390 International Monetary Economics
 - ECO 391 International Trade

Note: FIN 323 also counts as part of the required 24 hours in finance.

ECO 390 and 391 also count as the junior-senior level economics course required by the college.
- E. QM 260 Quantitative Methods in Finance
- F. At least three hours in accounting beyond ATG 157 and ATG 158, selected from: ATG 204 Cost Accounting and ATG 301 Intermediate Accounting.

An illustrative course sequence follows. Elective courses should be chosen with care to ensure that the University general education and Foster College of Business Administration requirements are met.

Freshman Year

BUS 100 Contemporary Business	3
ENG 101 English Composition.....	3
MTH 115 or 121 Calculus I.....	4
QM 260 Quantitative Methods in Finance	3
ATG 157 Accounting Principles - Financial	3
COM 103 The Oral Communication Process.....	3
Programming Language (Section F)	3
General Education and/or Behavioral Science	8
BMA 172 / Competency Exam	1
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Sophomore Year

ATG 158 Accounting Principles	3
BUS 210 Team Dynamics	1
ECO 221 Principles of Microeconomics.....	3
ECO 222 Principles of Macroeconomics.....	3
QM 262 Quantitative Analysis I	3
QM 263 Quantitative Analysis II	3
General Education, Behavioral Science, Finance Elective (FIN 220) and/or Tools Course (Section C, ATG 204)...	16
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Junior Year

ENG 300, 301, 304, 305, or 306 Advanced Writing	3
FIN 322 Business Finance.....	3
MTG 315 Principles of Marketing.....	3
IB 306 Introduction to International Business	2
BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
BMA 372 Management Information Systems	3
BUS 220 Career Planning Strategies	1
Finance Electives (Consider Section D, FIN 323)	6
Tools Course (Section C), Finance Elective, General Education and/or Free Electives	3
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Senior Year

BMA 353 Operations Management	3
ECO Junior-Senior Elective (Consider Section D, ECO 390 or 391)	3
Finance Electives (Consider Section D, FIN 323)	6
Senior Finance Elective	3
FIN 494 Financial Strategy.....	3
BMA 452 Strategic Management and Business Policy	4
International Requirement (Section D) or Free Elective	3
General Education, Finance Elective, and/or Free Electives	6
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Decision Analysis Minor

The minor in Decision Analysis is designed to provide students with a solid foundation of mathematical and quantitative tools essential to sound decision-making. All areas of academic study such as sociology, psychology, and health sciences, may benefit from the application of analytical thought. Thus, this program will assist students in all majors across campus in formulating optimal solutions to common problems they will encounter in their professional lives. Students enrolled in the Decision Analysis program will acquire the skills to critically evaluate alternative solutions to complex questions in an analytical and pragmatic manner. Upon graduation these students will find themselves better prepared to assume responsible positions of authority and to perform their professional duties in a resourceful and productive manner.

In addition to the University requirements and those imposed by the student's college, a minor in Decision Analysis must complete the following or their equivalents:

Required:

- QM 262 - Quantitative Analysis I (3 hours)
- QM 263 - Quantitative Analysis II (3 hours)

Nine (9) hours from Groups A and B with at least six (6) from Group A:

Group A:

- QM 326 - Business Forecasting (3 hours)
- QM 364 - Decision Support Systems (3 hours)
- QM 369 - Topics in Quantitative Methods (3 hours)

Group B:

- ECO 319 - Introduction to Econometrics (3 hours)
- ECO 418 - Mathematical Economics (3 hours)
- QM 498 - Independent Study in Quantitative Methods (1-3 hours) or a quantitative methods course in the student's major if approved by the FQM Department

Students whose major is from the Foster College of Business Administration must have at least 12 hours in courses that are unique from those used to fulfill their major requirements. Students should consult their academic advisor.

Course Descriptions

Actuarial Science—Business

ASB 315 Risk and Insurance 3 hrs.

Insurance aspects of risks. Nature of risk assessment control and financing activities in organizations. Firm risk policy issues. Cross-listed as BMA 315. Prerequisites: junior standing.

Finance

**FIN 220 Personal Finance 3 hrs.
(Gen. Ed. SF)**

Principles and practice of management of personal income, wealth, and credit: budgeting, sources of financing, savings, estate planning, and institutions of personal finance.

FIN 322 Business Finance **3 hrs.**
Capital budgeting and principles of financial management. External and internal sources of funds: costs and profitable uses in business organizations. Prerequisites: ATG 157 and junior/senior standing.

FIN 323 International Financial Management **3 hrs.**
Financial characteristics of international business. International exchange, liquidity, markets, investments, and banking, in context of historical development, environmental characteristics, economic factors, political systems, and legal constraints. Emphasis on exchange rate exposure management. Cross listed as IB 323. Prerequisites: ATG 158; ECO 222; junior/senior standing.

FIN 325 Investment Analysis **3 hrs.**
Principles of investment analysis. Introduction to security valuation using fundamental analysis with associated trading rules. Introduction to technical analysis/charting with trading rules. Functions and descriptions of securities markets and trading. Prerequisites: FIN 322, QM 262.

FIN 327 Derivative Securities **3 hrs.**
Overview of options, futures, swaps, and related financial securities. Examination of exchanges, pricing issues, arbitrage, and trading strategies. Applications emphasize the use of derivative securities for managing financial risk. Prerequisites: FIN 322, QM 260.

FIN 328 Financial Institutions and Markets **3 hrs.**
Operation of financial institutions and interrelationships between their operations and economic activity; credit flow and money movements, in the context of financial institutions' operations. Structure and organization of the financial system; emphasis on markets and intermediaries. Prerequisites: ECO 100 or ECO 221; ECO 222; junior standing.

FIN 329 Commercial Bank Management **3 hrs.**
The role of commercial banks in the capital markets; introduction and application of financial management concepts, tools, and techniques to the fundamental financial decisions that managers of commercial banks make. Focus is on the dynamic banking environment, regulations, nature of risks, asset and liability management, investment and credit decisions, and financing decision of commercial banks. Prerequisite: FIN 322.

FIN 330 Financial Services Marketing **3 hrs.**
Examination of the increasing use of marketing techniques in the financial services industry and the changing environment of financial services. Course is structured around the core marketing principles of buyer behavior, segmentation, product development, distribution, pricing and promotion, as well as topics such as relationship marketing, customer loyalty, and technological developments. Designed for students with an interest in banking, insurance, securities, and other financial services industries. Cross listed with MTG 330. Prerequisites: FIN 322, MTG 315.

FIN 384 Entrepreneurial Finance **3 hrs.**
Planning and strategies involved in starting or expanding a business. Emphasis on capitalization, record keeping, liquidity management, fixed asset management, financial analysis, expansion strategies, establishing firm value, and exiting the firm. Cross-listed with BMA 384. Prerequisites: BMA 352; FIN 322.

FIN 421 Liquidity Management **3 hrs.**
Managing firms' liquidity position; emphasis on use of positive and normative models dealing with short term assets and liabilities; ensuring liquidity while enhancing firm value. Prerequisite: FIN 322, QM 263.

FIN 422 Financial Analysis **3 hrs.**
Interpretation and analysis of corporate financial statements. Current annual and interim reports as a source of data for management, stockholders, and creditors. Prerequisite: FIN 322, QM 263.

FIN 423 Advanced Business Finance **3 hrs.**
Complex problems of the corporate finance manager. Emphasis on modern finance tools in managerial decision making. Recent literature of corporate finance. Prerequisite: FIN 322, QM 263.

FIN 424 Capital Budgeting **3 hrs.**
Long-term capital investment decisions and long-term financing. Strategic wealth creation, general valuation principles, evaluation of net present value rule, alternative capital budgeting methods, ranking projects, taxation, marginal cash flows, and the impact of inflation. Single-investment risk analysis, risk analysis for top management and fully diversified investors, cost of capital, capital structure, dividend policy, interactions between investment and financing decisions, leasing, and capital rationing. Prerequisite: FIN 322, QM 263.

FIN 425 Portfolio Theory & Management **3 hrs.**
Introduction to portfolio theory. Diversification concepts. Market-oriented capital asset pricing model, options pricing model, and arbitrage pricing theory. Market efficiency. Relationship of portfolio theory to fundamental and technical analyses. Portfolio management and evaluation techniques. Prerequisites: FIN 325; QM 260; QM 263.

FIN 426 Financial Research and Modeling **3 hrs.**
Modeling financial processes, cash flows, security prices, etc., for decision making. Econometric, distribution-based, Markov and Stochastic Process concepts are employed. Treats risk/uncertainty identification, measurement and management. Prerequisites: QM 260; QM 263; FIN 322, and one additional jr./sr. finance course.

FIN 429 Topics in Finance **3 hrs.**
Topics of special interest which may vary each time course is offered. Topic and prerequisite stated in current Schedule of Classes. May be repeated under different topics for a maximum of nine hours credit.

FIN 494 Financial Strategy **3 hrs.**
Contemporary review of theory and practice of financial risk management. Principles for managing financial risk are applied to interest rates, exchange rates, and commodity prices. Financial engineering is incorporated into unified ethical and sustainable managerial problem solving and policy decisions designed to achieve successful operations. Supporting financial elements areas are integrated to understand and appreciate their interdependencies and benefits as a culminating academic experience. Prerequisites: 12 hours of finance at 300 or 400 level.

FIN 498 Independent Study in Finance **1-3 hrs.**
Studies undertaken by academically qualified students under guidance of a faculty member. Open to Finance and Quantitative Methods Department majors only. May be repeated under different topics for a maximum of six hours credit. Prerequisites: junior/senior standing; 2.5 of cumulative grade point average; consent of Department Chair.

Quantitative Methods

QM 260 Quantitative Methods in Finance **3 hrs.**
Introduction to mathematics of finance. Emphasis is placed on the applications of mathematical techniques to important financial concepts such as capital budgeting, measures of risk and return, investments, and market efficiency. Techniques of optimization as applied to diversification and portfolio management. Prerequisite: MTH 115 or MTH 121.

QM 262 Quantitative Analysis I **3 hrs.**
Data presentation and computation of descriptive measures. Probability theory, probability distributions, expectations, variance, covariance, and correlation coefficient. Sampling, central limit theorem, statistical estimation, one or two sample tests of hypotheses. Prerequisite: MTH 109 or equivalent; BMA 172.

QM 263 Quantitative Analysis II **3 hrs.**
Linear and multiple regression, correlation, analysis of variance, contingency tables, time series, decision theory, and non-parametric methods. Data analysis using statistical computer packages. Prerequisites: QM 262; MTH 115 or 121.

QM 326 Business Forecasting **3 hrs.**
Develops basic principles and techniques of forecasting through integration of scientific and judgmental forecasting in financial applications. Objective analysis of historical data is combined with subjective insight to demonstrate how data for budgets can be developed, profits maximized, and risks reduced. Emphasis on use of forecasting by individual firms. Prerequisites: QM 263 and junior/senior standing.

QM 364 Decision Support Systems **3 hrs.**
Deterministic and probabilistic models of management science and use of computer-based support for the decision making process. Models such as linear and integer programming, transportation and assignment problems, CPM/

PERT, simulation and queueing models. Applications in a variety of business areas using the computer. Prerequisites: BMA 172 or equivalent; QM 262; junior/senior standing.

QM 369 Topics in Quantitative Methods **3 hrs.**
Topics of special interest which may vary each time course is offered. Topic stated in current Schedule of Classes. May be repeated under different topics for a maximum of six hours. Prerequisite: junior/senior standing.

QM 498 Independent Study in Quantitative Methods **1-3 hrs.**
Studies undertaken by academically qualified students under guidance of a faculty member. Open to Finance and Quantitative Methods Department majors only. May be repeated under different topics for a maximum of six hours. Prerequisites: junior/senior standing; 2.5 cumulative grade point average; consent of Department Chair.

Risk Management and Insurance

RMI 315 Principles of Risk Management **3 hrs.**
The fundamental aspects of risk management and insurance (RMI). Emphasis on understanding the nature of risk assessment, control, and financing activities for organization. RMI policy issues impacting the firm (e.g., discrimination, health care and financing, environmentalism). Cross-listed as BMA 315. Prerequisite: junior standing.

RMI 365 Risk Analysis **3 hrs.**
The nature and importance of risk analysis; qualitative and quantitative risk analysis data; user-friendly approaches to constructing statistical estimates for risk; loss analysis; using risk and loss estimates in decision making and related public policy issues (e.g., fair versus unfair risk factors). Prerequisites: RMI 315; QM 262.

RMI 440 Managing the Insurance Enterprise **3 hrs.**
Functional analysis of the operations of insurance organizations; legal organization, marketing systems, management and control, underwriting, rating, financial analysis, rate making and regulation. Prerequisite: RMI 315.

RMI 465 Advanced Studies in Risk Management **3 hrs.**
Small teams examine various risk management scenarios and make appropriate recommendations. Students conduct a risk management review for a local small business and make appropriate recommendations. Emphasis on enhancing written and oral communication skills. Prerequisites: RMI 315; RMI 365 or 415.

RMI 492 Independent Study or Research in RMI **1-3 hrs.**
Studies or research undertaken by academically qualified students under the guidance of a faculty member. May be repeated for a maximum of 6 semester hours. Prerequisites: RMI or ASB major and consent of RMI program director.

International Business Program

International Business Faculty: Crowe, Griffin (Program Coordinator), Highfill, Iyer, Rubash.

The international business program is interdisciplinary, integrating international studies and foreign languages with business. Supplementing the academic program are opportunities for participating in internships with international companies, study abroad programs, and internationally-oriented business outreach programs.

The objective of the international business curriculum is to provide opportunities for students to gain competence in various aspects of global business operations. In addition, a broad training incorporating international studies and foreign language will make the student better prepared to assume managerial positions with business enterprises. Most international business majors will seek employment with companies engaged in international business activities, such as exporters and multinational corporations. Other potential employers include international business intermediaries (banks, trading companies, research and consulting firms, transportation agencies, port authorities, and so on), international economic institutions, and state and federal agencies.

The need for a separate curriculum in international business is reinforced by growing internationalization and globalization of American business and interdependency of world economies. Today, businesses find themselves in intense competition with foreign companies here at home. More direct involvement in international business comes in the form of global sourcing activities, exporting, licensing and technology transfer, and foreign direct investment. A variety of small and large companies in the manufacturing, service, and agricultural sectors currently participate in international business.

Students may study international business at Bradley University in three ways. First, students may major in international business leading to an undergraduate baccalaureate degree. Others may pursue international business in addition to another major outside the Foster College of Business Administration. Still others may take as electives one or more courses in international business.

Graduation Requirements

A. International Business Major Requirements

In addition to the University and Foster College of Business Administration requirements, students enrolled in the international business major must fulfill the following requirements:

Foreign Language
200 level or above, of which 3 semesters must be in the same language.....12

International Studies
IS 103, 104 Introduction to International Studies..... 6
Area Studies* 6
 Africa: IS 340, 440, 448
 Asia: IS 182, 385
 East Asia: HIS 107, IB 204, IS 285, 318, 381
 Europe: IS 330, 331
 Globalization: IS 410, 475
 Latin America: HIS 105, IS 322, 323
 Middle East: HIS 104, IS 363
 Russia/CIS: HIS 103, IS 353, 355, 359
 South & Southeast Asia: IS 373
12

* An IS course used to satisfy the Non-Western Civilization or Social Forces and Institutions Gen. Ed. requirement may be counted toward the Area Studies requirement in International Business.

International Business
IB 306 Introduction to International Business2
IB 323 International Financial Management3
IB 390 International Monetary Economics **or**
 IB 391 International Trade* 3
IB 406 International Business Senior Project 1
IB 407 Management of International Markets2
IB 408 International Business Leadership 1
12

* Satisfies the FCBA Economics elective requirement.

Cognate Elective Courses
Elective courses to be selected from Business, Foreign Language, or International Studies15

International business majors are strongly encouraged to fulfill the 15-hour elective requirement by choosing an additional course in foreign languages or international/area studies and one of the following 12- or 13-hour career-oriented business functional area emphases:

Accounting: ATG 201, ATG 301, and ATG 322 plus two courses to be selected from ATG 204, ATG 477, ATG 401 and ATG 457.

Finance: Four courses to be selected from FIN 325, FIN 327, FIN 328, FIN 421, FIN 422, FIN 423, and FIN 424.

Human Resource Management: Four courses to be selected from the following: BMA 345, BMA 355, BMA 356, BMA 357, and BMA 459.

Marketing: MTG 341, MTG 350, and two additional marketing courses

Sales: MTG 304, MTG 384, MTG 404, and MTG 420

Alternatively, a student may wish to opt for a minor in economics. (See Economics.)

In addition to the above requirements, each international business major is required to earn at least four semester hours (or the equivalent) of college credit while enrolled in one or more approved study abroad programs.

B. Other Requirements

1. The total number of semester hours required for the international business major is 130 hours.
2. International business majors must plan their schedules to include Introduction to International Studies I and II (IS 103 and 104) as well as two Area Studies offerings (courses dealing with Latin America, Europe, Africa, Russia, Commonwealth of Independent States, the Middle East, South and Southeast Asia, or East Asia). Problems of the Developing World (IS 275) may be taken as one of the Area Studies requirements.

Students can fulfill their area studies requirements as part of non-Western civilization and social forces and institutions courses as long as they select those courses that are in the approved general education curriculum.

3. International business majors must complete a total of 12 semester hours of foreign language study beginning at the 200-level or above. It is recommended that students concentrate on the best proficiency possible in one foreign language, but it is possible to take 9 hours in one language and 3 hours in another.

Those students who have previously studied a foreign language must take the placement test given by the Department of Foreign Languages. Students who place at the 300-level should consult with the chair of the Department of Foreign Languages to determine the best sequence of courses for them. These students will have the opportunity to take several of their required courses in specially designed courses such as Commercial Lan-

guage, Introduction to Translation, Civilization and Culture, Spanish Interpretation, Everyday and Idiomatic French, and so on.

International business majors especially interested in achieving an advanced level of oral proficiency in a foreign language are encouraged to spend a summer, a semester, or a year studying abroad.

Students whose native language is not English are strongly urged to pursue twelve hours of study above the 100-level in a foreign language offered at Bradley, particularly if they already have a basic knowledge of that language. However, foreign students whose native language is not English but is one widely used in international trade may choose (with the approval of the international business coordinator) to increase their knowledge of the language and culture of the United States by completing the following curriculum in lieu of the foreign language requirement.

- A. Three hours of English language or linguistics in addition to the University 300-level writing requirement, to be selected from the following: ENG 300, ENG 301, ENG 304, or ENG 306.
- B. Three hours of American literature: ENG 233, 235, or 336.
- C. Six hours of American studies (only 3 hours of which may be taken per department) to be selected from: AAS 200, HIS 300, HIS 311, PLS 105, and WMS 200.

The following course sequence is recommended for international business majors. This sequence includes international business and Foster College of Business Administration requirements as well as the University general education requirements.

International Business majors should consult with their advisor when preparing their academic schedule.

Freshman Year

Required Courses

ENG 101 Composition	3
BUS 100 Contemporary Business	3
MTH 115 Brief Calculus with Applications I	4
ATG 157 Accounting Principles – Financial	3
COM 103 The Oral Communication Process	3
FL 201, 202* Intermediate Foreign Language	6
CIV 100 Western Civilization	3
Fundamental Concepts in Science	3
PSY 104 Principles of Psychology: Social Forces & Individual Behavior	3
BMA 172 / Competency Exam	1
	<hr/>
	32

* FL is used here to represent FLF, FLG, FLJ, FLR, or FLS

Sophomore Year

Required Courses

ATG 158 Accounting Principles – Managerial	3
SOC 100 Sociological Perspective	3
IS 103, 104 Introduction to International Studies.....	6
ECO 221, 222 Principles of Micro & Macroeconomics.....	6
QM 262, 263 Quantitative Analysis I & II.....	6
BUS 210 Team Dynamics	1
FL 303 Foreign Language Composition	3
FL 304 Foreign Language Conversation	3
Human Values.....	3
	—
	34

Junior Year

Required Courses

Fine Arts.....	3
Non-Western Civilization*.....	3
ENG 300, 301, 304, 305, or 306 Advanced Writing	3
BMA 342 Legal Environment of Business	3
BMA 352 Managing in Organizations	3
BMA 372 Management Information Systems	3
FIN 322 Business Finance.....	3
MTG 315 Principles of Marketing.....	3
IB 306 Introduction to International Business	3
IB 323 International Financial Management	3
IB 390 International Monetary Economics or	
IB 391 International Trade.....	3
BUS 220 Career Planning Strategies	1
	—
	33

* Recommended: IS 182, 240, 285, 340, or 420; or HIS 103, 104, 105, or 107.

Senior Year

Required Courses

Fundamental Concepts in Science or Science and Technology in the Contemporary World	3
IB 406 International Business Senior Project	1
IB 407 Management of International Markets.....	2
IB 408 International Business Leadership.....	1
BMA 353 Operations Management	3
BMA 452 Strategic Management and Business Policy.....	4
Area Studies or	
IS 275 Problems of the Developing World	3
<i>Electives</i>	
Courses to be selected from Business, Foreign Language, or International Studies.....	15
	—
	32
Total	130

Study Abroad and Co-op Programs

International business majors are strongly encouraged to participate in at least one study abroad experience. The University offers an ongoing study abroad program which is described elsewhere in this catalog. For opportunities relating to participation in other overseas study programs, students should inquire with the program coordinator or the University's director of study abroad.

The business Cooperative Education/Internship Program is also described elsewhere in this catalog. Opportunities may become available for international business majors to obtain their practical experience in a position related to international business.

Course Descriptions

IB 101 International Intellectual & Cultural Events 1 hr.

Introduction to international events, other cultures, and the globalized nature of business environments. Presentations from various international groups on campus. Participation in international cultural events in the community. Pass/Fail.

IB 204 Business in Chinese Culture 3 hrs. (Gen. Ed. NW)

Overview of sociocultural, religious, historical, economic, and political contexts as these impact ways that business is conducted in China. Examination of the blend of traditional value systems, Communist ideology, and global modernization as influences on contemporary commercial practices in and with China. In-country visits to observe cultural sites and business activities. Prerequisites: ECO 100 or ECO 221 (or equivalent); sophomore standing.

IB 206 International Business Environments 1 hr.

Framework for analyzing and comparing business institutions and practices in selected world regions and/or countries with those in the United States. Application of the framework to relevant case studies/or site visits to international firms and organizations. Prerequisite: six hours of business and/or economics courses.

IB 208 Business in Mexican Culture 3 hrs. (Gen. Ed. NW)

Overview of anthropological, cultural, religious, historical, economic and political contexts in which Mexican business takes place. Examination of the blending of indigenous and European influences on modern-day Mexican commercial practices. In-country visits to observe cultural sites and commercial interactions. Prerequisites: ECO 100 or ECO 221 (or equivalent); sophomore standing.

IB 306 Introduction to International Business 2 hrs.

Contemporary international business patterns; emphasis on how international is different from domestic. Management of strategic international activities for an exporting firm or a multinational corporation. How international business is affected by countries' social systems; the interface among nations, states, and firms conducting foreign business. Alternative ways that international business may evolve. Prerequisites: ECO 100 or 221; ECO 222; junior standing.

IB 323 International Financial Management 3 hrs.

Financial characteristics of international business. International exchange, liquidity, markets, investments, and banking, in context of historical development, environmental characteristics, economic factors, political systems, and legal constraints. Emphasis on exchange rate exposure management. Cross listed as FIN 323. Prerequisite: ATG 158; ECO 222; junior/senior standing.

IB 390 International Monetary Economics 3 hrs.

Adjustments in the world monetary economy including the balance of payments adjustments and equilibrium and disequilibrium in the foreign exchange markets. Cross listed as ECO 390. Prerequisites: ECO 100 or 222; junior standing.

IB 391 International Trade 3 hrs.

Welfare implications of international trade; balance of payments; equilibrium and disequilibrium; external and domestic policy effects on the balance of payments and welfare; international trade and financial cooperation among nations. Cross listed as ECO 391. Prerequisites: ECO 100 or 221; ECO 222; junior standing.

IB 400 Topics in International Business 1-3 hrs.

Topics of special interest which may vary each time course is offered. Topic and prerequisites stated in current Schedule of Classes. Repeatable for a maximum of 6 hours credit under different topics. Prerequisites: junior standing; consent of instructor.

IB 406 International Business Senior Project 1 hr.

Preparation of international market and mode of entry assessments by student consulting teams for small and medium-sized client firms; introduction of frameworks for developing international business plans. Prerequisites: IB 306 and senior standing.

IB 407 Management of International Markets 2 hrs.

Issues related to developing strategy, marketing plans and managing human resources in international markets; adaptation of the marketing mix to diverse national and regional economic, legal-political and cultural settings; multinational business organization and control issues. Prerequisites: IB 306, BMA 352 and MTG 315 or equivalents; senior standing. Students with credit in IB/MTG 346 may not take IB 407.

IB 408 International Business Leadership 1 hr.

Issues related to managing and leading diverse teams in multicultural national and cross national environments in both developed and emerging economies; development of international management philosophies and guidelines for adapting leadership styles in selected cultural settings. Prerequisites: IB 306 and BMA 352 or equivalents; senior standing or consent of instructor.

IB 498 Independent Study in International Business 1-3 hrs.

May be repeated for a maximum of 3 semester hours. Prerequisites: junior/senior standing and approval of international business coordinator.

Department of Marketing

FACULTY Professors Baer, Griffin, Hill; Associate Professors Bond (chair), Johlke, O'Brien; Assistant Professors Garrett, Iyer; Instructors Choate, Rottier.

Marketing is the backbone of the free enterprise system where individual firms compete to satisfy the demands for goods and services of consumers, businesses, and government. Marketing is a human process by which the successful contemporary organization discovers the needs and desires of its customers and adapts its goods and services to fulfill needs, wants, and desires. This process requires planning, research and analysis in areas such as product, pricing, promotion, and distribution.

The Curriculum in General

The Department of Marketing offers a flexible professional program with a major in marketing that also allows the pursuit of a specific curriculum path designed to prepare the individual for entry into a marketing career area. This thorough background in general marketing techniques and the opportunity to pursue a marketing specialization are further enhanced by provision of a variety of opportunities to receive practical business and marketing experience. Through courses such as MTG 304, 341, 381, 480, and 490 as well as a required College course, BMA 452, the student can gain valuable experience in such areas as marketing research, advertising, marketing strategy, and sales. This form of learning can give more meaning to the academic work and help to develop a greater appreciation for the value of marketing.

Marketing Major Requirements

To major in marketing, a student must earn a minimum of 24 semester hours credit in marketing courses with the following requirements:

1. *Required courses:*
 MTG 205 Marketing Presentations..... 1½
 MTG 315 Principles of Marketing 3
 MTG 341 Marketing Research I..... 3
 MTG 490 Managerial Marketing 3
2. Students may count a maximum of 3 credit hours of 100-200 level marketing courses toward the 24 semester hours in marketing.
3. Students must obtain a minimum grade average of "C" in their marketing courses, as well as complete the Uni-

versity and College requirements. Students will also be required to take, in residence, a minimum of 9 semester hours of marketing courses beyond MTG 315.

Concentration in Professional Selling

The concentration requires 13.5 hours of specific coursework in addition to those required for the major, but does not require hours beyond the major's elective requirements.

MTG 304 Professional Selling.....	3
MTG 384 Sales Management.....	3
MTG 404 Advanced Professional Selling.....	3
MTG 420 Business Marketing.....	3
MTG 493 Experiential Learning/Sales	1.5

13.5

Career Paths

The curriculum flexibility and diversity within the marketing program allow the individual to specialize in a particular marketing area. The marketing specialization areas shown below identify suggested elective courses most useful to a particular specialization. Regardless of electives chosen, each student must satisfy the marketing major requirements outlined in the previous section.

Advertising Specialization

Suggested Marketing Electives:

- MTG 304 Professional Selling
- MTG 350 Consumer Behavior
- MTG 381 Integrated Marketing Communications
- MTG 405 Strategic Advertising Cases

Other Suggested Courses:

- ART 305 Editorial Design
- COM 300 or 325
- PSY 308 Social Psychology

Marketing Research Specialization

Suggested Marketing Electives:

- MTG 350 Consumer Behavior
- MTG 360 Product and Price Strategy
- MTG 400 Topics in Marketing
- MTG 441 Marketing Research II
- MTG 492 Independent Study or Research in Marketing

Other Suggested Courses:

- An additional advanced writing course beyond the 300-level university requirement; ENG 305 Technical Writing or ENG 306 Business Communication is encouraged.

BMA 374 Database Management and Administration **or**
 QM 326 Business Forecasting

PSY 415 Intermediate Statistics for Psychology

Marketing Management Specialization

Suggested Marketing Electives:

MTG 346 International Marketing
 MTG 360 Product and Price Strategy
 MTG 370 Marketing Channels **or** MTG 309 Marketing Logistics
 MTG 384 Sales Management
 MTG 420 Business Marketing

Other Suggested Courses:

ECO 332, 333, or 335
 BMA 372 Management Information Systems
 PSY 310 Industrial and Organizational Psychology

Retailing Specialization

Suggested Marketing Electives

MTG 304 Professional Selling
 MTG 350 Consumer Behavior
 MTG 360 Product and Price Strategy
 MTG 370 Marketing Channels **or** MTG 309 Marketing Logistics
 MTG 393 Retailing
 MTG 410 Services Marketing

Other Suggested Courses

FCS 140 Introduction to Family and Consumer Sciences **or**
 FCS 336 The History of Fashion
 BMA 357 Leadership and Interpersonal Behavior **or**
 BMA 382 Entrepreneurship

Industrial Marketing/Sales Management Specialization

Suggested Marketing Courses:

MTG 304 Professional Selling
 MTG 346 International Marketing
 MTG 360 Product and Price Strategy
 MTG 370 Marketing Channels **or** MTG 309 Marketing Logistics
 MTG 384 Sales Management
 MTG 420 Business Marketing
 MTG 492 Independent Study or Research in Marketing

Other Suggested Courses:

At least one speech course beyond the 3-hour University requirement; COM 305 The Persuasive Process is particularly recommended.

PSY 308 Social Psychology **or**
 PSY 310 Industrial and Organizational Psychology
 SOC 100 The Sociological Perspective
 BMA 356 Human Resource Management **or**
 BMA 357 Leadership and Interpersonal Behavior

Suggested Course Sequencing

A recommended course sequence for marketing, Foster College of Business Administration, and basic skills courses follows. Elective courses should be chosen with care to ensure that the University general education and Foster College of Business Administration requirements are met.

Freshman Year

ATG 157 Accounting Principles	3
ENG 101 English Composition	3
COM 103 The Oral Communication Process	3
MTH 115 Brief Calculus with Applications I	4
BUS 100 Contemporary Business	3
<i>Recommended Electives:</i>	
General Ed, behavioral sciences, or free electives	12
MTG 150 Marketing in a Dynamic World	1½
BMA 172 / Competency Exam	—
	30½

Sophomore Year

ATG 158 Accounting Principles	3
BUS 210 Team Dynamics	1
ECO 221, 222 Principles of Economics	6
MTG 205 Marketing Presentations	1½
QM 262 Quantitative Analysis I	3
QM 263 Quantitative Analysis II	3
General Ed, Behavioral Sciences, or free electives	15
	—
	32½

Junior Year

BUS 220 Career Planning Strategies	1
ENG 300, 301, 304, 305, or 306 Advanced Writing	3
MTG 315 Principles of Marketing	3
MTG 341 Marketing Research	3
Marketing Electives	6
FIN 322 Business Finance	3
IB 306 Introduction to International Business	2
BMA 342 Legal Environment of Business	3
BMA 352 Management and Organization Theory	3
BMA 372 Management Information Systems	3
	—
	30

Senior Year

BMA 353 Operations Management	3
BMA 452 Strategic Management and Business Policy	4
Economics Jr.-Sr. Elective	3
MTG 490 Managerial Marketing	3
Marketing Electives	9
General Education and free electives	9
	—
	31

Minors in Marketing

Fifteen hours of course work are required for the minor.

Transfer policies for minors are the same as those for Foster College of Business Administration majors. Grades of "D" in business courses will not be accepted as transfer hours in the Foster College of Business Administration, but may be counted by the University. Prior approval of transfer credit must be secured from the chair of the Department of Marketing.

A minimum cumulative GPA of 2.00 must be earned in all courses taken at Bradley and in the minor.

Marketing minors whose major is also from the Foster College of Business Administration must have at least 12 hours in courses that are unique from those used to fulfill their major requirement.

The marketing minors are not open to marketing majors. No student may minor in marketing **and** professional selling.

I. Marketing Minor

While marketing majors have a variety of in-depth exposures to this important and productive field, other students at Bradley may benefit from marketing courses as well.

The marketing minor enhances other programs of study and provides career flexibility. Students with a minor in marketing will:

1. Benefit from enhanced employment opportunities;
2. Develop an understanding of the marketing and customer issues applicable to all firms; and
3. Learn communication skills that will facilitate cross-functional relationships with marketing personnel.

Marketing Minor Requirements

ECO 100 Introduction to Economics or	
ECO 221 Principles of Microeconomics.....	3 hrs.
MTG 315 Principles of Marketing.....	3 hrs.
Marketing Electives (numbered 300 or above)	9 hrs.
	—
	15 hrs.

II. Minor in Professional Selling

The minor in professional selling will add additional career choices for students in a variety of majors.

Minor in Professional Selling Requirements

MTG 304 Professional Selling	3
MTG 315 Principles of Marketing.....	3
MTG 384 Sales Management.....	3
MTG 404 Advanced Professional Selling.....	3
MTG 420 Business Marketing	3
	—
	15 hrs.

Course Descriptions

MTG 150 Marketing in a Dynamic World **1 1/2 hrs.**
Introduction to various marketing careers as they relate to key issues in marketing; new product development, advertising, customer service, marketing research, public relations, distribution/logistics, professional selling and retail management. An emphasis is placed on experimental learning and the development of presentational, team building, and other marketing-related skills. Prerequisites: freshmen or sophomore standing only; or consent of department chair.

MTG 205 Marketing Presentations **1 1/2 hrs.**
Conducting background research, developing an effective marketing presentation, exposure to presentation software packages, and making oral marketing presentations; sales presentations, background information on specific companies, competitive analysis, target market presentations, presentation of a marketing plan. Prerequisites: COM 103; marketing majors only; sophomore or junior standing only; or consent of department chair.

MTG 304 Professional Selling **3 hrs.**
Selling-buying process. Selling strategies from the perspective of a professional customer problem-solving approach. Practical exposure to selling concepts, problems, and techniques in a variety of selling situations. Prerequisite: junior standing.

MTG 309 Marketing Logistics **3 hrs.**
Examines the inbound system of materials management and procurement and the outbound system of distribution channels and customer service. Includes the trade-off between cost and service; the warehousing and control of inventory; industrial packaging; materials handling; order processing; and the distribution of finished goods to customers. Prerequisites: junior standing.

MTG 315 Principles of Marketing **3 hrs.**
Elements of a comprehensive marketing plan and their inter-relationships. Determination of product, pricing, promotion, and channel strategy; analysis, planning, and control of marketing strategy in a socially and ethically responsible manner. Emphasis on improving decision making in a dynamic external environment. Prerequisites: junior standing.

MTG 330 Financial Services Marketing **3 hrs.**
Examination of the increasing use of marketing techniques in the financial services industry and the changing environment of financial services. Course is structured around the core marketing principles of buyer behavior, segmentation, product development, distribution, pricing, and promotion, as well as topics such as relationship marketing, customer loyalty, and technological developments. Designed for students with an interest in banking, insurance, securities, and other financial services industries. Cross-listed with FIN 330. Prerequisites: FIN 322, MTG 315.

MTG 341 Marketing Research I **3 hrs.**
Systematic gathering, recording, and analysis of data related to marketing of goods and services. Choice of research design, methods of data collection, survey sampling, analysis and interpretation of data, and preparing the research report. Prerequisites: QM 263 or consent of department chair; MTG 315.

MTG 346 International Marketing **3 hrs.**
Marketing decisions, strategies, and operations of companies in international business. Elements of an integrated global marketing program. Foreign market potential analysis; alternative entry and expansion strategies; standardization vs. adaptation of product and promotion strategies; pricing, distribution, and sourcing strategies in global operations. Prerequisites: MTG 315. A student may not receive credit for both MTG 346 and IB 407 and 408.

MTG 350 Consumer Behavior **3 hrs.**
Behavioral science concepts applicable to the understanding of consumer decision making: personality, perception, and group and cultural influences. How these concepts can be used to develop more effective marketing strategies. Prerequisite: MTG 315.

MTG 360 Product and Price Strategy **3 hrs.**
Managerial aspects of pricing and product policies and strategies. Methods used and factors considered in developing and updating product line and pricing decisions in industrial and consumer products. Pricing and product line objectives, product planning and evaluation, establishing product line distribution, environmental factors affecting product and pricing strategies, and quantitative aspects of product line and pricing decisions. Prerequisites: QM 262, MTG 315.

MTG 370 Marketing Channels **3 hrs.**
Economic, managerial, and behavioral dimensions of marketing channels; interdependency of channels and other elements of marketing mix; roles of control relationships in channel systems; importance of physical distribution to effective functioning of channels; managerial tools used in measuring and controlling channel activities. Prerequisite: MTG 315.

MTG 381 Integrated Marketing Communications **3 hrs.**
Introduction to advertising and promotions management from an integrated marketing communications perspective. Promotional techniques: advertising, sales promotion, direct marketing, publicity/public relations, personal selling, point-of-purchase communications. Techniques explored through the context of planning, developing, and implementing comprehensive promotional campaigns. Regulatory, social, and economic factors that influence the firm's promotional activities. Prerequisites: MTG 315.

MTG 384 Sales Management **3 hrs.**
Analysis of sales management and decisions made by the sales force manager. Structure and organization of the sales force; nature of the sales job; selling in marketing theory; selection of sales personnel; sales training program; problems in compensation, supervision, and stimulation of sales personnel; analysis of territories and customers; sales forecasting and quotas; ethical problems in sales management; evaluating sales performance. Prerequisite: MTG 304 or MTG 315.

MTG 393 Retailing **3 hrs.**
Retailing from the management perspective. Emphasis on retail policies and organization, operation of buying and selling functions, merchandise control, store systems, personnel management, retail accounting, and expense control. Prerequisite: MTG 315.

MTG 400 Topics in Marketing **3 hrs.**
Topics of special interest which may vary each time course is offered. Topic stated in current Schedule of Classes. May be repeated, for up to 6 hours credit in nonredundant topics. Prerequisites: MTG 315, junior standing, and consent of department chair.

MTG 404 Advanced Professional Selling **3 hrs.**
Advanced study of professional selling techniques focusing upon specific knowledge areas and skills that contribute to competitive advantage, long-term customer relations, and customer satisfaction. Emphasis is placed upon students developing functional sales experiences, both individually and in group settings. Prerequisites: MTG 304.

MTG 405 Strategic Advertising Cases **3 hrs.**
In-depth, strategic perspective on advertising management. Students will learn how to manage, facilitate, and direct the advertising function. A special emphasis will be placed on developing advertising strategies. The case method will be used with real-world situations. Prerequisites: MTG 315.

MTG 410 Services Marketing **3 hrs.**
In-depth analysis of the issues that face marketers in service organizations such as banks, hospitals, hotels, airlines, and nonprofit institutions. Unique aspects of services marketing strategy development. Prerequisites: MTG 315.

MTG 420 Business Marketing **3 hrs.**
Comprehensive examination of nature, structure, and distinguishing characteristics of marketing to and between organizations. Unique aspects of organizational decision-making and buying from the seller's perspective. Exploration of requirements to manage strategy development, interfirm relationships, e-commerce, and innovation processes in firms marketing to organizations. Prerequisites: MTG 315 or consent of department chair.

MTG 440 Community Service Marketing**Practicum** **1-3 hrs.**

Field experience in marketing. In-depth practicum in a variety of local community service and nonprofit organizations. Use of services marketing principles to solve applied problems. May be repeated for a maximum of 3 hours credit. Pass/fail. Prerequisites: MTG 315, 410; consent of department chair.

MTG 441 Marketing Research II **3 hrs.**

Students consult an area business on marketing research projects addressing the firm's problem areas. Emphasis on practical use of concepts and tools presented in MTG 341. Prerequisite: MTG 341.

MTG 490 Managerial Marketing **3 hrs.**

Systems and information needs of marketing management. Emphasis on integration of tools of information systems with knowledge of marketing in formulating and solving marketing problems. Impact of marketing decisions on key performance measures illustrated by cases, marketing models, and simulation. Prerequisites: MTG 315, 341; senior standing.

**MTG 492 Independent Study or Research
in Marketing** **1-3 hrs. each course**

Studies or research undertaken by well-qualified, advanced students under the guidance of a faculty member. Prerequisites: consent of department chair.

**MTG 493 Experiential Learning in Professional
Sales** **1-3 hrs.**

Advanced marketing or sales student experience in the field of professional selling. Both practical and academic components are included. The practical component will often take the form of an in-depth study of a sales-related topic, an experience in sales with a company, a research project, a sales simulation, or a blend of these or other elements that will be tailored to each individual student's needs. Repeatable up to 3 hours. Prerequisites: Permission of department chair; MTG 304.