

# MANAGEMENT (MANA)

*Chairperson and Associate Professor:* Hosseini  
*Professors:* Bausch, Cotton, Keaveny, Reynolds

*Professors Emeriti:* Kaye, Martin, Miller  
*Associate Professors:* Inderrieden, Kaiser, Maranto, McFarlin, Ragins, Rehbein, Rotondi, Sweeney

*Associate Professor Emeritus:* McElroy  
*Assistant Professors:* Cule, Hasbrouck, Kim, Srivastava, Sutcliffe, Syam

*Instructor:* Shirk

*Visiting Instructor:* Mansur

*Adjunct Assistant Professor:* Collins

*Lecturers:* Haefner, Hayes, Kelly, Malaty, Ottman, Pearson, Rollins, Shirk

## **MANA025. Introductory Business Statistics** 3 sem. hrs.

Introduction to statistical methods used in the analysis of business decisions. Covers descriptive statistics, including index numbers, and use of probability and probability distributions in business decisions. Introduction to sampling and sampling distributions, development of statistical estimation and statistical inference, including hypothesis testing of means and variances. Use of chi-square distribution in testing goodness-of-fit and contingency tables. *Prereq:* MATH 070 and 071 or their equiv. and computer literacy.

## **MANA026. Intermediate Business Statistics** 3 sem. hrs.

Continued development of statistical methods used in the analysis of business decisions. Covers analysis of variance, including factorial experiments. Develops bivariate linear regression and correlation, with tests of significance. Covers multiple regression, including an introduction to qualitative variables. Includes time series analysis and general forecasting approaches. May include introductory treatment of nonparametric statistics, decision theory, or Bayesian statistics. *Prereq:* MANA025 or equiv.

## **MANA105. Co-op/Intern Grading Period in Human Resources** 1-3 sem. hrs.

Co-op or intern experience in human resources features educational activity and productive work related directly to the human resource curriculum. *Prereq:* BUEX 110 and consent of BUEX director. S/U grade assessment.

## **MANA106. Co-op/Intern Grading Period in Information Technology** 1-3 sem. hrs.

Co-op or intern experience in operations management features educational activity and productive work related directly to the information systems curriculum. *Prereq:* BUEX 110 and consent of BUEX director. S/U grade assessment.

## **MANA107. Co-op/Intern Grading Period in Entrepreneurship** 1-3 sem. hrs.

Co-op or intern experience in management features educational activity and productive work related directly to the management curriculum. *Prereq:* Jr. stndg. and consent of BUEX director. S/U grade assessment.

## **MANA108. Co-op/Intern Grading Period in Quality and Performance Management** 1-3 sem. hrs.

Co-op or intern experience in organizational management features educational activity and productive work related directly to the management curriculum. *Prereq:* Jr. stndg. and consent of BUEX director. S/U grade assessment.

## **MANA120. Introduction to Information Technology** 3 sem. hrs.

This course provides future information systems users a broad overview of information systems theory, research and applications used in organizations. Topics include the impact of technology on business, groupware, systems development life cycle, database, hardware, software, telecommunications and applications in function areas. MAY NOTBE TAKEN FOR CREDITBYSTUDENTS WHO HAVE RECEIVED CREDITFOR MANA130. *Prereq:* Enrollment in the College of Bus. Admin. only; Jr. stndg. and either BUEX 001 or 002.

## **MANA121. Business Applications Program Development** 3 sem. hrs.

Fundamentals of software program design and techniques for object, file and data manipulation. Topics include file processing concepts, structured programming, data structures, interface design, exposure to object-oriented tools and operation system design differences and efficient resources allocation. Choice of tools may include Visual BASIC and Delphi. *Prereq:* Enrollment in the College of Bus. Admin. only and Jr. stndg.

## **MANA122. Database Management Systems** 3 sem. hrs.

Applications of database management software to the design and implementation of business databases. File storage devices, data structures, logical data models, physical data storage schemes, and normalized design of databases. Management and administration of databases including procedures for data security, backup and recovery. Architecture of distributed data systems. Students from database design teams may serve as a business client. Use of tools such as SQL, Access, Oracle, Delphi, etc. MAY NOT BE TAKEN FOR CREDIT BYSTUDENTS WHO HAVE RECEIVED CREDITFOR MANA134. *Prereq:* Enrollment in the College of Bus. Admin. only and Jr. stndg.

## **MANA124. Telecommunications** 3 sem. hrs.

An overview of the essential elements of connectivity and client/server designs. Topics include: media, network configuration, efficient resource allocation, communication carrier industry, video conferencing and applications in groupware, electronic data interchange (EDI), Internet applications, electronic commerce opportunities and limitations, preliminary CNE qualifications, and World Wide Web page development. Methodology may consist of case analyses, expert speakers, field trips and projects. MAY NOTBE TAKEN FOR CREDIT BY STUDENTS WHO HAVE RECEIVED CREDIT FOR MANA139. *Prereq:* Enrollment in the College of Bus. Admin. only and Jr. stndg.

## **MANA126. Information Systems Analysis** 3 sem. hrs.

Covers the early stages of the systems development life cycle. Focus is on derivation of logi-

cal system specifications from information needs. Topics include: problem formulation, requirements definition, JADS, RADS, data flow diagrams, the role of the systems analyst, data and process modeling, techniques for investigation, logical system design, tools for system representation, business process reengineering (BPR), and cost /benefit analysis. Students will begin on a project that will continue in Information Systems Design and Implementation. MAY NOT BE TAKEN FOR CREDITBYSTUDENTS WHO HAVE RECEIVED CREDITFOR MANA131. *Prereq:* MANA 120.

## **MANA127. Information Systems Design and Implementation** 3 sem. hrs.

Covers the principles, techniques and problems involved in the design of information technology. Focus is on the transformation of logical systems specifications to a working prototype. Detailed study of information systems outputs, files, inputs, controls, terminal dialogues, procedures, documentation, program specifications, hardware and software selection, testing, system implementation and system maintenance. Students will continue the project begun in Information Systems Analysis: systems development tools will be used. MAY NOT BE TAKEN FOR CREDITBYSTUDENTS WHO RECEIVED CREDITFOR MANA135. *Prereq:* MANA126.

## **MANA128. Advanced Business Application Program Development** 3 sem. hrs.

Programming minicomputer and PC environment; traditional file processing and object-oriented techniques; emphasis on techniques of resource allocation; appropriate methodologies for systems design. Course will be taught using different development environments from COBOL, Visual BASIC, Java, C++, Delphi, etc. MAY NOTBE TAKEN FOR CREDIT BYSTUDENTS WHO HAVE RECEIVED CREDIT FOR MANA133 or MANA139. *Prereq:* MANA121.

## **MANA129. Issues in Information Technology** 1-4 sem. hrs.

Varied subject matter each time offered. In-depth exposure to relevant selected topics. *Prereq:* Jr. stndg.

## **MANA150. Understanding Entrepreneurship** 3 sem. hrs.

An overview of current theory and research on entrepreneurial phenomena. Material from economics, organizational science, psychology, political science, sociology, and public policy will be used to explore conceptions of entrepreneurship, entrepreneurial career choices, new firm foundings, new firm survival and success, effects of social context on entrepreneurship, and the impact of public policy. *Prereq:* Jr. stndg.

## **MANA151. New Venture Creation** 3 sem. hrs.

This course focuses on starting and developing a new business. Topics include evaluating opportunities and testing the feasibility of creative ideas, selecting and dealing with partners; alternative methods of financing, developing the initial competitive strategy, structuring and managing the business through the early survival months, and sources of outside help. Students will prepare a business plan that can be used to launch a new initiative. *Prereq:* Jr. stndg.

**MANA155. An Introduction to Diversity in Organizations** 3 sem. hrs.

Addresses the personal and managerial implications of diversity in organizations. The course will incorporate both a cognitive and experiential understanding of diversity and group differences. We examine demographic trends in the workforce, differentiate cultural practices and values among diverse groups, explore the concepts of social identity and privilege, and discuss strategies for dealing with discrimination and stereotyping. *Prereq: Jr. stndg.*

**MANA156. Behavior and Organization** 3 sem. hrs.

Behavior of people individually and in groups. Emphasizes organization environment, communication, motivation, supervision and productivity. Develops fundamentals of organization theory, structure and administration. *Prereq: Jr. stndg.*

**MANA157. Organizational and Management Processes** 3 sem. hrs.

Analysis of major organizational processes and the role managers play in changing those processes to increase organization effectiveness. Course material assesses the impact of the environment, goals, strategies, life cycles, technologies, structures, and control systems on organization performance. In addition, implications of organization politics, culture, and decision making are examined. *Prereq: MANA156.*

**MANA158. Motivation and Leadership** 3 sem. hrs.

Central issues in motivation and leadership at work, and applying theories and concepts of organizational behavior will be addressed. Specific issues may include theories of motivation, the impact of various reward structures, employee participation programs, the management of poor performers, and approaches to leadership. These topics are addressed from both theoretical and applied perspectives. *Prereq: MANA156.*

**MANA159. Issues in Organizational Management** 1-4 sem. hrs.

Varied subject matter each time offered. In-depth exposure to relevant selected topics. Offered occasionally. *Prereq: Jr. stndg.*

**MANA160. Management of Human Resources** 3 sem. hrs.

Issues concerning the effective use and equitable treatment of employees. How human resource management activities are influenced by the economy, laws, unions, organizational strategies, and human behavior. The analysis of management activities such as recruitment and selection, training and development, pay and benefits, labor relations, performance assessment, discipline and due process. How these activities affect the attraction, retention, performance, and satisfaction of employees. *Prereq: Jr. stndg.*

**MANA161. Human Resource Information Systems** 3 sem. hrs.

The course addresses the use of human resource information systems (HRIS), to improve decisions pertaining to human resource issues. Topics include identification of HRIS to such areas of HR as: equal opportunity, affirmative action, staffing, training and

development, compensation, and benefits administration. *Prereq: MANA160.*

**MANA162. Employee Benefit Systems** 3 sem. hrs.

The course addresses the design and administration of employee benefit systems. Among the programs studied are: health and wellness programs, pension and retirement programs, and cafeteria plans. Legally mandated benefit systems are also studied. *Prereq: MANA160.*

**MANA163. Compensation of Human Resources** 3 sem. hrs.

The development of pay programs that are internally consistent, externally competitive, and individually rewarding. The application of these concepts via job descriptions and job evaluation, market surveys and pay structures, and performance or seniority based pay. Administering employee benefits such as insurance and pensions. The government's impact on pay and benefits. *Prereq: MANA025, MANA160.*

**MANA164. Negotiations and Collective Bargaining** 3 sem. hrs.

Examines the development, structure and process of collective bargaining, as well as negotiation processes and strategies in a variety of settings. Central topics include labor law, union organization, general principles of negotiation, and labor contract negotiation in particular. The course is taught from a neutral perspective, emphasizing the rights and responsibilities of labor, management and government. Makes extensive use of bargaining exercises.

**MANA166. Employment of Human Resources** 3 sem. hrs.

Issues relevant to staffing work organizations are addressed. Topics include: validation of selection procedures; criterion development; forecasting employee requirements and supply; alternative selection procedures; and equal employment opportunity regulations. *Prereq: MANA160 and MANA026.*

**MANA167. Training and Development** 3 sem. hrs.

Principles and factors that contribute to the personal growth and development of employees and the welfare of the company. Focus on training and employee development within organizations. Topics include training development and evaluation, employee development, career management, and career pathing within organizations. *Prereq: MANA160.*

**MANA168. Issues in Human Resources** 1-4 sem. hrs.

Varied subject matter each time offered. In depth exposure to relevant selected topics. Offered occasionally. *Prereq: Jr. stndg.*

**MANA170. Operations Management** 3 sem. hrs.

Production/operations management involves solving the problems encountered in designing, operating, and controlling the conversion of inputs into the desired outputs typically found in manufacturing and service organizations. *Prereq: MANA025 or equivalent and Jr. stndg.*

**MANA171. Operations Planning and Control** 3 sem. hrs.

A focus on operations planning and control decisions in both manufacturing and service firms. Addresses advance topics such as JIT management, adaption of global technologies to domestic organizations, dynamic decision rules, and applications of manufacturing productivity techniques in the service sector. Uses case analysis and, when appropriate, operations simulation game. Offered fall semester. *Prereq: MANA170.*

**MANA172. Service Operations Management** 3 sem. hrs.

This course is devoted to the particular problems and issues of designing, managing and delivering services, as opposed to manufactured goods. The main issues include service challenge and breakthrough design, productivity, quality, innovation and flexibility, demand and capacity management, manpower planning and scheduling, queue management, strategy and integration. Various cases from different service environments are used to illustrate subject matters and enhance learning concepts. *Prereq: MANA170.*

**MANA173. Total Quality Management** 3 sem. hrs.

This course will provide an in-depth knowledge of the use of total quality management (TQM) techniques in services and manufacturing. The main issues addressed include operations strategy, philosophies of contemporary quality thinkers such as Deming, Juran and Crosby, problem solving with Ishikawa techniques, improving quality of design, improving quality of process, implementation of total quality management, relationship of quality to Japanese just-in-time systems and quality planning techniques. Cases and films will be used to illustrate the subject matter. *Prereq: MANA170.*

**MANA176. Management Science** 3 sem. hrs.

Introduction to the methods of management science and operations research with applications to problems in business decision-making. Topics include linear programming, transportation and assignment models, integer programming, queuing models, simulation decision theory, and CPM/PERT. Emphasis is on computer applications of the methodologies using both microcomputers and mainframe computers. Offered occasionally. *Prereq: MANA025.*

**MANA179. Issues in Operations Management** 1-4 sem. hrs.

Varied subject matter each time offered. In depth exposure to relevant selected topics. Offered occasionally. *Prereq: Jr. stndg.*

**MANA181. Business and Its Environment** 3 sem. hrs.

Overview of social, political and legal opportunities and constraints influencing business decision-making; social trends and underlying causes, including changes in population and income distribution and their business significance; patterns of change in political strength of identifiable groups on social, geographic and economic interest bases; antitrust, trade regulation and the legal system. *Prereq: Sr. stndg.*

**MANA182. Business Policies** 3 sem. hrs.  
Requires a knowledge of all functional areas. Broad involvement in management decision-

making process. Integrates functional areas through analysis of actual business case histories and related readings. Class discussion and written reports. Management game used when appropriate. *Prereq: FINA180, ECON 110, MANA156, MANA170, MARK 140, Sr. stndg.*

**MANA183. International Management**  
3 sem. hrs.

Present and future trends in the international commercial arena. The course examines international trading trends for major sectors of the U.S. economy. This course differentiates international from domestic management. *Prereq: Sr. stndg.*

**MANA195. Independent Study** 1-4 sem. hrs.  
*Prereq: Cons. of dept. ch.*

## MARKETING (MARK)

*Chairperson and Associate Professor:* Akhter  
*Professors:* Andrews, Laczniak  
*Professor Emeritus:* Brownlee  
*Associate Professors:* Bauer, Durvasula, Garrett, Lysonski, Robinson  
*Assistant Professor:* Simmons  
*Instructor:* Terrian  
*Visiting Instructor:* Crockett  
*Lecturer:* McDonald

**MARK 105. Co-op/Intern Grading Period in Marketing** 1-3 sem. hrs.

Co-op or intern experience in marketing features educational activity and productive work related directly to the marketing curriculum. *Prereq: BUEX 110 and consent of BUEX director. S/U grade assessment.*

**MARK 140. Introduction to Marketing**  
3 sem. hrs.

The marketing process as it relates to management of marketing in the profitable operation of the firm. Environmental constraints, including consumers' needs, governmental regulation, and the social environment. Price determination, promotional strategy, channels of distribution, and product development. *Prereq: Jr. stndg., ECON 043 and 044.*

**MARK 142. Marketing Research** 3 sem. hrs.  
Methods and techniques of securing, analyzing, and interpreting data essential to the scientific solutions of marketing problems. Research planning, research design, data collection methods, sampling analysis, report writing and the integration of research and marketing management. *Prereq: MANA025 and MANA 026, MARK 140.*

**MARK 143. Promotional Strategy** 3 sem. hrs.  
Marketing aspects of communication between the firm and its customers. Brief introduction to behavioral sciences as they apply to promotion. Advertising, personal selling, publicity, and sales promotion as components of the promotional mix. Treatment of the social and legal constraints of promotion. *Prereq: MARK 140.*

**MARK 144. Marketing Logistics and Distribution Strategy** 3 sem. hrs.  
Use of time and place utilities as variables in marketing strategy. Principles for the efficient design of wholesale and retail distribution systems. Logistics base, problems of distribution channel design and strategy considered in terms of their effectiveness in satisfying the demand of consumers. Offered occasionally. *Prereq: MARK 140.*

**MARK 145. Product and Pricing Strategy**  
3 sem. hrs.  
New Product development, competitive strategies and product life cycles as components of effective product management. The environment of pricing strategy and recent developments in pricing decision making as well as the psychological aspects of pricing. *Prereq: MARK 140.*

**MARK 146. Consumer Behavior** 3 sem. hrs.  
Behavioral science concepts, including motivation, perception, learning, personality, attitudes, culture, social class, reference groups, and the family unit. Application of behavioral concepts to marketing management and research problems, including diffusion of innovation, cognitive dissonance, brand loyalty, attitude change, and comprehensive consumer decision models. *Prereq: MARK 140.*

**MARK 148. Sales Management** 3 sem. hrs.  
Sales management is a complex and specialized business and organizational function including the oversight of the direct and personal marketing of consumer and industrial goods and services. The unique nature of sales management requires a separate examination of recruiting, selection, training, compensation, retention, and motivation of management tasks. *Prereq: MARK 140.*

**MARK 150. Marketing Management**  
3 sem. hrs.  
Planning, implementation and control of the marketing activity of firm or division. Formulation of marketing objectives, policies, programs, and strategy. Managerial aspects of product, price, promotion, and distribution decisions. *Prereq: MARK 140, 142 and one other MARK course; Sr. stndg.*

**MARK 152. Retailing Management**  
3 sem. hrs.  
Readings and cases in retail management. Types of retail organizations. Problems of location, buying, merchandise control, and retail promotion. The present state of retailing and a look into the future. Offered occasionally. *Prereq: MARK 140.*

**MARK 153. International Marketing**  
3 sem. hrs.  
Adapting business efforts to differing economic, social, and cultural milieus and the development and application of marketing strategies and mixes in foreign markets. Differing methods of international trade, marketing, and business organization are covered. *Prereq: MARK 140.*

**MARK 155. Industrial Marketing** 3 sem. hrs.  
Focus on applying marketing in the industrial product and services environment. Emphasis is placed on application of strategic planning models to industrial markets and development of marketing mixes especially oriented to industrial products/services. *Prereq: MARK 140.*

**MARK 156. Direct Marketing** 3 sem. hrs.  
Focuses on the direct marketing process of prospecting, conversion, and customer maintenance; and the four Ms of direct marketing (merchandising, media, message, and measurement). Emphasis is placed on database management, customer segmentation, customer profitability analysis, forecasting, market testing and analysis, and direct response advertising via direct mail. *Prereq: MARK 142 and one of the following: MANA026, PSYC 060, MATH 060.*

**MARK 157. Marketing and Society**  
3 sem. hrs.  
Focuses on environments external to the firm which have significant consequences on marketing and demonstrates how the marketing system contributes to or impedes the objectives of society. Topics discussed: Consumerism, Law, Marketing Ethics, Ecology, Marketing in Non-Profit Organizations. Offered occasionally. *Prereq: MARK 140.*

**MARK 159. Issues in Marketing** 1-4 sem. hrs.  
Enrollment limited to superior students. Offered occasionally with various topics. *Prereq: MARK 140.*

**MARK 195. Independent Study** 1-4 sem. hrs.  
*Prereq: Cons. of dept. ch.*