

**JOSEPH W. LUTER, III SCHOOL OF BUSINESS**

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**Business and Technology Center (BTC), 4th Floor**

**Faculty**

**Professors:** Cohen, Spiller

**Associate Professors:** Bardwell, Cowling, Frucot, Hall,  
Hasbrouck, McMahon, Rahim,  
Shaltayev

**Assistant Professors:** Adut, Deniz, Hettche

**Lecturer:** Donaldson, Spranger

**Instructor:** Lingenfelter, Morris, Pringle, Youkin

**Emeriti:** Boyd, Coker, Dawson, Fellowes, Hunter,  
Jordan, McCubbin, Mills, Riley, Schell

The Joseph W. Luter, III School of Business offers the Bachelor of Science in Business Administration (B.S.B.A.) with majors in accounting, finance, management and marketing. Admission to the Luter School of Business is competitive. Students apply for acceptance during the semester in which they will complete a minimum of 54 credit hours of coursework and all pre-business requirements. The B.S.B.A. is fully accredited by AACSB International, the Association to Advance Collegiate Schools of Business. AACSB is the premier accrediting body for business programs worldwide. We invite you to explore these pages to see what CNU has to offer students who intend to study business and management-related fields.

**Vision and Mission Statement of the Luter School of Business**

**Our vision** is to be a preeminent public liberal arts based undergraduate business program and to serve a diverse population of high achieving students.

**Our mission** is to educate and prepare students for successful careers in business and service to society. We seek to develop students intellectually, professionally, and personally through a rigorous program that will distinguish them as critical thinkers, articulate communicators, and ethical business leaders. The Luter School enrolls a highly selective student body from Virginia and the Mid-Atlantic region. Students develop multi-disciplinary competencies and specialized skills necessary to excel in prestigious graduate programs and the global economy. The faculty provides high-quality, student centered instruction that both challenges and inspires students. The faculty produces peer-reviewed, discipline-based, applied and pedagogical research and other intellectual contributions to their respec-

tive fields. The Luter School actively engages with private and public sectors to provide leadership, learning, and service opportunities. Quality is assured by maintenance of accreditation with AACSB International.

**SMALL BUSINESS INSTITUTE® (SBI)**

Professor William Donaldson, Director

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CNU's national award winning Small Business Institute® (SBI) offers free business assistance to small firms located in the Hampton Roads area. The primary mission of the SBI is to enhance the success of small businesses by assisting them in finding workable, practical, short-term solutions to real world problems. Common types of assistance offered are business plans, management and human resources plans, marketing plans, market research studies, legal and regulatory plans, corporate philanthropy plans, and promotional plans; accounting, financial, and business systems analysis; and web site development. Teams of senior-level business students, under faculty supervision of the SBI Director, provide semester-long business consultation to selected small businesses. Selection of clients and students is based on application and interview with the SBI Director. For more information visit our website at <http://smallbusinessinstitute.cnu.edu>.

**Procedures for Formal Acceptance to the Upper Division and Declaring a Major under the Bachelor of Science in Business Administration (B.S.B.A.)**

The B.S.B.A. degree has lower (freshman and sophomore) division and upper (junior and senior) division course requirements. Lower division courses are open to all students who have satisfied the required course prerequisites. Upper division courses may be taken by students who have met the requirements for formal acceptance to the B.S.B.A.

Admission requirements for pre-business are the same as for the entire University. Pre-business students follow university-wide liberal learning curriculum requirements and pre-business requirements during freshman and sophomore years.

**Pre-Business Requirements for the B.S.B.A.**

An application to the B.S.B.A. is submitted during the semester in which a student will complete:

1. At least 54 hours of coursework.
2. All the pre-business courses (ACCT 201-202, BUSN 231, CPSC 110<sup>1</sup>, ECON 201, 202, MATH 125, and 135 or 140) with a grade in each course of C or better.

<sup>1</sup> CPSC 110 or 215 or successful completion of the CPSC 215 readiness exam.

**Application Process for the B.S.B.A.**

Application is made through the Office of the Director. Acceptance decisions are based on a student's cumulative GPA at the conclusion of the semester prior to their application to the program. A student with a cumulative GPA of at least 3.00 at the time of application will be conditionally accepted into the B.S.B.A. program. If the cumulative GPA stands below 3.0 the application will be considered on a case-by-case basis. First semester transfer students who do not have a cumulative CNU GPA are ranked according to their final cumulative GPA from their prior institution. The Director's Office will notify students of the decision prior to the advising period for registration. Students who fail to successfully complete the pre-business requirements will not be allowed to take upper-division business courses. A student may only apply twice to the B.S.B.A. program.

**Degree Qualification Requirements for Graduation with a B.S.B.A. Degree**

1. Effective for degree-seeking students entering the University Fall Semester 2003 and after, general education/liberal learning curriculum, major, minor, and concentration requirements for graduation must be completed according to the University Catalog in effect at the time of admission to the University. **Note:** The B.S.B.A. curriculum may change and the Luter School of Business has the right to substitute courses in place of courses retired from the catalog.
2. Students may have accumulated no more than two D's in their major field. For this purpose the major field is defined as all courses that are specifically required in the catalog for the degree.
3. Senior students are required to participate in program assessment activities.
4. Two majors under the B.S.B.A. degree may be declared. **Note:** Only one degree is awarded and two B.S.B.A. majors may require more than 120 credit hours to graduate.
5. At least 50 percent of the business credit hours required for the B.S.B.A. must be earned at Christopher Newport University.

**B.S.B.A. Course Restrictions**

Students not planning to major or minor in business may enroll in any lower division business course as long

as they have met the course prerequisites. Non-business majors may take up to a **maximum** of nine semester hours of upper division (non A of I), B.S.B.A. courses. They must meet the course prerequisites and obtain approval from the Office of the Director.

**The Minor in Business Administration (21 credits)**

This interdisciplinary program in business administration is designed for students who are not seeking the B.S.B.A. and who desire to acquire skills in the basic concepts and practices inherent in and allied to the field of business administration. The minor program in business administration requires successful completion of the following:

1. ACCT 201, BUSN 231<sup>1</sup> each with a grade of C or higher;
2. Select two: ACCT 202 or ECON 201 or 202;
3. BUSN 303;
4. FINC 300;
5. BUSN 440W or 495.

<sup>1</sup> Additional course requirements include MATH 125, MATH 135 or 140 and CPSC 110 or 215 or successful completion of the CPSC 215 readiness exam, which are required prerequisites for BUSN 231.

**The Bachelor of Science in Business Administration Majors**

Students can choose among four areas of study in the B.S.B.A. degree: accounting, finance, management, and marketing. The majors consist of six courses (18 credit hours) beyond the business core curriculum.

**Accounting**

While accounting has been referred to as the "language of business," it is really much more. Accounting information is not only the basis for business decisions, but also a critical element in the decision making processes of virtually all economic entities. Governments, not-for-profit organizations, and individuals must all rely on accounting information in making economic decisions.

Those with an understanding of accounting are in a unique position to provide valuable assistance to businesses and others making economic decisions. As a result, there are always employment opportunities available for individuals with the skills to create, analyze, and interpret accounting information.

Accountants are found at the highest levels of responsibility in a wide variety of organizations. These include federal, state, and local governments and not-for-profit organizations, as well as business and industry of all types. Accounting graduates also frequently use their training to enhance non-accounting careers in management, finance, law and governmental administration. Truly, a degree in

accounting provides a solid foundation for a variety of successful career paths.

**Finance**

Finance is the lifeblood of business. Without knowledge of the financial implications of business decisions, managers can make serious mistakes. Proper financial analysis, however, will help business leaders make the proper choices that in turn add value for the firm's stakeholders, reflect the preferences of consumers, and facilitate economic growth and prosperity as innovative products and services receive the proper level of support from investors. From an academic standpoint, finance sits at the intersection of many business disciplines: using economic analysis of accounting statements, financial researchers and managers discern and enact proper corporate strategies, including how to make better decisions about everything from marketing activities to hiring decisions to information technology implementation.

**Management**

Management offers the greatest flexibility and broadest application of all the business majors, incorporating all the other disciplines in a liberal learning environment. This interdisciplinary program includes accounting, finance, human resources, economics, law, operations, marketing, logistics and information technology. In this major, you will learn to use critical thinking and analytical skills to make decisions and take action when facing a novel, complex problem. You will learn to lead, plan and organize; express your ideas clearly; and embrace diversity in a changing workforce. Through the management curriculum, you will cultivate people skills to help navigate the global world you will encounter. An emphasis on ethical standards is an integral part of the management curriculum. At The Luter School of Business, a management education is not all in the classroom – students learn by doing here. Students work in teams to manage virtual companies using on-line simulation, applying business principles to make decisions about a future course of action.

**Marketing**

Today's marketers must know how to leverage new information, communication, and distribution technologies to connect more effectively with customers in this digital age. Social and mobile media developments are dramatically changing how marketers create and communicate customer value. The CNU Luter School of Business is one of the few undergraduate institutions nationwide to offer a degree program specializing in cutting-edge direct and interactive marketing. This program emphasizes the development of integrated marketing communication strategies which support an organization's mission and strategic business initiatives. Students will learn how to connect and engage with customers via database marketing targeting consumers with messages that are relevant, timely, and highly measurable. This major offers many experiential learning

opportunities enabling students to go beyond theories and strategies to the actual creation and implementation of marketing plans and campaigns for real-world companies. Students are challenged to examine how digital marketing is evolving and how emerging technology can be used to engage consumers to create profitable customer relationships. CNU's marketing program is known and respected nationwide as its students have repeatedly won the highest and most coveted award in the direct and interactive marketing industry, the Collegiate Gold ECHO Award.

**All majors within the B.S.B.A. require the successful completion of the liberal learning curriculum, the pre-business requirements, and the business core. Note that some of the pre-business courses also satisfy liberal learning curriculum requirements. In addition, students must complete the specific courses as listed for their chosen major.**

**The Business Core**

The core courses are designed to give all business graduates the fundamentals necessary to succeed in the global business environment. All students must complete the following upper-division core:

1. BUSN 300 Organizational Behavior
2. BUSN 304 Operations Management
3. BUSN 311 Marketing Management
4. BUSN 323 Corporate Finance
5. BUSN 351 Business Law I
6. BUSN 370 Business and Accounting Information Systems (restricted to accounting majors)  
*or* BUSN 371 Management Information Systems
7. BUSN 418 Strategic Management

**In addition, students must complete one of the following majors:**

**Accounting Major**

1. Business Core;
2. ACCT 301, 302, 303, 401, 405W;
3. Select one: ACCT 352, 402, 451, 461, 480, 495 or 499.

Note: ACCT 201 and ACCT 202 minimum grade of *B*-required.

**Finance Major**

1. Business Core;
  2. FINC 324, 325, 422, 425, 428W;
  3. Select one: FINC 424, 480, 495 or 499.
- Note: BUSN 323 minimum grade of *C* required.

**Management Major**

1. Business Core;
2. MGMT 310, 355, 400, 410, 491W;
3. Select one: MGMT 330, 455, 480, 495 or 499.

Note: BUSN 300 minimum grade of C required.

**Marketing Major**

1. Business Core;
2. MKTG 310, 320, 455, 460, 470W;
3. Select one: MKTG 330, 340, 480, 495 or 499.

Note: BUSN 311 minimum grade of C required.

**THE CURRICULUM IN BUSINESS****BUSN 205. Business Practicum (1-0-0)**

*Prerequisites: pre-business students must have 30 earned credit hours, a 3.0 GPA, and permission of the School of Business Director.*

*As needed.*

This course allows students to experience work in a professional environment early in the undergraduate academic career, identify or clarify career goals, and participate in internships that do not qualify for the academic internship (BUSN 480). Applications are available in the Office of the Dean and should be submitted prior to registration for the semester in which the practicum is undertaken. This course is graded Pass/fail.

**BUSN 231. Applied Business Statistics (3-3-0)**

*Prerequisites: CPSC 110 or 215 (or a passing score on the CPSC 215 readiness exam) and MATH 125, each with a grade of at least C. Pre- or Co-requisite: MATH 135 or MATH 140.*

*Fall and Spring.*

This course introduces students to the strategic value of data and statistical analysis within the context of real-world business problems. Students also learn the value of statistical information in making informed judgments and business process improvements. Specifically, the course will concentrate on the application of statistics to understand and improve business decision making through the use of practical knowledge-based tools, regression models, and statistical inference. The student will also become familiar with different types of data collection and measurements. Students are strongly advised to take this course as soon as the prerequisites are completed.

**BUSN 300. Organizational Behavior (3-3-0)**

*Prerequisite: ENGL 223, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

This course provides a comprehensive analysis of individual and group behavior in organizations by adapting a behavioral science approach. Students will develop an

understanding of how organizations can be managed to operate more effectively and efficiently while, at the same time, enhancing the quality of employee work life. Management majors must earn a minimum grade of C.

**BUSN 302. Business Law for Musicians (3-3-0) AIIF**

*Prerequisite: ENGL 223.*

*As needed.*

The objective of this course is to introduce musicians to legal issues common to the industry. Through a combination of cases, examination of industry documents, and hypothetical problems, students will learn about intellectual property law, particularly copyright, employment law, contract law, agency law, licensing and cyberlaw as it relates to the music industry. The course will be taught as a combination of lecture and discussion, with both oral and written participation by students. Assessment will be based on participation, quizzes, a research project and presentation, and a final exam.

**BUSN 303. Fundamentals of Business (3-3-0)**

*Prerequisite: ENGL 223.*

*Fall and Spring.*

This course helps students gain a solid understanding of the components of a business, its external environment, and the interactions between them. Students will engage in decision-making and problem solving in that setting. Ethics, leadership, employee empowerment, the impact of technology and the global market are topics of discussion. Students will be exposed to case-based learning in the course and will have the opportunity to develop critical thinking skills, team skills, written and oral communication skills throughout the course.

**BUSN 304. Operations Management (3-3-0)**

*Prerequisite: BUSN231, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

Understanding the role of the operations function and its impact on the competitiveness of the firm is an important part of any manager's training. Operational issues include designing, acquiring, operating, and maintaining facilities and processes; purchasing raw materials; controlling and maintaining inventories; and providing the proper labor needed to produce a good or service so that customers' expectations are met. This course in operations management is intended to be a survey of operating practices and models in both manufacturing and service oriented firms.

**BUSN 311. Marketing Management (3-3-0)**

*Prerequisite: ENGL 223, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

An introduction to analysis and management of customer satisfaction in goods and services markets by profit and not-for-profit organizations. Buyer behavior, market seg-

mentation and product positioning, product policy, pricing, distribution, sales force and advertising management, and market research are examined in the contexts of strategy development, decision making, implementation, and control. Marketing majors must earn a minimum grade of C.

**BUSN 323. Corporate Finance (3-3-0)**

*Prerequisites: ACCT 201 and ECON 201 or 202 and MATH 125; BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

This course examines the financial decisions inherent in the effective management of the business organization. Topics include the environment of managerial finance, financial analysis, planning and control, the relationship between risk and return, stock and bond valuation, investment decisions and the cost of capital, long-term financing, the effects of leverage, working capital management, and the conduct of business in a multinational environment. Minimum grade of C required for Finance Majors.

**BUSN 340. Non-Profit as Business Enterprise (3-3-0)**

*Prerequisite: junior standing.*

*Spring.*

A business boot camp for students of all majors who would like to learn management, legal and financial literacy best practices applicable to the not-for-profit sector. This course examines classic and innovative models of best practices in non-profit governance, regulation, law, ethics and social welfare by applying an entrepreneurial spirit to maximize results.

**BUSN 351. Business Law I (3-3-0)**

*Prerequisite: ENGL 223, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

Study of our legal system and legal principles is essential for all business students. The Law of Commerce presents the students with opportunities to explore important topics in business law, including entity formation, corporations, contracts, agency, Sarbanes-Oxley, the UCC, and other pertinent substantive areas. Because decision-making at all levels must take legal consequences into account, study of the law of commerce requires and develops critical thinking skills, logic, and reasoning.

**BUSN 352. Business Law II (3-3-0) AIII [Same as ACCT 352] [Formerly ACCT 350, equivalent]**

*Prerequisites: ENGL 223, BSBA majors or permission of the School of Business Director.*

*Spring.*

This course is designed to acquaint accounting and finance students with important legal principles applicable to their field. It will cover legal and professional responsibilities of accountants and finance professionals, business organizations and securities laws, debtor creditor relations, and negotiable instruments law.

**BUSN 370. Business and Accounting Information Systems (3-3-0)**

*Prerequisites: CPSC 110 or 215 (or a passing score on the CPSC 215 readiness exam) and ACCT 202 with grade of at least B- and junior standing. OPEN TO ACCOUNTING MAJORS ONLY.*

*Fall and Spring.*

This course examines the nature and role of information systems technologies as an integrative and enabling function in contemporary organizations. Topics include communications and networking technologies in e-business, enterprise systems, transaction processing, management issues in systems development and selection, security issues, and accounting controls. Analysis of basic transaction processes such as the sales and order-fulfillment cycles illustrates the fundamental importance of information technology in the conduct of management, accounting, and operations functions.

**BUSN 371. Management Information Systems (3-3-0)**

*Prerequisites: CPSC 110 or 215 (or a passing score on the CPSC 215 readiness exam) and ENGL 223; MGMT, MKTG, FINC majors or permission of the School of Business Director. NOT OPEN TO ACCOUNTING MAJORS.*

*Fall and Spring.*

This course addresses the managerial and informational needs of an organization through the use of transaction processing systems, management information systems, and decision support systems. Introduction of systems analysis concepts and methodologies for effective information system design and development. Software based exercises and assignments using spreadsheets and databases will be employed in class.

**BUSN 395. Topics in Business (credits vary 1-3)**

*Prerequisites: ENGL 223; BSBA majors or permission of the School of Business Director.*

*As needed.*

Topical seminars or courses in business areas of current interest.

**BUSN 418. Strategic Management (3-3-0)**

*Prerequisites: BUSN 300, 304, 311, 323, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

This course is the capstone for the B.S.B.A. degree and is taken in the senior year. Strategic planning entails making long-range plans for organizations. This course utilizes business case studies to examine corporate strategies. Students are taught the strategic management process and perform that process using actual business firms. Decisions are made from the perspective of top management. The course is designed to integrate and apply skills acquired throughout the business core curriculum. Global strategic management and corporate ethics are also explored. This is a capstone course and should be taken in the last semester prior to graduation.

**BUSN 440. WI: Small Business Institute® (3-3-0)**

*Prerequisites: ENGL 123, ENGL 223 and BUSN 303 or permission of the SBI Director.*

*Fall and Spring.*

A hands-on field-based business consulting and research course in which teams of senior business students provide semester-long business consultation to selected small businesses in the Hampton Roads area. Areas of assistance include business plans, management and human resource plans, marketing plans, market research studies, legal and regulatory plans, corporate philanthropy plans, and promotional plans; accounting, financial, operational, and business systems analysis; and web site development. Students gain real-world exposure to the dynamic forces (ethical, global, technological, etc.) affecting small firms. Students have an opportunity to refine critical thinking written and oral communication skills in the development and presentation of professional-caliber consultation reports and casebooks to the client. Partially satisfies the Writing Intensive requirement.

**BUSN 480. Internship in Business (3-0-3)**

*Prerequisite: BSBA major with at least junior standing or permission of the Office of the Director.*

*As needed.*

This is a hands-on course supervised by faculty. Local area organizations commit themselves to participate in a learning experience with the student. Presentations to faculty, outside organizations and students are given at the end of the term. Applications are available in the Office of the Luter School of Business Director.

**BUSN 491. Brout Seminar (3-3-0)**

*Prerequisite: junior standing or permission of the School of Business Director.*

*As needed.*

This is a seminar course designed and taught by the Brout Professor. The topic changes each year.

**BUSN 495. Advanced Topics in Business (credits vary 1-3)**

*Prerequisite: junior standing, BSBA majors or permission of the School of Business Director.*

*As Needed.*

Topical seminars or courses in business areas of current interest.

**THE CURRICULUM IN ACCOUNTING**

**ACCT 201. Principles of Accounting I: Financial (3-3-0)**

*Prerequisite: Sophomore standing or permission of the School of Business Director. Recommended corequisite: CPSC 110 or 215 or passing grade on CPSC 215 readiness exam.*

*Fall and spring.*

This course provides an introduction to accounting principles and financial reporting and demonstrates how decision makers use accounting information for reporting and management purposes. Emphasis is placed on analysis and interpretation, as well as preparation of accounting information and its use in the operation of organizations.

**ACCT 202. Principles of Accounting II: Managerial (3-3-0)**

*Prerequisites: ACCT 201 and sophomore standing or permission of the School of Business Director. Corequisite: CPSC 110 or 215 or passing grade on CPSC 215 readiness exam.*

*Fall and Spring.*

Introduces cost and managerial accounting, focusing on product costing and the use of accounting information within the organization to provide direction and to judge performance.

**ACCT 301. Intermediate Accounting I (3-3-0)**

*Prerequisites: ACCT 201, 202 with a grade of at least B- in each course, CPSC 110 or 215 or passing grade on CPSC 215 readiness exam, junior standing, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

The study and application of generally accepted accounting principles for accumulating and reporting financial information about businesses. Emphasis is placed upon revenue recognition, accounting for cash, receivables, inventories, property, plant and equipment, and intangible assets.

**ACCT 302. Intermediate Accounting II (3-3-0)**

*Prerequisite: ACCT 301 with a grade of at least C-, and junior standing, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

The study and application of generally accepted accounting principles for accumulating and reporting financial information about businesses. Emphasis is placed upon accounting for current liabilities and contingencies, long-term liabilities, stockholders' equity, investments, leases, income taxes, and preparation of the statement of cash flows.

**ACCT 303. Cost/Managerial Accounting (3-3-0)**

*Prerequisites: ACCT 201, 202, with a grade of at least B- in each course and BUSN 231 with a grade of C or higher, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

Applications of concepts of cost and managerial accounting in providing cost data for planning and controlling routine manufacturing, productive and supporting operations. The course emphasizes the relevance of cost concepts to modern decision tools.

**ACCT 352. Business Law II (3-3-0) [Formerly ACCT 350, equivalent] [Same as BUSN 352]**

*Prerequisites: ENGL 223, BSBA majors or permission of the School of Business Director.*

*Spring.*

This course is designed to acquaint accounting and finance students with important legal principles applicable to their field. It will cover legal and professional responsibilities of accountants and finance professionals, business organizations and securities laws, debtor creditor relations, and negotiable instruments law.

**ACCT 401. Taxation (3-3-0)**

*Prerequisites: ACCT 201, 202 with a grade of at least B- in each course, BSBA majors or permission of the School of Business Director.*

*Fall and Spring.*

An introduction to the concepts and principles of income taxation as they apply to individuals and businesses.

**ACCT 402. Advanced Taxation (3-3-0)**

*Prerequisite: ACCT 401; BSBA majors or permission of the School of Business Director.*

A study of the principles of federal taxation as applied to corporations, partnerships, estates, trusts, and gifts.

**ACCT 404. Volunteer Income Tax Assistance (1-0-1)**

*Co requisite: ACCT 401*

*Spring.*

Students participate in the Internal Revenue Service's VITA program, preparing federal income tax returns for low income taxpayers. Students gain experience using professional tax preparation software and applying the income tax law to real life situations. May be repeated twice for a total of three enrollments.

**ACCT 405. WI: Auditing (3-3-0)**

*Prerequisites: ENGL 223; ACCT 302 with a grade of at least C, BSBA majors, senior standing or permission of the School of Business Director.*

*Fall and Spring.*

Conceptual approach to auditing principles and procedures in the preparation of auditing reports. Professional standards and ethics are emphasized. Partially satisfies the Writing Intensive requirement.

**ACCT 451. Governmental & Nonprofit Accounting and Selected Topics (3-3-0)**

*Prerequisite: ACCT 302 with a grade of at least C-, BSBA majors or permission of the School of Business Director.*  
*Fall.*

Accounting and financial reporting for governmental entities and other not-for-profit organizations and selected topics associated with accumulating and reporting financial information about businesses.

**ACCT 461. International Financial Reporting Standards (3-3-0)**

*Prerequisites: ACCT 301 and ACCT 302, BSBA majors or permission of the School of Business Director.*

*Fall.*

Discussion of core concepts and key elements of the International Financial Reporting Standards (IFRS). This course is an introductory course to IFRS. Students will recognize the significant differences and similarities between U.S. GAAP and IFRS; understand, implement and apply the key elements of the standards; and analyze financial statements prepared in accordance with IFRS.

**ACCT 480. Internship in Accounting (3-0-3)**

*Prerequisite: BSBA major with at least junior standing or permission of the School of Business Director.*

*As needed.*

This is a hands-on course supervised by a faculty mentor. Local area organizations commit themselves to participate in a learning experience for the student that is related to the major in Accounting. Projects are determined in a joint process between the faculty mentor, host agency and student. A semester-long deliverable is due at the end of the project requiring an extensive written report and presentation for both faculty mentor and the host agency. Applications are available in the School of Business.

**ACCT 495. Advanced Topics in Accounting (3-3-0)**

*Prerequisites: ACCT 302 with a grade of at least C, and BSBA majors or permission of the School of Business Director.*

*As needed.*

Topical seminar in accounting.

**ACCT 499. Independent Study in Accounting (3-3-0)**

*Prerequisites: ACCT 201, ACCT 202 with a grade of at least B-, junior standing, BSBA majors or permission of the School of Business Director.*

*As needed.*

An opportunity for independent study or research with guidance of an accounting faculty member.

## **THE CURRICULUM IN FINANCE**

**FINC 210. Personal Finance (3-3-0)**

*Fall and Spring.*

**This course is closed to BSBA students.**

This course is designed to teach the student to exercise intelligent control over his/her income, expenditures, borrowing, saving, and investments.

**FINC 300. Managerial Finance (3-3-0)**

*Prerequisites: ACCT 201, and ECON 201 or 202 and MATH 125.*

*Fall and Spring.*

**This course is closed to BSBA students.**

This course will prepare students to have the necessary knowledge and understanding of the basics of financial management and evolving roles of a financial manager. Topics typically covered in this course include; mathematics of finance, valuation of securities, financial analysis, working capital management, cost of capital, capital budgeting, long and short term financing, international financial management, and financial planning.

**FINC 324. Principles of Investment (3-3-0)**

*Prerequisite: BUSN 323, a minimum grade of C is required, BSBA majors or permission of the School of Business Director.*

*Spring.*

A survey course dealing with the investment characteristics of securities, the fundamentals of portfolio planning, and the operation and regulation of security markets. Focuses on analysis and solution of financial problems related to investment in stocks, bonds, mutual funds and derivative securities. Includes analysis of market trends, timing of investments and the effects of taxation on investment strategy and policy.

**FINC 325. Management of Financial Institutions (3-3-0)**

*Prerequisite: BUSN 323 with a minimum grade of C, BSBA majors or permission of the School of Business Director.*

*Spring.*

The course focuses on the operating environment of financial institutions in terms of performance criteria, loan and investment policy, regulation, and social and economic implications. The course deals with the current changes and pro-posed changes in the functioning and role of banks, capital markets, insurance companies and other institutions providing financial products and services.

**FINC 422. Intermediate Corporate Finance (3-3-0)**

*Prerequisite: BUSN 323 with a minimum grade of C, and BSBA majors or permission of the School of Business Director.*

*Fall.*

This is a course to strengthen the student's knowledge of corporate financial management and the analytics of financial decisions, to a higher conceptual and analytical level than BUSN 323. The course will explore advanced financial theories and the theoretical framework for financial analysis and decision-making. The following topics will be explored: capital budgeting, optimal capital structure decisions, evaluation of choice of financing sources, cost of capital determination, mergers and acquisitions, leveraged buyouts, international financial affects, and financial distress and bankruptcy.

**FINC 424. Portfolio Management (3-3-0)**

*Prerequisite: FINC 324, BSBA majors or permission of the School of Business Director.*

*Spring.*

The course will focus on advanced investment topics, focusing on building and managing portfolios of stocks, bonds, currencies and other financial assets. Topics may also include the role of physical assets in portfolio optimization and the institutional management of investment portfolios for individual investors (i.e., mutual funds, bank trust departments, hedge funds, etc.). The theory and practice of managing portfolios of securities to achieve desired objectives will focus on methods of portfolio construction, asset allocation strategies, international diversification and the role of institutional management.

**FINC 425. Risk Management (3-3-0)**

*Prerequisite: FINC 324, BSBA majors or permission of the School of Business Director.*

*Fall.*

Risk management is a fundamental corporate and personal issue. Risks are encountered in both product and capital markets. This course identifies risks in each of these markets and explores the methods and devices to mitigate those risks. Managing risks may utilize analysis using computer models and other risk management tools. Emphasis is given to the use of derivative securities, options, futures, and swaps in risk management.

**FINC 428. WI: Financial Policy and Strategy (3-3-0)**

*Prerequisites: ENGL 223 with a grade of C or better; FINC 324, 422, BSBA majors or permission of the School of Business Director.*

*Spring.*

The capstone course in Finance deals with the strategies of corporate financial management. This is also a writing intensive course, involving team case studies and presentations of case solutions. Partially satisfies the Writing Intensive requirement.

**FINC 480. Internship in Finance (3-0-3)**

*Prerequisites: BSBA major with at least junior standing or permission of the School of Business Director.*

*As needed.*

This is a hands-on course supervised by faculty. Local area organizations commit themselves to participate in a learning experience for the student that is related to the major in Finance. Projects are determined in a joint process between the faculty, host agency and student. A semester-long deliverable is due at the end of the project requiring an extensive written report and presentation for both faculty and the host agency. Applications are available in the Luter School of Business.

**FINC 495. Advanced Topics in Finance  
(credits vary 1-3)**

*Prerequisite: BSBA majors and permission of the School of Business Director.*

*As needed.*

Topical seminars in finance.

**FINC 499. Independent Study in Finance  
(credits vary 1-3)**

*Prerequisite: BUSN 323 with a grade of C or better, BSBA majors and permission of the School of Business Director.*

*As needed.*

An opportunity for independent study or research with guidance of faculty advisor.

## **THE CURRICULUM IN MANAGEMENT**

**MGMT 310. Leadership in Business (3-3-0)**

*Pre or Corequisite: BUSN 300, BSBA majors or permission of the School of Business Director.*

*Spring.*

Leaders establish direction for their organization by developing a vision for the future. They develop strategies for attaining their vision, and share their vision with others in an effort to motivate and inspire. Leaders produce change. This course views leadership as a process, and explores the role of leader, follower, and context in that dynamic process. Topics include: the nature of managerial work, perspectives on effective leadership behavior, participative leadership, dyadic roles, behaviors for managing both work and relations, charismatic leadership, transformational leadership, power and influence, ethical leadership, leading in a global economy, leadership in teams and self-managed groups, strategic leadership by executives, and the development of leadership skills.

**MGMT 330. Simulation Modeling for Business  
(3-3-0) [Formerly MGMT 430, equivalent]**

*Prerequisite: BUSN 304, BSBA majors or permission of the School of Business Director.*

*As needed.*

With modern, powerful computers, many decision makers are turning to simulation to make decisions about facility locations and layout; policies concerning inventory, production, space analysis, investment strategies, marketing strategies; and many other managerial decisions. Computer simulated models help managers study business systems and processes before they are implemented. Such studies allow for the evaluation of business systems performance and the identification of important factors that affect it. As a result, systems are designed to be efficient and productive, saving system implementation and fine-tuning cost. This course will be oriented towards demonstrating how simulation can be applied to aid these decisions.

**MGMT 355. Management Science (3-3-0) [Formerly MGMT 420, equivalent]**

*Pre or Corequisite: BUSN 304, BSBA majors or permission of the School of Business Director.*

*Spring.*

This course focuses on management science techniques that can be used for problem solving and decision making in all areas of management. These methods involve the application of mathematical modeling and analytical approach to business problems. Students will learn to determine which methods are appropriate for solving various types of problems. The primary goal of the course is to help students become more skilled builders and consumers of models. Another important goal is to encourage a more disciplined thinking process when approaching management situations. This course covers management science and operations research tools such as Linear Programming, Sensitivity Analysis, and Decision Trees.

**MGMT 400. Human Resource Management (3-3-0)**

*Prerequisite: BUSN 300 with a grade of at least C, BSBA majors or permission of the School of Business Director.*

*Fall.*

This course examines the management of an organization's key resource, its people. Topics include job analysis, recruitment, selection, orientation and training, performance appraisal, compensation, benefits, legislation and labor law, and the role of unions and collective bargaining.

**MGMT 410. Supply Chain Management (3-3-0)**

*Prerequisite: BUSN 304, BSBA majors or permission of the School of Business Director.*

*Fall.*

Supply Chain Management deals with the management of the direct value adding activities across all the firms that contribute to the creation, manufacturing and delivery of a product. The objective of this course is to study and integrate the perspectives of different firms and different professional disciplines to develop a broader understanding of how to improve the performance of the entire supply chain. Specific issues to be discussed include: supply chain design, optimization of logistic networks, inventory management, sourcing and supplier contracting, information technology, product design, and globalization.

**MGMT 455. Leadership Assessment and Development  
(3-3-0)**

*Prerequisite: BUSN 300 with a grade of at least C, BSBA majors or permission of the School of Business Director.*

*As needed.*

This course is designed to allow students to assess and develop their leadership capabilities in order to prepare them to be effective leaders in all phases of their lives. Data will be generated through a variety of assessment methods designed to reveal the students' interests, abilities, values, and knowledge related to managerial effectiveness.

Students will learn how to interpret these data and use them to design personal development plans.

**MGMT 480. Internship in Management (3-0-3)**

*Prerequisite: BSBA major with at least junior standing or permission of the School of Business Director.*

*As needed.*

This is a hands-on course supervised by faculty. Local area organizations commit themselves to participate in a learning experience for the student that is related to the major in Management. Projects are determined in a joint process between the faculty, host agency and student. A semester-long deliverable is due at the end of the course requiring an extensive written report and presentation for both faculty and the host agency. Applications are available in the School of Business.

**MGMT 491. WI: Senior Seminar in Management (3-3-0)**

*Prerequisites: ENGL 223, MGMT 400 and 410; BSBA majors or permission of the School of Business Director.*

*Spring.*

A required topical capstone for all management majors, the Senior Seminar in Management integrates concepts, theories, and practices explored in earlier coursework and applies them to current issues in management. Specific content will be determined by the instructor. Partially satisfies the Writing Intensive requirement.

**MGMT 495. Advanced Topics in Management (3-3-0)**

*Prerequisite: MGMT 400 and 410, BSBA majors or permission of the School of Business Director.*

*As needed.*

Topical seminars in management.

**MGMT 499. Independent Study in Management (credits vary 1-3)**

*Prerequisite: Permission of the School of Business Director.*

*As needed.*

An opportunity for independent study or research with guidance of faculty advisor.

## THE CURRICULUM IN MARKETING

**MKTG 210. Marketing, Society, and Public Policy (3-3-0) AIII**

*Prerequisite: ENGL 223.*

*As needed.*

As a modern business practice, marketing plays a significant role in shaping society's perceptions, attitudes, and behavior. A marketer's tools and techniques have the potential to affect both positive and negative change within our society and culture. This class examines the ways different marketing campaigns influence individu-

als and social institutions. Special emphasis is placed on discerning the underlying principles that guide informed public policy decisions. Topics include at-risk market segments, public health initiatives, consumer privacy, and eco-sustainability.

**MKTG 310. Interactive Marketing (3-3-0)**

*Pre or Corequisite: BUSN 311, BSBA majors or permission of the School of Business Director.*

*Spring.*

An introduction to the theory and practice of personalized interactive marketing, including direct response advertising, measurability and accountability, lists and databases, and the cultivation of customer relationships. Emphasis will be placed on marketing strategies emerging from technological innovations in print, mobile, text, digital and social media and how new media and sophisticated customer databases continue to change the marketing landscape.

**MKTG 320. Consumer Research (3-3-0)**

*Pre or Corequisite: BUSN 311, BSBA majors or permission of the School of Business Director.*

*Spring.*

This course will introduce students to theoretical frameworks regarding why and what we buy. Students will develop an understanding of the quantitative and qualitative research tools marketers use to develop consumer insights and make critical marketing decisions. Topics include the development of managerial strategies and the creation of marketing objectives, as well as the creation of consumer communications and the ongoing measurement of campaign success and brand health. Students will have the opportunity to practice various research techniques firsthand, and will work towards applying research findings to develop marketing recommendations.

**MKTG 330. Digital Marketing (3-3-0)**

*Pre or Corequisite: BUSN 311, BSBA majors or permission of the School of Business Director.*

*Spring.*

Digital media prompts opportunities and challenges for marketers to interact with consumers. Recent advances in communication technology have expanded e-business beyond the World Wide Web to an interactive, multi-platform, multi-device, digital environment. This course examines recent developments in e-business and considers the broad context of how consumers, technology, and marketing impact supply and demand. Particular emphasis is placed on constructing a framework for the strategic deployment of digital media in a consumer products marketing context. Topics include a survey of consumer digital devices, social networking, data surveillance, effective graphic design, and techniques in digital media production..

**MKTG 455. Database Marketing (3-3-0)**

*Prerequisite: MKTG 310. Corequisite: MKTG 460, BSBA majors or permission of the School of Business Director. Fall.*

Information technology is transforming the business environment. Businesses now have the ability to convert raw customer transactional data into usable marketing intelligence. Companies can identify, profile, analyze, and interact with both current and prospective customers on a personal basis. This course will provide students with a comprehensive understanding of database development and use to maximize customer relationships. Topics covered include the creation and use of databases, database analysis and customer profiling, and managerial decision-making.

**MKTG 460. Creative Approaches in Direct/Interactive Marketing (3-3-0)**

*Prerequisite: MKTG 310. Corequisite: MKTG 455, BSBA majors or permission of the School of Business Director. Fall.*

This course covers all of the aspects involved in designing the most effective and efficient marketing communication program possible to build and maintain customer relationships. Topics include consumer behavior, positioning, offer creation, creative processes-including message development, layout and design and creative testing, media planning and media selection, promotional budgeting and ROI. The emphasis of this course is placed on direct response communication and the design and production of interactive marketing creative materials.

**MKTG 470. WI: Interactive Marketing Strategy (3-3-0)**

*Prerequisites: ENGL123, 223; MKTG 455, 460, BSBA majors or permission of the School of Business Director. Spring.*

This course is a comprehensive examination of all aspects of the management of marketing. Mainstream marketing management concepts are taught on the premise that marketing is a universal management function with strong strategic elements that are operationalized in different ways in different parts of the world. Supported by a strong conceptual foundation, students' learning will be directed toward practical applications in interactive marketing. The course uses the case study method to apply concepts to business world settings. Cases will emphasize issues in interactive marketing. Partially satisfies the Writing Intensive requirement.

**MKTG 480. Internship in Marketing (3-0-3)**

*Prerequisite: BSBA major with at least junior standing or permission of the School of Business Director. As needed.*

Marketing students are strongly encouraged to undertake this academic internship during their final senior semester which will enable them to apply more comprehensive marketing knowledge and skills to their projects and duties. This is a hands-on course supervised by faculty. Local area organizations commit themselves to participate in a learning experience for the student that is related to the major in Marketing. Projects are determined in a joint process between the faculty, host agency and student. A semester-long deliverable is due at the end of the course requiring an extensive written report and presentation for both faculty and the host agency. Applications are available in the School of Business.

**MKTG 495. Advanced Topics in Marketing (3-3-0)**

*Prerequisites: BUSN 311 with a grade of at least C, BSBA majors or permission of the School of Business Director. As needed.*

Topical seminars in marketing.

**MKTG 499. Independent Study in Marketing (credits vary 1-3)**

*Prerequisites: BSBA majors and permission of the School of Business Director. As needed.*

An opportunity for independent study or research with guidance of faculty advisor.