

MANAGEMENT

PROFESSORS KESTER, CLINE, DEAN, PIRKLE
VISITING PROFESSOR CULPEPPER
ASSOCIATE PROFESSOR CASS
ASSISTANT PROFESSORS GARVIS, HOOVER,
STRAUGHAN

MAJOR

A major in **business administration** leading to a Bachelor of Science with Special Attainments in Commerce requires 36 credits, as follows:

1. Management 203, 205, 211, 217, 221, 375
2. At least nine credits from management courses numbered 300 or above
3. At least nine credits from accounting courses above 202 and/or from economics courses above 203

A major in **business administration and accounting** leading to a Bachelor of Science with Special Attainments in Commerce requires 36 credits, as follows:

1. Management 203, 205, 211, 217, 221, 375
2. 18 credits from among Accounting 211, 320, 321, 330, 340, 355, 356, 360, 395, 396

See Business Administration Group (Page 110).

Note: All candidates for the degree of Bachelor of Science with Special Attainments in Commerce must take Accounting 201, 202 and Economics 101, 102 as background work. Only one group major may be selected.

HONORS: An Honors Program in business administration is offered for qualified students; see department head for details.

MANAGEMENT 101 (3)—Business in a Changing World

Prerequisite: Permission of the instructor. This course provides an overview of the field of management and its relationship to the changing business environment. Topics include financial analysis, marketing, production/operations, human resource management, business ethics, leadership and managerial psychology, and personal career management. *Staff.*

Spring

MANAGEMENT 195 (3)—Selected Topics in Management

Offered when interest is expressed and departmental resources permit. Topical coverage of areas in management, based on the interests of the instructor and students. Topics vary from year to year and are announced prior to registration. May be repeated for degree credit with permission and if the topics are different. *Staff.*

Spring

MANAGEMENT 201 (Economics 201) (3)—Elementary Applied Statistics

An introduction to statistical inference procedures. Topics covered are descriptive statistics, discrete and continuous probability distributions, sampling distributions, estimation, and hypothesis testing. *Cline, Garvis, Pirkle, Straughan.*

Fall, Winter

MANAGEMENT 203 (Economics 203) (3)—Quantitative Models for Management and Economics

Prerequisites: Management/Economics 201 or permission of the department head. Topics include sample surveys; design of experiments; covariance and correlation analysis; bivariate regression analysis; multiple regression analysis; and forecasting. *Anderson, Cline.*

Fall, Winter

MANAGEMENT 205 (3)—Private Law in a Market Economy

Prerequisite: Junior standing. This course studies the law governing the relations between individuals in day-to-day commerce. The emphasis is on how individuals and firms organize their voluntary agreements in markets, a process governed by the law of contracts. The course covers this process ranging from the sale of goods, through the securing and payment of debt, to the creation of large corporations. Both the Common Law and the Uniform Commercial Code are analyzed. The course accents procedural and managerial techniques, and stresses economic and ethical issues. Writing assignments apply legal theories to literary masterworks and hypothetical situations. *Culpepper.*

Fall, Winter

MANAGEMENT 211 (3)—Marketing Management

Prerequisites: Economics 101, 102, Accounting 201, Management/Economics 201 or equivalent, and junior standing. An exploration of strategic marketing. The focus of the course is on the analysis of a firm's current marketing strengths and weaknesses and the development of a strategic plan to capitalize on key opportunities. Topics include environmental analysis, market segmentation, targeting and positioning, and management of the marketing mix. Throughout the course, significant attention is devoted to international issues, the interrelationships between marketing and other disciplines, and the role of ethically and socially responsible marketing. *Straughan.*

Fall, Winter

MANAGEMENT 217 (3)—Organizational Behavior

Prerequisite: Junior standing. A study of the practice of management in modern organizations. Emphasis is on the principles of human behavior including motivation, individual differences, group dynamics, business ethics, power, leadership, job design, and organizational structures. This is a theory-based course with practical implications. *Dean.*

Fall, Winter

MANAGEMENT 221 (3)—Managerial Finance

Prerequisites: Economics 101, 102, Accounting 201, Management/Economics 201 or equivalent, and junior standing. A study of finance from a managerial perspective emphasizing the primary goal of the firm as stockholder wealth maximization. Emphasis is on decisions relating to the acquisition of assets and funds and internal management—financial analysis, planning and control, working capital management, capital budgeting, sources and forms of long-term financing, financial structure and the cost of capital, and valuation. *Hoover, Kester.*

Fall, Winter

SEMINARS IN MANAGEMENT—The following courses are offered from time to time when there is interest expressed and departmental resources permit. *All courses in this series require the permission of the instructor and are open only to juniors and seniors.* Any additional prerequisites are indicated.

MANAGEMENT 301 (3)—Seminar in Organizational Behavior

Prerequisite: Management 217.

MANAGEMENT 302 (3)—Seminar in Finance

Prerequisite: Management 221.

MANAGEMENT 303 (3)—Seminar in Marketing

Prerequisite: Management 211.

MANAGEMENT 304 (3)—Seminar in Management

MANAGEMENT 305 (3)—Seminar in International Management

MANAGEMENT 306 (3)—Seminar in Management Information Systems

Prerequisite: Computer Science/Management 310.

MANAGEMENT 310 (Computer Science 310) (3)—Management Information Systems

Prerequisite: Junior standing. The objective is to build an understanding of the value and uses of information systems for business operations, management decision making, and strategic advantage. Topics include basic systems concepts and major roles of information systems; computer, telecommunications, and database management concepts; management issues in the implementation of information systems including international, security, and ethical considerations. *Cass.*

Fall, Winter

MANAGEMENT 320 (3)—E-Commerce Management

Prerequisites: *Economics 101 and 102, at least junior standing, and permission of the instructor.* A study of the developing area of e-commerce. This course examines entrepreneurial, strategic, and legal aspects of using the Internet for business purposes. Emphasis is on a managerial perspective, rather than a technical perspective, of e-commerce. Topics include Internet infrastructure, innovation, change, competition, intellectual property, and privacy. Case studies are used extensively, and students prepare written and oral case discussions and present collaborative research projects. *Garvis.*

Winter

MANAGEMENT 330 (3)—Human Resource Management

Prerequisites: *Management 217.* Although grounded in theory, this is a practical course, examining the various functions of human resource management. Traditionally called "Personnel Management," the course is concerned with the acquisition, development, use, and output of the people resource of organizations. Topics include staffing the organization, corporate culture, career planning, salary administration, and labor unions. In addition, the legal constraints on human resource management are examined, including equal employment opportunity, affirmative action, sexual harassment, labor law, and occupational safety and health. *Dean.*

Winter, Spring

MANAGEMENT 340 (3)—Entrepreneurship and Small Business Management

Prerequisites: *Management 211 and 221 or permission of the instructor.* A study of entrepreneurs, creation of new ventures, and the management of smaller enterprises. Emphasis is on the characteristics of successful entrepreneurs, identification and analysis of opportunities for new ventures, special legal and tax considerations, acquisition of capital, and the traditional requirements of successful management as they apply to smaller enterprises. Extensive use is made of case studies and a major research/case analysis project involving a potential or actual business is required. *Pirkle.*

Spring

MANAGEMENT 345 (Interdepartmental 345) (3)—Business Ethics

Prerequisite: *Permission of the instructor.* An examination of the moral and ethical issues associated with management policy and executive decisions. The course examines the basic approaches to moral reasoning, macro-moral issues concerning the justice of economic systems, and micro-moral issues such as the following: conflict of interest, whistle blowing, discrimination in employment, product safety, environment, and advertising. *Cass and Cooper.*

Fall

MANAGEMENT 354 (3)—Advanced Business Law

Prerequisite: *Management 205 and senior standing.* A survey of specialized legal relationships such as negotiable instruments and corporations, and an introduction to legal thought at the philosophical and policy level. *Staff.*
Not offered in 2001-2002

MANAGEMENT 357 (3)—Multinational Business Finance

Prerequisite: *Management 221.* A study of the critical aspects of managerial finance in a multinational setting, covering both theoretical and practical issues. Emphasis is placed on identifying the unique risk-return opportunities faced by corporations that maintain business units across national borders. Topics included are foreign exchange and exchange rate determination, international capital markets, the environment of multinational corporate finance, risk management, and cross-border investment decisions. Text, readings and projects. *Hoover.*

Spring

MANAGEMENT 359 (3)—Production/Operations Management

Prerequisites: Management/Economics 201 or equivalent and junior standing. A study of the production/operations function in manufacturing and services with emphasis on management decision systems. Topics include production/operations strategy, forecasting, total quality management, just-in-time methodology, theory of constraints, project management, inventory management, capacity management, and resource scheduling. *Garvis.*

Fall

MANAGEMENT 364 (3)—Cross-Cultural Issues in Marketing Management

Prerequisite: Management 211. A study of cultural theories and their application in the international marketplace. The course will use readings and discussions of various cross-cultural theories from the social science and marketing literature. Emphasis will be placed on understanding both the theoretical dimensions of culture and the application of these theories to marketing practices. Students will be asked to develop a research paper that examines some unexplored aspect(s) of cross-cultural business practices and present their research. *Straughan.*

Spring

MANAGEMENT 365 (3)—Investments

Prerequisites: Management/Economics 203 and Management 221 or permission of the instructor. A study of investments and investment management from a practical and theoretical point of view including the institutional and economic environment relevant to common stocks, preferred stocks, bonds, puts, calls, and commodity future contracts. These assets are studied in terms of the markets in which they are traded, governing regulations, taxes, valuation, risk, characteristic line, and construction of a portfolio. Capital market theory and the Markowitz portfolio model are explored. Text, readings and projects. *Hoover.*

Fall, Winter

MANAGEMENT 375 (3)—Strategic Management

Prerequisite: Senior standing. A capstone course designed to expose students to a strategic perspective on global issues that impact the firm. Integrative in that it draws on concepts from functional disciplines (e.g. finance, marketing, accounting) in the diagnosis, analysis, and resolution of complex business situations. Practical problem-solving skills are emphasized. Case analysis and computer simulation are used extensively in oral presentations and written cases. *Pirkle, Garvis.*

Fall, Winter

MANAGEMENT 390 (6)—Supervised Management Study Abroad

Prerequisites: Junior or senior standing, Management 211 and 221 and permission of the instructor. The course covers topics of current interest in multinational business management for which international travel provides a unique opportunity for enhancing understanding. Emphasis changes from year to year and is announced in advance of registration. This course may not be repeated. *Staff.*

Not offered in 2001-2002

MANAGEMENT 401 (1), 402 (2)—Directed Individual Study

The objective is to permit students to follow a course of directed study in some field of management not presented in other courses or to emphasize a particular field of interest. Credits may not be used toward the major requirements in business administration. *Staff.*

MANAGEMENT 403 (3), 406 (6)—Directed Individual Study

Prerequisites: Senior standing and permission of the instructor. The objective is to permit students to follow a course of directed study in some field of management not presented in other courses or to emphasize a particular field of interest.

MANAGEMENT 453 (3)—Internship

Prerequisites: Junior standing, Williams School major, and permission of the department. A limited number of off-campus, summer positions open to Williams School majors. Selection is competitive, based on academic performance and personal interviews. Each intern is closely supervised by a member of the management department. Students register for the credits as part of a normal class load for the following fall term, during which they write an in-depth research paper related to their intern experiences. *Pirkle.*

Fall

MANAGEMENT 493 (3-3)—Honors Thesis

Fall-Winter
