Name of Proposal: **BUSM**

Submitted by: Saralyn Lopez Camit    Signature: ________________________

Date:

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Recommendation/Signature</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Faculty Vote: For 9, Against 0, Abstain 0, Absent 1</td>
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</tr>
<tr>
<td>1. Approved by Department</td>
<td>Signature:</td>
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<td></td>
<td>Chair: <strong>Helena M.A. Hannonen</strong></td>
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<td>2. Approved by College</td>
<td>Signature:</td>
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<td></td>
<td>Dean: <strong>Glade Tew</strong></td>
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<td>3. Reviewed by LAS (if new resources are requested)</td>
<td>Signature:</td>
<td></td>
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<tr>
<td></td>
<td>LAS: <strong>Douglas Bates</strong></td>
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<tr>
<td>4. Approved by General Education (if any GE course is affected)</td>
<td>Signature:</td>
<td></td>
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<tr>
<td></td>
<td>GE: <strong>Beth Haynes</strong></td>
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<tr>
<td>5. Approved by University Curriculum Committee</td>
<td>Signature:</td>
<td></td>
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<td></td>
<td>UCC: <strong>Douglas Bates</strong></td>
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<td>6. Approved by Academic Council</td>
<td>Signature:</td>
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<td>AVP: <strong>Max Checkettis</strong></td>
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<td>7. Approved by the President's Council (for new programs)</td>
<td>Signature:</td>
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<td>Pres: <strong>Steven Wheelwright</strong></td>
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</tbody>
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Section 2 – Overview (Support)

**Summary:** This proposal is intended to align the Business Management courses with what the Business Management Department had originally intended, when Proposal Number 09-15 was approved. As well as reconcile a few minor course, scheduling and process issues. Below is a listing of the course edits that this proposal covers:

- BUSM 461 – New Course
- BUSM 242 – Prerequisites
- BUSM 304 – Prerequisites
- BUSM 308 – Prerequisites
- BUSM 325 – Prerequisites
- BUSM 327 – Prerequisites
- BUSM 422 – Prerequisites
- BUSM 467 – Prerequisites
- HTM 404 – Prerequisites
- HTM 485 – Prerequisites
- BUSM 306 – Deactivate
- HTM 440 – Deactivate
- BUSM 180 – Semesters Offered
- BUSM 371 – Semesters Offered
- BUSM 381 – Semesters Offered
- BUSM 421 – Semesters Offered
- BUSM 427 – Semesters Offered
- BUSM 431 – Semesters Offered
- BUSM 457 – Semesters Offered
- BUSM 467 – Semesters Offered
- BUSM 499 – Semesters Offered
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately
College: College of Business, Computing and Government
Course Prefix: BUSM
Course Number: 461

NEW COURSE

Full Title: Quality Management
Short Title (for Transcript, 30-char max): Quality Management

Catalog Entry (50-word recommended maximum):

461. Quality Management (3) (Sp) This course teaches skills for successfully leading quality improvement projects through solving problems for improving organizational performance. Lean Six Sigma methodology is taught through example and direct application in quality process improvement projects. Specific tools, and toll gates, including statistical analysis, statistical process control, process capability, etc. are also covered. (Prerequisite: BUSM 361)

Prerequisites: BUSM 361 (Operations Management)
Credit Hours: 3.0
Grading Method: Standard A-B-C grading

Learning Objectives:

Each student who passes this course will be able to do the following:
- Design, lead, and complete a process improvement project based on Lean Six Sigma (LSS) methodology
- Understand and apply all phases of the LSS method DMAIC
  - Define
  - Measure
  - Analyze
  - Improve
  - Control
- Understand and apply tools for process improvement
- Understand and apply concepts within the American Quality Society (ASQ) Black Belt Body of Knowledge

Assessment Methods: Student learning will be assessed based on direct instructor evaluation of their performance on homework assignments, an in-depth term project based on applying the LSS phases to a problem and generating an acceptable LSS project deck as a client deliverable, an oral presentation including a summary of their term project, client feedback forms, and in-class participation in exercises and discussion.
BUSM 461 - Quality Management

**Prerequisite:** BUSM 361
Location: MCK 153
TTh 3:30 pm- 6:40 pm

Instruction: Melanie Wendt-Gordon, MA, MTA, LSS BB
Phone: Cell (805-368-9713)/ Office (808) 675-3338
E-mail: Melanie.wendt@gmail.com or Melanie.wendt@byuh.edu
Office Hours: Tues/ Thurs 1:00 pm-3:30 pm SCOB 117 or by appointment

**Course Description**
This course is intended to give students the skills for successfully leading projects through solving problems for improving business and organizational performance within organizations. This course is based on the premise of Lean Six Sigma Methodology which is a specific method in applying structured concepts and tools to take organizations and project teams through the lifecycle of an improvement process. Improvements typically result in reduced waste, defects, cost with an increased efficiency and bottom-line for the implementing organizations. Understanding this methodology and the tools will provide you a desirable skill set and enable you to successfully lead or participate in teams to improve processes in all types of organizations.

**Required Text**

**Course Objectives**
Upon successful completion of this course, the student will be able to:

- Design, Lead, and Complete a Process Improvement Project based on Lean Six Sigma (LSS) Methodology
- Understand and apply all phases of the LSS Method DMAIC
  - Define
  - Measure
  - Analyze
  - Improve
  - Control
- Understand and apply all tools for process improvement covered in course
- Engage clients
- Facilitate working groups
- Become familiar and understand concepts within the American Society of Quality Black Belt Body of Knowledge
  (http://www.asq.org/certification/docs/sixsigma_bok_2007.pdf)
**Student Performance and Evaluation**

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Home Work Assignments (5)</td>
<td>20pts</td>
</tr>
<tr>
<td>In-Class Participation</td>
<td>5pts</td>
</tr>
<tr>
<td>Final Project Deck</td>
<td>35pts</td>
</tr>
<tr>
<td>In-Class Presentation</td>
<td>35pts</td>
</tr>
<tr>
<td>Client Survey</td>
<td>5pts</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100pts</strong></td>
</tr>
</tbody>
</table>

**Grades**

Grades will be assigned based on the following scale (will round up to nearest whole number):

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>93 pts and above</td>
</tr>
<tr>
<td>A-</td>
<td>90-92 pts</td>
</tr>
<tr>
<td>B+</td>
<td>87-89 pts</td>
</tr>
<tr>
<td>B</td>
<td>83-86 pts</td>
</tr>
<tr>
<td>B-</td>
<td>80-82 pts</td>
</tr>
<tr>
<td>C+</td>
<td>77-79 pts</td>
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<tr>
<td>C</td>
<td>73-76 pts</td>
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<tr>
<td>C-</td>
<td>70-72 pts</td>
</tr>
<tr>
<td>D</td>
<td>60-69 pts</td>
</tr>
<tr>
<td>F</td>
<td>Below 59 pts</td>
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</tbody>
</table>

Compliance with the Honor Code is expected. Your personal worthiness and integrity is far more valuable than any grade.

**Homework**

You are to complete the assigned reading for the day before coming to class. Lectures will not be simply a repeat of the material in the reading. Your reading assignment will prepare you for additional homework questions and discuss concepts required for full LSS phase understanding. Additionally you will have five (5) homework assignments aligned with learning the 5 phases of LSS- DMAIC. These homework assignments will consist of both lecture and text material. All assignments are due at the beginning of the designated course period.

**In-Class Participation**

Attendance is a major factor as you cannot participate or learn the tools required if you aren’t there. Contribution to the conversation is required. There will be a number of in-class exercises that you will need to team with others to complete during the designated class time. If you know of a pre-planned absence notify the instructor so other arrangements can be made. Please note that participating in the conversation and exercises impact your grade in this course.

**Final Project Deck**

In this course students will form teams of 2-3 students. Teams will be required to complete a full LSS project using the tools taught during course discussions and in the required reading materials. This course has as much emphasis on learning the
methodology as it is applying the tools you are learning in a real-life situation. Students are expected to spend time with their clients and team members outside of class in order to complete the project. In consulting clients in organizations receive “decks” or power point documents that follow a specific format and logic. Upon completion of the project, teams will submit a project deck that outlines all phases, completed tools for those phases, and additional information specific to the project. A typical LSS project deck consists of over 60 slides. The amount of slides will not be counted, but all required tools will need to be demonstrated fully in order to receive full points. These decks will also serve as a deliverable to your client. During the course of the semester students will be asked to bring in completed phases of the deck to ensure correct usage of tools and are on-track for their project completion deadlines. More information will be provided during class and on blackboard including specific content required, example projects, and recommended formats.

The lectures in class are designed primarily to help you learn to use and apply specific tools to complete your projects. If you miss a lecture you will be missing specific tools required for inclusion in your project.

**In-Class Presentation**
All project teams will be required to present a summary of their project to the class. This will include a “thinned” version of your full final project deck. Students will have an allotted amount of time to present. Typically client presentations are no more than 20 minutes. All team members need to speak and present portions of the project. This presentation is just as important and is worth the same amount of points as your completed deck. Students will be expected to also present their final deck as a deliverable to clients outside of class. Students are required to dress in formal business attire for both the In-Class Presentation and any interaction with the client.

**Client Survey**
Upon completion of the project, teams will need to have their respective client complete a short client survey rating the team on professionalism, final deliverable, and client-consultant communication skills. Their ratings will be factored into your final grade. In business your client, whether that is your boss, your employees, or your customers rate your performance after every interaction. This provides you with direct feedback on how you did as a team and individual.

**Course Schedule:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Content</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/20/2010</td>
<td>Introduction: Semester Agenda/ Expectations, What is LSS? Team Formation, Problem Statement Exercise</td>
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</tr>
<tr>
<td>Date</td>
<td>Activity</td>
<td>Notes</td>
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</tbody>
</table>
| 4/27/2010  | Define Lecture #2: SIPOC, Data Collection Methods, CTQC Trees, Discuss client meeting results, Complete In-Class Exercise #2 | Completed reading of “LSS Guide to Doing More with Less” Pages: 45-49, 51-64, 65-70  
Completed initial Project Charter reviewed (bring to class). |
| 4/29/2010  | Measure Lecture #1: Data Collection Plans/ types of data, Process baseline, Measuring Variation, Attribute Measurement System Analysis, Complete In-Class Exercise #3 | Turn-In Homework #1 (Due 3 May COB)                                    |
| 5/4/2010   | This is an open class time to work on your projects. After this class time you should have completed Define Phase. | E-mail summary of what your team did during the allotted class time to further your projects and get “back on track” |
| 5/6/2010   | Measure Lecture #2: Representation of data, DPU/ DPM/ DPMO, Capability Assessment (Cpk, Cp), Complete In-Class Exercise #4 | Completed Define Phase Review (Optional)  
Completed reading of “LSS Guide to Doing More with Less” Pages: 83-95 |
| 5/11/2010  | Analyze Lecture #1: Root Cause Analysis/ Fishbone, Confidence Intervals, Complete In-Class Exercise #5 & #6 | Turn-In Homework #2 |
| 5/13/2010  | Analyze Lecture #2: FMEA, Measuring and Presenting Relationships between Variables, Complete In-Class Exercise #7 | Completed Measure Phase Review (Optional)  
Completed reading of “LSS Guide to Doing More with Less” Pages: 96-115 |
<p>| 5/18/2010  | Improve Lecture #1: Process Recommendations, To-Be | Turn-In Homework #3 |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/20/2010</td>
<td>Improve Lecture #2: DOE, Little's Law, Q&amp;A, Time for Projects</td>
<td>Completed Analyze Phase Review (Optional)</td>
</tr>
<tr>
<td>5/25/2010</td>
<td>Control Lecture: Control Plan, On-Going Data Collection Plan, Complete In-Class Exercise #8</td>
<td>Turn-In Homework #4</td>
</tr>
<tr>
<td>5/27/2010</td>
<td>Review Projects/ Finalize</td>
<td>Turn-In Homework #5</td>
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<tr>
<td></td>
<td></td>
<td>Completed Improve Phase Review (Optional)</td>
</tr>
<tr>
<td>6/1/2010</td>
<td>In-Class Project Presentations</td>
<td>Turn-In Final Project Deck</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Present Summary Project Deck</td>
</tr>
</tbody>
</table>

**Required Tools for Tollgates:**

| Define                  | Project Charter            |
|                        | Baseline of Current State |
|                        | “As-IS” Process Map        |
|                        | SIPOC diagram              |
|                        | VOC                        |
| Measure                | Identify Primary Metrics Being Used |
|                        | Validate Current Measurement System |
|                        | Create Data Collection Plan |
|                        | Perform Graphical Analysis |
| Analyze                | Root Cause Analysis        |
|                        | Fish Bone/ C&E Matrix      |
|                        | FMEA                       |
| Improve                | Provide Process Recommendations |
|                        | Quantified Process Improvement |
|                        | Identify Implementation Costs |
|                        | Identify Measures of Success |
|                        | Hypothesis Testing         |
|                        | Solution Matrix            |
|                        | Updated “To-Be” Process Map |
| Control                | Control Plan               |
|                        | Ongoing Data Collection Plan |
and selling securities and tax implications of investing. Minor emphasis on career possibilities in the financial services industry. (Prerequisite: ACCT 232A, 232B, BUSM 301; Recommend: ACCT 301)

421. Integrated Marketing Communications (3) (F) Focus on integrated marketing communications, including advertising, public relations, sales, sales promotions, Internet and word-of-mouth. Key outcome is developing an integrated marketing communications plan. (Prerequisite: BUSM 304)

422. Marketing Research (3) (F, W) This course focuses on central concepts, tools, and techniques of marketing research. Students design, execute and present a marketing research study. (Prerequisite: BUSM 304)

427. International Human Resource Management (3) (W even years, S odd years) Focuses on human resource activities: HR planning, staffing (recruitment, selection and placement), performance management, training and development, compensation, and industrial relations in a multinational context. Perspectives include host-country, home country, and other country categories and employees. Covers HR issues facing multinational corporations and comparative analyses of international HR management. (Prerequisite: BUSM 310, 327)

431. International Marketing (3) (F, W, Sp) Study of marketing techniques in a multinational setting, including organization, market research, pricing, distribution, and promotion. Use made of case studies and guided student research in seeking solutions to practical marketing problems in an international environment. (Prerequisite: BUSM 304)

432. International Finance (3) (F, W, Sp) Financial aspects of multinational corporations operating within an international environment. Direct investment, foreign exchange, capital markets, exchange (Prerequisite: BUSM 302; Recommend: ECON 356)

457. Human Resource Development and Training (3) (F even years, S odd years) This course will address talent management, human resource development, and training. Students will develop a better understanding of strategic planning of human resources, succession planning, attracting and recruiting talent, employee retention, performance management, employee development and training, executive development and competition in international labor markets. (Prerequisite: BUSM 310, 327)

461. Quality Management (3) (Sp) (Prerequisite: BUSM 361)

467. Organizational Development and Change (3) (S odd years) Addresses system wide applications to assess, develop, improve, and strengthen strategies, processes, and structures to achieve organizational effectiveness in constantly changing organizational environment. Additional topics include: nature of change, roles associated with leading and managing change, issues of organizational culture, design models, and organizational behavior challenges. (Prerequisite: BUSM 310 or PSYCH 321 for Organizational Behavior Minors (C- or better)

499. Strategic Management (3) (F, W) An integration of all the functional areas of business management with emphasis on analysis, decision making, and implementation. (Prerequisites: BUSM 242, 302, 304, 310, 320.)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately

College: College of Business, Computing and Government

Course Prefix: BUSM

Course Number: 242

Prerequisites: The new prerequisite is ENGL 201. The old prerequisite was Business Prerequisites.

Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
**BUSINESS MANAGEMENT (BUSM)**

**180. Introduction to Commerce and Enterprise (3) (1st, F, W, Sp, S)** The role of commercial enterprise in modern society, challenges inherent in starting and growing a business, core functions of management, exploration of career options. (Prerequisite: EIL completed)

**199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su)** Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

**201R. Leadership Practicum (1-2) (1st, F, W, Sp)** Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience.

**242. Ethics and the Legal Environment of Business (3) (1st, F, W, Sp)** Ethical foundation and the legal environment of business; contracts; uniform commercial code related to sales, commercial paper and secured transactions; business organization; government regulations; property; bankruptcy, trusts, estates, insurance. (Prerequisite: Business Prerequisites)

*Note: In order to enroll in upper-division courses, students must have completed the Business Prerequisites and apply to a Business Management or Hospitality and Tourism major.*

**301. Business Finance (3) (1st, F, W, Sp)** The study of corporate financial decision making. Emphasis on cash flow, risk and return, ethics, agency, dividend policy, capital budgeting, working capital, and financial statement analysis. (Prerequisite: BUSM 320)

**304. Principles of Marketing Management (3) (F, W, Sp)** Introduces basic principles of marketing management, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics. (Prerequisite: BUSM 320)

**306. Business Communication/Entrepreneurship (3) (as needed)** To provide students with the skills needed to communicate effectively in the entrepreneurial setting. (Prerequisite: Business Core.)

**308. Entrepreneurship Practicum (3) (F, W)** A practicum oriented course requiring the establishment of student teams to plan research, organize, start-up, run, and close an actual nonprofit business. (Prerequisite: BUSM 320)

**310. Leadership and Management (3) (F, W)** Fundamentals of management emphasizing organizational leadership, human resource management and teamwork. Topics include motivation, organizational structures, multicultural environments, decision-making, corporate responsibility, and organizational change. (Prerequisite: BUSM 320)

**320. Business Communication (3) (F, W, Sp)** Written and oral business communication, including case analysis and problem solving. (Prerequisite: Business Prerequisites, ENGL 201.)

**325. Career Management (1) (F, W, Sp)** Introduction to job search process, employment
BYU Hawaii Curriculum Proposal Number [10-09 v1]

Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately
College: College of Business, Computing and Government
Course Prefix: BUSM
Course Number: 304

Prerequisites: The new prerequisite is ECON 200 or PSYC 111. The old prerequisite was BUSM 320.

Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
BUSINESS MANAGEMENT (BUSM)

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199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

201R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience.

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Note: In order to enroll in upper-division courses, students must have completed the Business Prerequisites and apply to a Business Management or Hospitality and Tourism major.


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325. Career Management (1) (F, W, Sp) Introduction to job search process, employment
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

**Effective Date:** Immediately  
**College:** College of Business, Computing and Government  
**Course Prefix:** BUSM  
**Course Number:** 308

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**Prerequisites:** The new prerequisite is ACCT 232A, 232B, 203 and BUSM 242. The old prerequisite was BUSM 320.

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BUSINESS MANAGEMENT (BUSM)

180. Introduction to Commerce and Enterprise (3) (1st, F, W, Sp, S) The role of commercial enterprise in modern society, challenges inherent in starting and growing a business, core functions of management, exploration of career options. (Prerequisite: EIL completed)

199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

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Note: In order to enroll in upper-division courses, students must have completed the Business Prerequisites and apply to a Business Management or Hospitality and Tourism major.

301. Business Finance (3) (1st, F, W, Sp) The study of corporate financial decision making. Emphasis on cash flow, risk and return, ethics, agency, dividend policy, capital budgeting, working capital, and financial statement analysis. (Prerequisite: BUSM 320)

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Section 4 - Course Proposal (core)

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Effective Date: Immediately

College: College of Business, Computing and Government

Course Prefix: BUSM

Course Number: 325

Prerequisites: The new "co-requisite" is BUSM 499 or HTM 485. The old prerequisite was Department Approval. BUSM 325 must be taken in conjunction with either BUSM 499, for BUSM majors and HTM 485, for HTM majors.

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BUSINESS MANAGEMENT (BUSM)

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199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

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301. Business Finance (3) (1st, F, W, Sp) The study of corporate financial decision making. Emphasis on cash flow, risk and return, ethics, agency, dividend policy, capital budgeting, working capital, and financial statement analysis. (Prerequisite: BUSM 320)

304. Principles of Marketing Management (3) (F, W, Sp) Introduces basic principles of marketing management, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics. (Prerequisite: BUSM 320)

306. Business Communication/Entrepreneurship (3) (as needed) To provide students with the skills needed to communicate effectively in the entrepreneurial setting. (Prerequisite: Business Core.)

308. Entrepreneurship Practicum (3) (F, W) A practicum oriented course requiring the establishment of student teams to plan research, organize, start-up, run, and close an actual nonprofit business. (Prerequisite: BUSM 320)

310. Leadership and Management (3) (F, W) Fundamentals of management emphasizing organizational leadership, human resource management and teamwork. Topics include motivation, organizational structures, multicultural environments, decision-making, corporate responsibility, and organizational change. (Prerequisite: BUSM 320)

320. Business Communication (3) (F, W, Sp) Written and oral business communication, including case analysis and problem solving. (Prerequisite: Business Prerequisites, ENGL 201.)

325. Career Management (1) (F, W, Sp) Introduction to job search process, employment
interviewing, networking and communication skills, negotiation and evaluation of job offers, transition to professional life, planning for career advancement. (Prerequisite: Department Approval)

327. Human Resource Management (3) (1st, W) The treatment of human resources as an organizational asset contributing to organizational objectives. Topics include planning, development, compensation and security, work-place environment, employee-management relations, auditing multicultural issues. (Prerequisite: Business Prerequisites)

361. Operations Management (3) (F, W) Principles and techniques of project management, forecasting, product research, fabrication, inventory planning and control, quality control and operations planning, control and management. (Prerequisite: MATH 221)

365. Real Estate Finance (3) (W) This course provides an introduction to the financing of real estate. All aspects are covered including primary and secondary sources of mortgage capital; Government lending and guarantee programs; documentation; types of loans; underwriting; and the mathematics and income tax aspects of real estate finance. (Prerequisite: BUSM 301, Recommend: ACCT 301)

371. Supply Chain Management (3) (F, W, Sp) Explore the management of supply chains to improve an organization's overall supply effectiveness and efficiency. Topics will include the purchasing process, procurement cycle, purchasing research, relationships with suppliers, negotiation, information technology, and the concept of competitive advantages. (Prerequisite: BUSM 361)

375. Corporate Finance (3) (Sp) This course covers asset valuation, risk analysis, capital decision making, financial controls, application of financial principles, securities structure and pricing, capital generation and dividend policy. (Prerequisite: BUSM 301, ACCT 301; Recommend: ACCT 302)

381. Logistics Management (3) (F, W, Sp) Introduction to the role of logistics and transportation in the global supply chain and distribution channel. Topics will include system design, inventory management, distribution operation, carrier selection, freight transportation, warehousing, packaging, and material handling. (Prerequisite: BUSM 361)

390R. Special Topics in Business Management (1-3) (Variable)

399R. Internship in Business Management (1-12) (1st, F, W, Sp, Su) Credit for applied experience in business management. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

400. International Organizational Behavior (3) (F, W) Theory and application of international organization behavior. Role of culture in workplace issues including leadership, decision making team functioning, motivation, job design, ethics, and negotiation. (Prerequisite: BUSM 310)

401R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience. (Prerequisite: BUSM 310.)

410. Investments (3) (F) Topics in financial markets, investments, portfolio theory, asset allocation, valuation, fixed-income securities, security analysis, and mutual funds. Discussion of financial markets, investment vehicles, asset allocation, risk analysis, evaluating performance, global considerations, buying and selling securities and tax implications of investing. Minor emphasis on career possibilities in the
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately
College: College of Business, Computing and Government
Course Prefix: BUSM
Course Number: 327

Prerequisites: The new prerequisite is BUSM 310. The old prerequisite was Business Prerequisites.

Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
interviewing, networking and communication skills, negotiation and evaluation of job offers, transition to professional life, planning for career advancement. (Prerequisite: Department Approval)

327. Human Resource Management (3) (1st, W) The treatment of human resources as an organizational asset contributing to organizational objectives. Topics include planning, development, compensation and security, work-place environment, employee-management relations, auditing multicultural issues. (Prerequisite: Business Prerequisites)

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375. Corporate Finance (3) (Sp) This course covers asset valuation, risk analysis, capital decision making, financial controls, application of financial principles, securities structure and pricing, capital generation and dividend policy. (Prerequisite: BUSM 301, ACCT 301; Recommend: ACCT 302)

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390R. Special Topics in Business Management (1-3) (Variable)

399R. Internship in Business Management (1-12) (1st, F, W, Sp, Su) Credit for applied experience in business management. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

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401R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience. (Prerequisite: BUSM 310.)

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Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately

College: College of Business, Computing and Government

Course Prefix: BUSM

Course Number: 422

Prerequisites: The new prerequisite is BUSM 304 & (MATH 211 or PSYC 205). The old prerequisite was BUSM 304.

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and selling securities and tax implications of investing. Minor emphasis on career possibilities in the financial services industry. (Prerequisite: ACCT 232A, 232B, BUSM 304; Recommend: ACCT 301)

421. Integrated Marketing Communications (3) (F) Focus on integrated marketing communications, including advertising, public relations, sales, sales promotions, internet and word-of-mouth. Key outcome is developing a plan. (Prerequisite: BUSM 304)

422. Marketing Research (3) (F, W) This course focuses on central concepts, tools, and techniques of marketing research. Students design, execute and present a marketing research study. (Prerequisite: BUSM 304)

427. International Human Resource Management (3) (W odd years, S even years) Focuses on human resource activities: HR planning, staffing (recruitment, selection and placement), performance management, training and development, compensation, and industrial relations in a multinational context. Perspectives include host-country, home country, and other country categories and employees. Covers HR issues facing multinational corporations and comparative analyzes of international HR management. (Prerequisite: BUSM 310, 327)

431. International Marketing (3) (F, W, Sp) Study of marketing techniques in a multinational setting, including organization, market research, pricing, distribution, and promotion. Use made of case studies and guided student research in seeking solutions to practical marketing problems in an international environment. (Prerequisite: BUSM 304)

432. International Finance (3) (F, W, Sp) Financial aspects of multinational corporations operating within an international environment. Direct investment, foreign exchange, capital markets, exchange rates, etc. (Prerequisite: BUSM 302; Recommend: ECON 356)

457. Human Resource Development and Training (3) (F even years, S odd years) This course will address talent management, human resource development, and training. Students will develop a better understanding of strategic planning of human resources, succession planning, attracting and recruiting talent, employee retention, performance management, employee development and training, executive development and competition in international labor markets. (Prerequisite: BUSM 310, 327)

461. Quality Management (3) (Sp) (Prerequisite: BUSM 361)

467. Organizational Development and Change (3) (S odd years) Addresses system wide applications to assess, develop, improve, and strengthen strategies, processes, and structures to achieve organizational effectiveness in constantly changing organizational environment. Additional topics include: nature of change, roles associated with leading and managing change, issues of organizational culture, design models, and organizational behavior challenges. (Prerequisite: BUSM 310 or PSYCH 321 for Organizational Behavior Minors (C- or better)

499. Strategic Management (3) (F, W) An integration of all the functional areas of business management with emphasis on analysis, decision making, and implementation. (Prerequisites: BUSM 242, 302, 304, 310, 320.)
Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

**Effective Date:** Immediately

**College:** College of Business, Computing and Government

**Course Prefix:** BUSM

**Course Number:** 467

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**Prerequisites:** The new prerequisite is BUSM 327 and either BUSM 310 or for PSYC majors C- or better in PSYC 321. The old prerequisite was BUSM 310 or PSYC 321 (for Organizational Behavior Minors (C- or better))

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and selling securities and tax implications of investing. Minor emphasis on career possibilities in the financial services industry. (Prerequisite: ACCT 232A, 232B, BUSM 301; Recommend: ACCT 301)

421. Integrated Marketing Communications (3) (F) Focus on integrated marketing communications, including advertising, public relations, sales, sales promotions, Internet and word-of-mouth. Key outcome is developing an integrated marketing communications plan. (Prerequisite: BUSM 304)

422. Marketing Research (3) (F, W) This course focuses on central concepts, tools, and techniques of marketing research. Students design, execute and present a marketing research study. (Prerequisite: BUSM 304)

427. International Human Resource Management (3) (W odd years, S even years) Focuses on human resource activities: HR planning, staffing (recruitment, selection and placement), performance management, training and development, compensation, and industrial relations in a multinational context. Perspectives include host-country, home country, and other country categories and employees. Covers HR issues facing multinational corporations and comparative analyzes of international HR management. (Prerequisite: BUSM 310, 327)

431. International Marketing (3) (F, W, Sp) Study of marketing techniques in a multinational setting, including organization, market research, pricing, distribution, and promotion. Use made of case studies and guided student research in seeking solutions to practical marketing problems in an international environment. (Prerequisite: BUSM 304)

432. International Finance (3) (F, W, Sp) Financial aspects of multinational corporations operating within an international environment. Direct investment, foreign exchange, capital markets, exchange rates, etc. (Prerequisite: BUSM 302; Recommend: ECON 358)

457. Human Resource Development and Training (3) (F even years, S odd years) This course will address talent management, human resource development, and training. Students will develop a better understanding of strategic planning of human resources, succession planning, attracting and recruiting talent, employee retention, performance management, employee development and training, executive development and competition in international labor markets. (Prerequisite: BUSM 310, 327)

461. Quality Management

467. Organizational Development and Change (3) (S odd years) Addresses system wide applications to assess, develop, improve, and strengthen strategies, processes, and structures to achieve organizational effectiveness in constantly changing organizational environment. Additional topics include: nature of change, roles associated with leading and managing change, issues of organizational culture, design models, and organizational behavior challenges. (Prerequisite: BUSM 310 or PSYCH 321 for Organizational Behavior Minors (C- or better)

499. Strategic Management (3) (F, W) An integration of all the functional areas of business management with emphasis on analysis, decision making, and implementation. (Prerequisites: BUSM 242, 302, 304, 310, 320.)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

**Effective Date:** Immediately  
**College:** College of Business, Computing and Government  
**Course Prefix:** HTM  
**Course Number:** 404

Prerequisites: The new prerequisite is BUSM 180, 301, 304 and 320. The old prerequisite was BUSM 180, 302, 320 and BUSM 304 or HTM 440.

Immediatedly following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
199R. Service Leadership Internship in Hospitality and Tourism (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

255. Properties Management (3) (1st, W) Provides a basic understanding of electrical, gas, and mechanical equipment used in the hotel and restaurant industry. Stresses the utilization of maintenance personnel for efficient operation. Sanitation and security systems analyzed. (Prerequisite: BUSM 180)

270. Conventions/Meeting Planning (3) (F, Sp) Students learn how to handle all aspects of meeting planning, including site selection, timetables, negotiations with suppliers, budgeting, travel arrangements, etc. through exercises and activities. (Prerequisite: BUSM 180)

275. Rooms Division Operations (3) (1st, W) Organizational structure and front office positions. Reservation, registration and rooming process; management, financial, and policy control procedures; simulated training using computers. Also organization, staffing, functions of housekeeping departments. (Prerequisite: BUSM 180.)

351. Food and Beverage Management (3) (F, W) Food service system pre-cost control, budgeting, pre-control methods, production controls, purchasing, distribution systems, receiving, inventory control, and profit. (Prerequisites: BUSM 180 and ACCT 203.)

390R. Special Studies in Hospitality and Tourism Management (1-3) (Variable). Credit for applied experience in hospitality and tourism. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

404. Hospitality Financial Management (3) (F, Sp) This course offers an expanded insight into an intensive labor and fixed asset industry requiring advanced application of hospitality financial management. (Prerequisites: BUSM 180, BUSM 302, BUSM 320, BUSM 304/HTM 440)

440. Hospitality and Tourism Marketing (3) (F, W) Study of marketing practices and applications affecting the major decisions hospitality and tourism managers make addressing customer needs and opportunities in the global marketplace. (Prerequisites: BUSM 180)

450. Hospitality and Tourism Law and Ethics (3) (F, Sp) Study and understanding of the legal system, laws, and ethics with application to the hospitality, tourism, and travel industry. (Prerequisites: BUSM 180)

485. Hospitality and Tourism Operations Management (3) (F, W) A capstone course designed to coordinate the various management functions learned in the previous classes into a workable approach to profitable hotel and restaurant operations. (Prerequisites: BUSM 180, HTM 404, BUSM 304/HTM 440)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

**Effective Date:** Immediately

**College:** College of Business, Computing and Government

**Course Prefix:** HTM

**Course Number:** 485

Prerequisites: The new prerequisite is BUSM 180, 304 and HTM 404. The old prerequisite is BUSM 180, 304 or HTM 440 and HTM 404.

Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
199R. Service Leadership Internship in Hospitality and Tourism (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

255. Properties Management (3) (1st, W) Provides a basic understanding of electrical, gas, and mechanical equipment used in the hotel and restaurant industry. Stresses the utilization of maintenance personnel for efficient operation. Sanitation and security systems analyzed. (Prerequisite: BUSM 180)

270. Conventions/Meeting Planning (3) (F, Sp) Students learn how to handle all aspects of meeting planning, including site selection, timetables, negotiations with suppliers, budgeting, travel arrangements, etc. through exercises and activities. (Prerequisite: BUSM 180)

275. Rooms Division Operations (3) (1st, W) Organizational structure and front office positions. Reservation, registration and rooming process; management, financial, and policy control procedures; simulated training using computers. Also organization, staffing, functions of housekeeping departments. (Prerequisite: BUSM 180.)

351. Food and Beverage Management (3) (F, W) Food service system pre-cost control, budgeting, pre-control methods, production controls, purchasing, distribution systems, receiving, inventory control, and profit. (Prerequisites: BUSM 180 and ACCT 203.)

390R. Special Studies in Hospitality and Tourism Management (1-3) (Variable).

399R. Internship in Hospitality and Tourism (1-12) (F, W, Sp, Su) Credit for applied experience in hospitality and tourism. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

404. Hospitality Financial Management (3) (F, Sp) This course offers an expanded insight into an intensive labor and fixed asset industry requiring advanced application of hospitality financial management. (Prerequisites: BUSM 180, BUSM 302, BUSM 320, BUSM 304/HTM 440)

440. Hospitality and Tourism Marketing (3) (F, W) Study of marketing practices and applications affecting the major decisions hospitality and tourism managers make addressing customer needs and opportunities in the global marketplace. (Prerequisites: BUSM 180)

450. Hospitality and Tourism Law and Ethics (3) (F, Sp) Study and understanding of the legal system, laws, and ethics with application to the hospitality, tourism, and travel industry. (Prerequisites: BUSM 180)

485. Hospitality and Tourism Operations Management (3) (F, W) A capstone course designed to coordinate the various management functions learned in the previous classes into a workable approach to profitable hotel and restaurant operations. (Prerequisites: BUSM 180, HTM 404, BUSM 304/HTM 440)
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately
College: College of Business, Computing and Government
Course Prefix: BUSM
Course Number: 306

Deactivate: This course should be deactivated, as it is no longer offered and does not fulfill any requirement in any university curriculum.

Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
BUSINESS MANAGEMENT (BUSM)

180. Introduction to Commerce and Enterprise (3) (1st, F, W, Sp, S) The role of commercial enterprise in modern society, challenges inherent in starting and growing a business, core functions of management, exploration of career options. (Prerequisite: EIL completed)

199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

201R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience.

242. Ethics and the Legal Environment of Business (3) (1st, F, W, Sp) Ethical foundation and the legal environment of business; contracts; uniform commercial code related to sales, commercial paper and secured transactions; business organization; government regulations; property; bankruptcy, trusts, estates, insurance. (Prerequisite: Business Prerequisites)

Note: In order to enroll in upper-division courses, students must have completed the Business Prerequisites and apply to a Business Management or Hospitality and Tourism major.

301. Business Finance (3) (1st, F, W, Sp) The study of corporate financial decision making. Emphasis on cash flow, risk and return, ethics, agency, dividend policy, capital budgeting, working capital, and financial statement analysis. (Prerequisite: BUSM 320)

304. Principles of Marketing Management (3) (F, W, Sp) Introduces basic principles of marketing management, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics. (Prerequisite: BUSM 320)

306. Business Communication/Entrepreneurship (3) (as needed) To provide students with the skills needed to communicate effectively in the entrepreneurial setting. (Prerequisite: Business Core.)

308. Entrepreneurship Practicum (3) (F, W) A practicum oriented course requiring the establishment of student teams to plan research, organize, start-up, run, and close an actual nonprofit business. (Prerequisite: BUSM 320)

310. Leadership and Management (3) (F, W) Fundamentals of management emphasizing organizational leadership, human resource management and teamwork. Topics include motivation, organizational structures, multicultural environments, decision-making, corporate responsibility, and organizational change. (Prerequisite: BUSM 320)

320. Business Communication (3) (F, W, Sp) Written and oral business communication, including case analysis and problem solving. (Prerequisite: Business Prerequisites, ENGL 201.)

325. Career Management (1) (F, W, Sp) Introduction to job search process, employment
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

**Effective Date:** Immediately

**College:** College of Business, Computing and Government

**Course Prefix:** HTM

**Course Number:** 440

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**Deactivate:** This course should be deactivated, as it is not longer offered and does not fulfill any requirement in any university curriculum.

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Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
199R. Service Leadership Internship in Hospitality and Tourism (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

255. Properties Management (3) (1st, W) Provides a basic understanding of electrical, gas, and mechanical equipment used in the hotel and restaurant industry. Stresses the utilization of maintenance personnel for efficient operation. Sanitation and security systems analyzed. (Prerequisite: BUSM 180)

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351. Food and Beverage Management (3) (F, W) Food service system pre-cost control, budgeting, pre-control methods, production controls, purchasing, distribution systems, receiving, inventory control, and profit. (Prerequisites: BUSM 180 and ACCT 203.)

390R. Special Studies in Hospitality and Tourism Management (1-3) (Variable).

399R. Internship in Hospitality and Tourism (1-12) (F, W, Sp, Su) Credit for applied experience in hospitality and tourism. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

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Effective Date: Immediately

College: College of Business, Computing and Government

Course Prefix: BUSM

Course Number: 180, 371, 381, 421, 427, 431, 457, 467, 499

Semesters Offered: These courses will be offered on different semesters and terms. Please view the list below:

Old Semesters Offered
BUSM 180 – 1st, F, W, Sp, S
BUSM 371 – F, W, Sp
BUSM 381 – F, W, Sp
BUSM 421 – F
BUSM 427 – S – Even, W – Odd
BUSM 431 – F, W, Sp
BUSM 457 – F – Even, S – Odd
BUSM 467 – S – Odd
BUSM 499 – F, W

New Semesters Offered
BUSM 180 – 1st, F, W, Sp
BUSM 371 – F
BUSM 381 – W
BUSM 421 – F, W
BUSM 427 – F
BUSM 431 – F, Sp
BUSM 457 – S – Even, W – Odd
BUSM 467 – Sp – Even, F – Odd
BUSM 499 – F, W, Sp

Immediately following this page, is a PDF copy of the online catalog web pages that should change as a result of this proposal.
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371. Supply Chain Management (3) (F, W, Sp) Explore the management of supply chains to improve an organization's overall supply effectiveness and efficiency. Topics will include the purchasing process, procurement cycle, purchasing research, relationships with suppliers, negotiation, information technology, and the concept of competitive advantages. (Prerequisite: BUSM 361)

375. Corporate Finance (3) (Sp) This course covers asset valuation, risk analysis, capital decision making, financial controls, application of financial structure and pricing, capital generation and dividend policy. (Prerequisite: BUSM 301, ACCT 301; Recommend: ACCT 302)

381. Logistics Management (3) (F, W, Sp) Introduction to the role of logistics and transportation in the global supply chain and distribution channel. Topics will include system design, inventory management, distribution operation, carrier selection, freight transportation, warehousing, packaging, and material handling. (Prerequisite: BUSM 361)

390R. Special Topics in Business Management (1-3) (Variable)

399R. Internship in Business Management (1-12) (1st, F, W, Sp, Su) Credit for applied experience in business management. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

400. International Organizational Behavior (3) (F, W) Theory and application of international organization behavior. Role of culture in workplace issues including leadership, decision making team functioning, motivation, job design, ethics, and negotiation. (Prerequisite: BUSM 310)

401R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience. (Prerequisite: BUSM 310.)

410. Investments (3) (F) Topics in financial markets, investments, portfolio theory, asset allocation, valuation, fixed-income securities, security analysis, and mutual funds. Discussion of financial markets, investment vehicles, asset allocation, risk analysis, evaluating performance, global considerations, buying and selling securities and tax implications of investing. Minor emphasis on career possibilities in the
and selling securities and tax implications of investing. Minor emphasis on career possibilities in the financial services industry. (Prerequisite: ACCT 232A, 232B, BUSM 301; Recommend: ACCT 301)

421. Integrated Marketing Communications (3) (F) Focus on integrated marketing communications, including advertising, public relations, sales, sales promotions, internet and word-of-mouth. Key outcome is developing an integrated marketing communications plan. (Prerequisite: BUSM 304)

422. Marketing Research (3) (F, W) This course covers concepts, tools, and techniques of marketing research. Students design, execute and present a marketing research study. (Prerequisite: BUSM 304)

427. International Human Resource Management (3) (W odd years, S even years) Focuses on human resource activities: HR planning, staffing (recruitment, selection and placement), performance management, compensation, and industrial relations in a multinational context. Perspectives include host-country, home country, and other country categories and employees. Covers HR issues facing multinational corporations and comparative analyses of international HR management. (Prerequisite: BUSM 310, 327)

431. International Marketing (3) (F, W, Sp) Study of marketing techniques in a multinational setting, including organization, market research, pricing, distribution, and promotion. Use made of case studies and guided student research in seeking solutions to practical marketing problems in an international environment. (Prerequisite: BUSM 304)

432. International Finance (3) (F, W, Sp) Financial aspects of multinational corporations operating within an international environment. Direct investment, foreign exchange, capital markets, exchange rates, etc. (Prerequisite: BUSM 302; Recommend: ECON 358)

457. Human Resource Development and Training (3) (F even years, S odd years) This course will address talent management, human resource development, and training. Students will develop a better understanding of strategic planning of human resources, succession planning, attracting and recruiting talent, employee retention, performance management, employee development and training, executive development and competition in international labor markets. (Prerequisite: BUSM 310, 327)

461. Quality Management (3) (Sp) (Prerequisite: BUSM 361)

467. Organizational Development and Change (3) (S odd years) Addresses system wide applications to assess, develop, improve, and strengthen strategies, processes, and structures to achieve organizational effectiveness in a constantly changing organizational environment. Additional topics include issues associated with leading and managing change, issues of organizational culture, design models, and organizational behavior challenges. (Prerequisite: BUSM 310 or PSYCH 321 for Organizational Behavior Minors (C- or better)

499. Strategic Management (3) (F, W) An integration of all the functional areas of business management with emphasis on analysis, decision making, and implementation. (Prerequisites: BUSM 242, 302, 304, 310, 320.)