changing foreign exchange conditions. Exchange exposure coverage, taxation impacts, and global-risk diversification. Prerequisite: FNCE317. *Fall*

FNCE429 **Alt (3)**
Portfolio Theory
Theories and techniques for management of portfolios; emphasis on the portfolio manager's role in diversification and meeting investors' goals, and a review of empirical literature. Prerequisite: FNCE317. *Spring*

FNCE430 **Alt (3)**
Finance Economics Seminar
A survey of contemporary issues in financial markets, with an emphasis on financial market innovations, financial system stability, and the role of government. The class is taught in a seminar setting and relies on extensive selected reading from current trade books and periodicals. Prerequisites: FNCE317, ECON225, 226.

FNCE526 **(3)**
Multinational Financial Management
The financial management of international enterprises and global portfolio analysis. Short- and long-term capital sources and uses. Capital budgeting in changing foreign exchange conditions. Exchange exposure coverage and taxation impacts. Research paper/ presentation is required. Prerequisite: FNCE317. *Summer*

FNCE675 **(3)**
Financial Management
An advanced study of major topics in corporate financial management. These topics include valuation of financial assets, investment in long-term assets, capital structure, dividend policy, working capital management, and other specialized topics, such as risk management, and international finance. Prerequisite: FNCE317. *Spring*

FNCE680 **(3)**
Investment Strategy
Study of security risk-and-return concepts, security analysis, and concepts of market efficiency. Emphasizes equity investments, bonds, options, future, and international securities. Case analyses are required. Prerequisite: FNCE317. *Summer*

MANAGEMENT, MARKETING & INFORMATION SYSTEMS

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Academic Programs	Credits
BBA in Management	69
BBA in Marketing	69
BBA in Information Systems	69
Minor in Management	21
Minor in Marketing	21
Minor in Information Systems	21
Graduate Programs are listed on p. 283	

Mission
The Department of Management, Marketing & Information Systems of the School of Business Administration prepares students for the challenge of working with people in for-profit and not-for-profit organizations, serving worldwide within the Seventh-day Adventist Church organization and in small business operations and large corporations.

Intellectual, spiritual, physical and social development, built on a solid foundation of ethics and cross-cultural understanding, is the goal of the educational endeavors of the department.

Management
Management is a broad-based discipline. The faculty offers courses for students who desire either a specific business emphasis within management or a general business degree. Most management graduates enter into an internship or training program where they can integrate their general business skills with specific job responsibilities.

All management majors must obtain a C (2.00) minimum grade in ACCT121, 122 and a C (2.00) minimum grade in BSAD355.

BBA in Management
General Option
Required courses for major—15
BSAD345, 384, 410, 436, 467
Elective major courses
Major Group A electives—3–12
BSAD courses not previously applied

Major Group B electives—0–9
Electives may be selected from ACCT, ECON, FNCE, INFS or MKTG courses
BBA core—39
BBA cognates—3
Electives—11
General Education requirements—44
TOTAL CREDITS for the BBA—124

Since management is a broad field, variation is allowed in academic programs. Management majors are urged to focus their course work in an area of concentration. Also available are double degrees (BA/BBA) in International Business and Language (see p. 271).

Minor in Management

Required courses—15
BSAD345, 355, 384, 410; MKTG310
A minimum of a "C" letter grade must be earned in BSAD355.
Minor electives—6
Choose two courses from any courses in the School of Business Administration
TOTAL CREDITS for the Minor—21

Marketing

Organizations from every area of business are driven by marketing and its concepts. Marketing monitors and investigates the changing needs of businesses and non-profit organizations. Marketers then create a product/service designed to meet these needs including determining the price, distribution pattern and promotional plan. Marketing provides a well-rounded business education for those considering opening their own business or for careers in areas such as advertising and promotion, retail or marketing management, marketing research, sales, or international business. The marketing curriculum helps students attain general marketing skills as well as those needed for developing marketing strategies and policies.

All marketing majors must obtain a C (2.00) minimum grade in ACCT121, 122 and a C (2.00) minimum grade in MKTG310.

BBA in Marketing

Required courses in major—12
MKTG320, 368, 440, 456
Elective major courses
Major Group A electives—12
Choose four courses from the following: MKTG375, 435, 444, 450, 465; BSAD410, 487
Major Group B elective—3
One appropriate upper division elective approved by advisor.
BBA core—39
BBA cognates—3
Electives—11
General Education requirements—44
TOTAL CREDITS for the BBA—124

Minor in Marketing

Required courses—12
MKTG310, 320, 368, 440
A minimum of a "C" letter grade must be earned in MKTG310.
Minor electives—9
Choose three courses from the following: MKTG375, 435, 444, 450, 456 (with statistics background), 465; BSAD410
TOTAL CREDITS for the Minor—21

Information Systems

The Information Systems major is designed to produce graduates equipped with the ability to integrate information systems into the business environment, to explore methods of leveraging business functions through information systems, and to function in entry-level, information systems positions with a basis for continued career growth. The curriculum reflects input from both industry and universities and responds to industry requests for increased emphasis in technical orientation and improved skills for managers in strategic uses of information systems.

BBA in Information Systems

Required major courses—21
INFS226, 235, 310, 318, 428, 436, 447
Elective major courses—6
INFS397, 457, BSAD487
BBA core—39
BBA cognates—3
Electives—11
General Education requirements—44
TOTAL CREDITS for the BBA—124

Minor in Information Systems

Required courses—15
INFS215, 226, 235, 310, 318
Electives—6
INFS397, 428, 457
TOTAL CREDITS for the Minor—21

Courses (Credits)

See inside front cover for symbol code.

Business Administration

BSAD104 **(2-3)**
Introduction to Business
The nature of the American business system, including the role of business in society, examination of the functions of a business enterprise, contemporary problems, and future challenges. Career decision-making in terms of business careers. Does not apply towards management major during junior and senior years.

BSAD210 **(3)**
Small Business Management
A practical course on the principles and problems of organizing and operating a small business. Topics include a procedural system for establishing a new business, providing physical facilities, financing, organizing, and management of the small business. Does not apply towards a management major during junior and senior years. *Fall*

BSAD297 **(1–3)**
Special Topics in: _____
Study of selected topics of current interest in the sub-discipline

area noted and not ordinarily covered in-depth in other courses. Repeatable in different topics with approval of the department. Permission of the instructor required.

BSAD341 **(3)**
Business Law
Introduction to general legal principles focusing on business organizations, property laws, employment regulation, agency laws, business torts and crimes, regulation of negotiable instruments and contracts, and the Uniform Commercial Code.

BSAD345 **(3)**
Business and Society
A study of how business operates within the political, legal, and social environment, its relationship to government agencies and government controls, and how business relates its activities to various social problems. Ethical considerations of business decisions as related to this environment. *Fall*

BSAD355 **(3)**
Management and Organization
Introduces concepts of effective management in organizational settings. Primary emphases include the organizational processes necessary for organizational effectiveness (planning, organizing, leading, and controlling), the nature of individual and group behavior, and the role of management in facilitating a mutually satisfying fit between employee needs and organizational requirements.

BSAD365 **(3)**
International Environment of Business
A survey of the world environment in which international business is conducted, including both economic relations among nations and environmental factors that affect business operations within different nations. Topics include international trade and trade restrictions, the balance of payments, the international monetary systems, and the multinational corporation.

BSAD384 **(3)**
Human Resource Management
A survey of the objectives and issues associated with personnel management in organizations. Topics include studies in human resources planning and forecasting, job analysis and evaluation, personnel recruitment, selection and assessment, training and development, performance evaluation, compensation and benefits, grievance procedures and disciplinary actions. Prerequisite: BSAD355. *Spring*

BSAD397 **(1-3)**
Topics in _____
Intensive study of selected topics of current interest in the sub-discipline area noted and not ordinarily covered in depth in other courses. Repeatable in different topics with approval of department. Prerequisite: Permission of instructor.

BSAD410 **(3)**
Entrepreneuring
A systematic study of entrepreneuring, with an emphasis on contemporary trends. The creation, assessment, development, and operation of new and emerging ventures, including home-based businesses, franchises, and existing business purchases. Addresses entrepreneurial profiles and elements required to write a business plan. Prerequisites: BSAD355 and MKTG310. *Spring*

BSAD436 **(3)**
Motivation and Work Behavior
Advanced topics dealing with individual and organizational factors affecting employee motivation, performance, and satisfaction. Areas may include the work climate, organizational attachment, job design, goal-setting, emotional intelligence, group dynamics, and reward systems. Cases and projects. Prerequisite: BSAD355. *Spring*

BSAD438 **(variable)**
Workshop

BSAD450 **Alt (3)**
Multicultural Business Relations
A study of globalization and the increasing ethnic and cultural diversity in the workplace that requires managers to become more aware of and sensitive to the role of culture in business relations. Communication, negotiation, principles and practices of management in a cross-cultural context is the focus of study. *Fall*

BSAD467 **(3)**
International Management
Among the subjects considered are the decision process in making investments abroad, relationships with host governments, and organizational and operating problems of the multinational corporation including setting strategic goals, personnel management, planning, communication, and control. Assumes a background in management and in the international environment of business. Prerequisite or corequisite: BSAD355. *Fall*

BSAD470 **(3)**
Quality Management
Examines the history, theory and management of quality programs in business organizations. Topics include the quality management guiding principles of leadership commitment, customer focus, employee involvement, teamwork, continuous process improvement, and the systematic use of measurement data. Prerequisites: BSAD355, STAT285.

BSAD475 **(3)**
Operations Management
Analysis of problems and issues faced by production/operations managers in manufacturing and service industries. Concepts and techniques include operations scheduling, quality control, plant layout, facility location, line balancing, queues, production and inventory controls, forecasting and linear programming. Prerequisite: STAT285.

BSAD487 **(3)**
Internship in _____
A program of business experience. Student must be a Junior and have at least a B- cumulative GPA. A total of 225 hours of work experience is required. Full arrangements for a structured program must be made in advance. Graded S/U.

BSAD494 **(3)**
Business Strategy and Decisions
The goal of this interdisciplinary course is to enable students to develop and/or fine tune skills in the analysis of strategic and organizational problems and issues. Prerequisites: BSAD355 previously completed. All other core BBA courses must be completed or concurrently enrolled.

BSAD497 **(1-3)**
Advanced Topics in _____
Topics of current interest in the sub-discipline area noted not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Permission of the instructor required.

BSAD498 **(1-3)**
Independent Readings/Study in _____
Directed study or readings under the guidance of the instructor. Oral and reading reports may be required. Graded S/U. Permission of the dean required. Prerequisite: previous upper-division work in the discipline; minimum cumulative GPA of 2.75 and minimum GPA of 3.00 in business subjects.

BSAD499 **(1-3)**
Independent Research in _____
Study under the supervision of the instructor. Permission of the dean required. Prerequisites: previous upper division work in the discipline; minimum cumulative GPA of 2.75 and a minimum GPA of 3.00 in business subjects.

BSAD500 **(2)**
Survey of Management
Introduces concepts of effective management in organizational settings. Not available for MBA program.

BSAD515 **(3)**
Organizational Behavior
Application of behavioral sciences to management. The examination of contemporary theories and principles of human behavior. Topics include perception, personality, attitudes, emotions, motivation, leadership, decision making, communication, group processes, diversity, organizational change, self-awareness, and stress management. A research paper and case analyses are required.

BSAD525 **(3)**
Organizational Behavior for Managers
Explores basic and applied concepts as well as research findings in the management and organizational behavior areas to aid managers to effectively perform their duties. Topics include management functions (planning, organizing, leading, and controlling), learning, perception, personality, motivation, attitudes, performance, groups, teamwork, leadership, communication, diversity, decision-making, and organizational change. Not available for MBA program.

BSAD526 **(3)**
Emergency Management
Study of the ideas and concepts of emergency management. Expands basic principles covered in FEMA Independent Study (IS) modules, giving attention to leadership issues in managing change and making sound policy decisions and communicating during crisis incidents. Includes attention to specific hazards, laws, and standards of state government and federal requirements. Relationships between community preparedness and local emergency management programs will be emphasized. Emphasis will be given to the Integrated Command Systems (ICS) and Emergency Operations Center models of emergency management operations. Required course for Michigan PEM certification. Includes satisfactory completion of FEMA-provided modules in Professional Development Series. Prerequisites: BHSC/SOWK401 or IS modules IS-100 and IS-244.

BSAD530 **(3)**
Management of Not-for-Profit Organizations
Issues facing managers in third-sector organizations. Studies of the mission and objectives pursued, strategic leadership and board composition, organizational structure and operation, marketing and fund-raising, financial management, training and motivation of volunteers, assessment of stakeholder satisfaction and overall operating effectiveness. A major field project and a library research project are required.

BSAD545 **Alt (3)**
International Management
Understanding the global enterprise and how management concepts, principles, and practice transcend national boundaries. Focus on global strategies, the importance of cultural differences to organizational effectiveness, management of people in international organizations, personnel selection and repatriation, political risks, ethics and social responsibility.

BSAD556 **(1–3)**
Topics in _____
Topics of current interest in the business area not ordinarily covered in-depth in regular courses. Repeatable to 15 credits.

BSAD560 **(3)**
Intercultural Business Relations
Study of the role of culture in business, aims to develop skills in cross-cultural communication and negotiations; and prepares the student for the increasing cultural diversity in the workplace. A research paper and a project are required.

BSAD615 **(3)**
Management of Quality
Provides a strategic and structured approach to the design and development of quality programs in manufacturing and service organizations. Addresses the analytical and behavioral aspects of quality and its strategic importance to organizational success. Prerequisites: BSAD515 and STAT285.

BSAD620 **(3)**
Christian Ethics, Service & Society
An exploration of the interrelationship among business, government and society. Stakeholder management, the analysis of the legal and regulatory environment, and the responsiveness of business in its service to society. A study of ethical problems encountered in business and the management of moral dilemmas.

BSAD648 **(variable)**
Workshop

BSAD650 **(0)**
MBA Extension Program Continuation

BSAD670 **(3)**
Human Resources Seminar
Topics may include human resources planning, job analysis and design, recruitment, screening and selection, training and career development, performance evaluation, compensation and rewards, affirmative action, discipline, unions, grievances, and conflict resolution. Emphasis on cases, projects, and research. Prerequisite: BSAD515 or permission of instructor.

BSAD689 **(3)**
Strategic Management
Requires that students integrate relevant knowledge gleaned from previous core business-course experiences. Extensive case work and library research are demanded. Students work with a real organization to develop a comprehensive strategic plan. Assumes that the student has completed all MBA core requirements or is currently enrolled in the remaining courses. *Summer*

BSAD690 **(1-3)**
Independent Readings
Designed for the individual needs of a student. Oral/written reports may be required. Graded S/U. Permission of the dean required. Prerequisite: Completion of 24 graduate business credits with a cumulative GPA of at least 3.25.

BSAD694 **(2-3)**
Independent Research
Designed to fit the individual needs of the student. Permission of the dean required. Prerequisite: Completion of 24 graduate business credits with a cumulative GPA of at least 3.25.

Information Systems

INFS120 **(3)**
Foundations of Information Technology
Explores computing history, software, web technologies, basic network security, ethics, and future trends in information technology. Labs are modularly designed to meet specific academic program needs which include Windows, Mac OSX, presentations, wordprocessing, spreadsheets, databases, use of online resources and basic web development. Recommended math placement exam score of M0 or better, or MATH092 or higher. Prerequisites: Familiarity with wordprocessing and keyboarding skills of 20 wpm. Credit for this class cannot be obtained by CLEP test. *Fall, Spring, Summer*

INFS215 **(3)**
Information Systems Theory and Application
Focuses on extending the students skills in applications and explores information systems theory. Applications focused on include advanced spreadsheet, PC database usage, and the development of interactive web pages. Students also gain an understanding of organizational systems, planning, the decision process, and decision support technologies. Prerequisite: INFS120. *Fall, Spring*

INFS226 **(3)**
Information Technology Hardware and Software
Provides the hardware/software technology background to enable systems development personnel to understand tradeoffs in computer architecture of effective use in a business environment. Single-user, central, and networked computing systems; single and multi-user operating systems are all examined. *Spring*

INFS235 **(3)**
Business Programming
Explores programming, computer concepts and the design of business applications using both object-oriented and procedural methodologies. Covers the logical and physical structures of both programs and data. Emphasizes data and file processing. Prerequisite: INFS120. *Spring*

INFS310 **(3)**
Networks and Telecommunications
Covers data communications and networking, covering hardware and software. Emphasis upon the analysis and design of PC networking applications. Management of telecommunications networks, cost-benefit analysis, and evaluation of connectivity options are also covered. Students learn to evaluate, select, and implement different communication options within an organization. Prerequisite INFS226. *Fall*

INFS318 **(3)**
Business Systems Analysis and Design
Provides an understanding of the system development, modification, decision process, and choices in business process development and reengineering methodology. Emphasizes integration with users and user systems. Encourages interpersonal skill development, operations and maintenance of the system, and covers quality and decision theory, information theory, and practice. Prerequisite: INFS215. *Fall*

INFS397 **(1–3)**
Topics in _____
Intensive study of selected topics of current interest in the sub-discipline area noted and not ordinarily covered in depth in other courses. Repeatable in different topics with approval of department. Prerequisite: Permission of instructor.

INFS428 **(3)**
Database Systems Design and Development
Covers information systems design, theory, and implementation within a database management system environment. Students demonstrate their mastery of the design process acquired in earlier courses by designing and constructing a physical system using database software to implement the logical design. Prerequisite: INFS235, INFS318 or CPTR460. *Spring*

INFS436 **(3)**
Web-Based Business Systems
Explores the technologies and strategies of current and emerging trends in e-business. Looks at electronic commerce system design and implementation, and the interaction between web pages and databases. Security and legal concerns are also addressed. Prerequisite: INFS310; Prerequisite or Corequisite: INFS428. *Fall*

INFS447 **(3)**
Project Management
Covers the factors necessary for successful management of system development or enhancement projects. Both technical and behavioral aspects of project management are discussed. Focus is on management of development for enterprise-level systems. Prerequisite: INFS428. *Fall*

INFS457 **(3)**
Certification Support
Provides background and support necessary for students to pursue various software certification exams such as the MCSE series and the CNE exams. Prerequisite: INFS310. *Spring*

INFS497 **(3)**
Advanced Topics in _____
Topics of current interest in the sub-discipline area noted not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Prerequisite: Permission of the instructor.

INFS510 **(3)**
Management Information Systems
Covers current issues that effective managers must address as their organizations grow increasingly dependent on information technologies. Topics include hardware, software, telecommunications, networking and the management challenges involving these technologies. Extensive use of case studies. Word processing and spreadsheet skills are assumed.

Marketing

MKTG310 **(3)**
Principles of Marketing
A general survey of the major marketing methods, institutions, and practices examined from the viewpoint of their effects on exchange transactions linking producers with consumers. Assumes a working knowledge of micro-economics. *Fall, Spring*

MKTG320 **(3)**
Consumer Behavior
An integration of the various disciplines in the behavioral sciences with marketing theory to understand, explain, and predict consumer decisions. Explores both the theoretical and practical implications of individual behavioral variables, group influences, and consumer decision processes. Prerequisite or corequisite: MKTG310. *Fall*

MKTG368 **(3)**
Advertising and Promotion
Focuses on the role of promotion and communication in the marketing mix. Explores the nature and types of promotion, including advertising and point-of-purchase display, the steps in developing an advertising campaign, and measures of advertising effectiveness. Explores the management of the promotion and advertising functions in an organization. Prerequisite: MKTG310. *Spring*

MKTG375 **Alt (3)**
Direct Marketing
Marketing goods and services directly to consumers, marketing through e-commerce, catalogs, direct-mail, telemarketing, kiosk shopping, TV and radio direct response, magazine and newspaper direct response. Prerequisite: MKTG310. *Spring*

MKTG435 **Alt (3)**
Marketing Ethics and Contemporary Issues
Emphasizes the ethical challenges that confront the decision maker and their impact on society at large as well as ethically-based contemporary issues. Marketing ethics topics include: survey of ethical decision-making theories, organizational processes, ethics research, and case histories. Contemporary issues are constantly updated. Prerequisite: MKTG310.

MKTG440 **(3)**
Marketing Management
An integrative capstone course for marketing majors. Emphasizes process by which marketing managers seek solutions to marketing problems and considers marketing opportunities. Field studies provide students with opportunities to apply knowledge gained in marketing course work to concrete situations. Assumes completion of majority of courses in marketing major. Prerequisites: MKTG310, 320, 368 and 456, or permission of instructor.

MKTG444 **S (3)**
Not-for-Profit Marketing
Examines the meaning and role of marketing concepts and tools in nonprofit institutions such as hospitals, schools, public agencies, foundations, and churches. The role of activities such as marketing research, product development, pricing, advertising, publicity, personal selling, and marketing control are examined in the non-profit sector. Prerequisite: MKTG310.

MKTG450 **Alt (3)**
Retailing
Designed to help students increase awareness of the retailing process, understand the changes in customer needs, demographics, and shopping behaviors, assess the emerging technologies which have a dramatic effect on retail operations, and analyze the strategic long-term plans which retailers are using for creating advantages in this rapidly changing environment. Prerequisite with concurrency allowed: MKTG310.

MKTG456 **S (3)**
Marketing Research
Focuses on the systematic collection of business and marketing-related data to provide information to decision makers. Emphasis on translating management problems into research questions, developing a research design to address these questions, and analyzing research results with recommendations to management. Prerequisites: STAT285, MKTG310. *Fall*

MKTG465 **(3)**
International Marketing
Marketing problems arising from various degrees of foreign involvement. Includes marketing research, project planning and development, pricing, promotion, distribution, and organization. Emphasis on management of these marketing functions in a multinational context where the parameters differ from those in domestic marketing. Prerequisite: MKTG310. *Fall*

MKTG500 **(2)**
Survey of Marketing
A general survey of the major marketing methods, institutions, and practices. Not available for the MBA program.

MKTG540 **Alt (3)**
Marketing for Non-Profit Organizations
The study of marketing concepts and tools for not-for-profit institutions. Topics include marketing research, conducting a marketing audit, communication strategy, publicity, development and philanthropy. A field project and case analyses are required. Prerequisite: MKTG680 or permission of instructor.

MKTG680 **(3)**
Marketing Strategy
Survey of the strategic marketing process of analyzing research and market opportunities, selecting target markets, designing marketing strategies and evaluation of marketing programs. Emphasis on how marketing managers anticipate and react to a changing environment. Case analyses and a business research paper are required. *Spring*