**MANAGEMENT, MARKETING AND INFORMATION SYSTEMS**

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**MISSION**  
The Department of Management, Marketing, and Information Systems of the School of Business 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: Management**  
**General Option**  
**Required courses for major—15**  
BSAD330, 345, 384, 436, 467
Elective major courses
   Major Group A electives—6
   Two business electives not previously applied from ACCT, ECON, FNCE, INF5 or MKTG.
   Major Group B electives—6
   Two BSAD courses not previously applied.
BBA core—39
BBA cognates—6
General Education requirements—46
General electives—6
   (Must be taken outside the School of Business)
Total credits for the BBA degree—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. Emphases available in the department are Long-Term Care Management, and Entrepreneur. Also available is a double degree (BA/BBA) in International Business and Language.

**BBA Management: Long-term Care Emphasis**

Required courses for major—15
   BSAD335, 360, 384, 466, 487
Elective major courses:
   Major Group A electives—10
      ACCT330, NRS216, SOCI410
   Major Group B elective—3
      An appropriate elective approved by advisor.
BBA core—39
BBA cognates—6
General Education requirements—46
General electives—5
   (Must be taken outside the School of Business)
Total credits for the BBA degree—124

The degree listed above is specifically designed to furnish skills in the domain of practice essential for taking the NAB (National Association of Boards of Examiners for Nursing Home Administrators) licensure examination.

**BBA Management: Entrepreneuring Emphasis**

Required courses for major—15
   BSAD330, 345, 384, 466, 467
Elective major courses—12
   Major Group A electives (6-12 credits)
      ACCT330, MKTG320, 368, 375, 450, 465
   Major Group B electives (0-6 credits)
      Any BSAD course not previously taken
BBA core—39
BBA cognates—6
General Education requirements—46
General electives—6
   (Must be taken outside the School of Business)
Total credits for the BBA degree—124

**MARKETING**

While course work in the marketing functional areas forms the core of academic preparation for careers in marketing, other business courses and course work in behavioral science, communications, mathematics, and information science, contribute to the well-rounded perspective needed by marketing managers.

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

**BBA: 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; BSAD330, 487
   Major Group B elective—3
      One appropriate upper division elective approved by advisor.
BBA core—39
BBA cognates—6
General Education requirements—46
General electives—6
   (Must be taken outside the School of Business)
Total credits for the BBA degree—124

**Minor in Marketing**

Required courses—12
   MKTG310, 320, 368, 456
Minor electives—9
   Choose three courses from the following: MKTG375, 435, 444, 450, 465; BSAD330
Total credits for the minor—21

**BBA/BA: International Business and Language**

This program prepares students for international careers with business and language skills, providing practical, on-site, work experience and an academic background in international affairs. Students receive two separate but integrated degrees: a Bachelor of Business Administration with a major in management and a Bachelor of Arts in language for international trade. See p. 128-129 under International Language Studies for a full description.

**General Education Requirements—46**
   (see p. 33 BBA General Ed requirements)

**Specialized Studies in Language—27**
   French requires a minimum of 27 credits including FREN420 or 430, 468, 480, and 3 credits of an elective course at the 400 level.
   All majors are required to attend a full academic year at the Centre universitaire et pedagogique du Saleve, Collonges, France.
   Spanish requires a minimum of 27 credits including SPAN420, 426 or 436, 468 and 3 credits of an elective course at the 400 level.
   All majors are required to attend a full academic year at Colegio Adventista de Sagunto, Spain, or Universidad Adventista del Plata, Argentina.

**Business Core and Business Major with Cognates—72**
   Business core—39
      (See p. 214)
   Business major—27
      Required major courses—15
         BSAD330, 345, 384, 450, 467
      Group A—3
         Choose one of the following: FNCE426, ECON427, 454
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: Information Systems
Required major courses—24-27
INFS226, 235, 310, 318, 428, 437, 447, CPTR125 (if needed), 151
Elective major courses—3
INFS457 or 467
BBA core—39
BBA cognates—6
General Education requirements—46
General electives—3-6
(Must be taken outside the School of Business)
Total credits for BBA degree—124

Minor in Information Systems
Required courses—21
CPTR125, 151, INFS215, 226, 235, 310, 318.
CPTR125 may be waived in lieu of previous programming course. If there is a waiver, either INFS428 or INFS457 may be used as substitute.
Total credits for the minor—21

Courses
(Credits)
See inside front cover for symbol code.

BUSINESS ADMINISTRATION

BSAD104
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
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. Spring

BSAD330
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

BSAD335
Perspectives in Health-Care Delivery
An overview of how health-care is delivered in the U.S., including organizational aspects of health-care delivery, managed care, financing of services, the government’s role in health-care, current direction, and emerging trends.

BSAD341
Business Law I
Introduction to general principles of law and its interpretation including limited coverage of business torts and crimes, as well as coverage of contract and sales law, property law, agency, and commercial paper.

BSAD342
Business Law II
Extensive coverage of debtor-creditor relations including secured transactions and bankruptcy; business organization, including partnership and corporate law; consumer and environmental protection, employment law and insurance, estate planning and international law. Prerequisite: BSAD341. Spring

BSAD345
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

BSAD350
Quality Management
Major aspects include management attitudes and management of the work force, customer expectations, organizational structure, product design and manufacture, purchasing and inventory control, and service provision. Assumes a background in management, marketing, personnel, and purchasing theory.

BSAD355
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.

BSAD360
Management of Long-Term Care Facilities
A study of long-term care services and management of long-term care facilities. Prerequisites: BSAD335, 355.

BSAD365
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
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
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.

BSAD436
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, group dynamics, and reward systems. Cases and projects. Prerequisite: BSAD355.

BSAD438
Workshop

BSAD450
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

BSAD466
Practice Skills for the Long-Term Care Administrator
The main objective is to prepare students for the national and state licensure examinations. Emphasizes the domains of practice not receiving enough coverage in other courses, such as patient-care management, physical-resource management, and life safety code. Prerequisite: BSAD360.

BSAD467
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.

BSAD475
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
Internship in ________
A program of business experience. Student must be a Junior and have at least a B- cumulative GPA. For each hour of credit 75 hours of work experience is required. Full arrangements for a structured program must be made in advance. Graded S/U.

BSAD494
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. Assumes the student has completed all BBA core requirements or is currently enrolled in the remainder.

BSAD497
Advanced Topics in ________
Topics of current interest in the sub-discipline area noted and not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Permission of the instructor required.

BSAD498
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
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
Survey of Management
Introduces concepts of effective management in organizational settings, and a general survey of the major marketing methods, institutions and practices. Not available for MBA program.

BSAD515
Organizational Behavior
Application of behavioral sciences to management. The examination of contemporary theories and principles of human behavior. Topics include perception, personality, attitudes, motivation, leadership, decision making, communication, group processes, diversity, organizational change, self-awareness, and stress management. Prerequisite: BSAD355.

BSAD530
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 is required. Prerequisite: BSAD355.

BSAD531
Health-Care Delivery in the U.S.
Financing mechanisms, delivery organizations, and payment
systems for health-care services in the U. S. Explores the historical development, current trends, and future directions. Another approved course may be substituted if the student has already completed BSAD335 with a grade of B or better.

**BSAD532 Health-Care Policy and Management**
(3)
Surveys current problems, policies, and management issues in health-care reform. Prerequisite: BSAD531.

**BSAD535 Health-Care Institutional Management**
(3)
A study of health-care institutions, with special emphasis on the management of a community hospital. Prerequisites: BSAD531; BSAD335 or 515.

**BSAD545 International Management**
(3)
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. Prerequisite: BSAD535.

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

**BSAD560 Intercultural Business Relations**
(3)
The process of globalization demands culturally aware managers, both in the domestic and the international market. This course studies 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.

**BSAD620 Ethics, Service & Society**
(3)
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. Fall

**BSAD638 Hospital Administration**
(3)
Organization and management of a modern hospital and integrated health-care organizations built around a hospital as the nucleus. Prerequisite: BSAD531.

**BSAD648 Workshop**
(variable)

**BSAD670 Human Resources Seminar**
(3)
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 Strategic Management**
(3)
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 Independent Readings**
(1-3)
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 Independent Research**
(2-3)
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**

**INFS110 Introductory Computer Tools**
(3)
Computer usage including application software, operating systems, Internet, development concepts and ethics. Explores the appropriate role of IT in an organization. The lab portion of the class covers wordprocessing, spreadsheet, database, and the creation of web pages. Prerequisites: familiarity with wordprocessing, keyboarding skills 20 wpm, and math placement exam score of 2.0. Fall, Spring

**INFS 215 Information Systems Theory and Application**
(3)
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: INFS110. Fall, Spring

**INFS226 Information Technology Hardware and Software**
(3)
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 area all examined. Corequisite: INFS215. Fall

**INFS235 Business Programming**
(3)
Explores programming, computer concepts and the design of applications with a focus on the Windows programming environment. Covers the logical and physical structures of both programs and data. In addition, this course provides an introduction to the COBOL language. Prerequisites: INFS226, CPTR151. Spring

**INFS310 Networks and Telecommunications**
(3)
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
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

INFS428
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: INFS318 or CPTR460. Spring

INFS437
Programming Project Design and Development
Covers the physical design, programming, and testing of modern business systems. Implementation choices in various programming/system environments are explored. Prerequisites: INFS 235, INFS428. Fall

INFS447
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. Corequisite: INFS437. Fall

INFS457
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

INFS467
Software Production and Marketing
Explores the steps necessary to take a new idea from analysis through development, production and distribution and the business infrastructure needed to support this. Includes marketing, small business creation, organization, and support. Prerequisite: INFS437, MKTG310. Spring

MARKETING

MKTG310
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
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
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
Direct Marketing
Marketing goods and services directly to consumers, marketing through catalogs, direct-mail, telemarketing, TV and radio direct response, magazine and newspaper direct response, electronic shopping and kiosk shopping. Prerequisite: MKTG310. Spring

MKTG435
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
Marketing Management Problems
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.

MKTG444
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. Fall

MKTG450
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. Fall

MKTG456
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
Graduate Programs

Faculty

Accounting, Economics, and Finance
Leonard K. Gashugi, Chair
Samuel Chuah
Ann M. Gibson
Mary Ann Hofmann
Malcolm B. Russell

Management, Marketing, and Information Systems
Robert C. Schwab, Chair
José R. Goris
William Greenley
Ben Maguad
Charles Tidwell
Jacquelyn Warwick

Master of Business Administration (MBA)

MISSION
The mission of the MBA program is to prepare students from many cultural backgrounds for responsible positions in domestic and international business, in government, and in not-for-profit organizations. The program emphasizes the integration of business principles with Christian principles and philosophy to prepare students for leadership roles which require clear and critical thinking, wise judgment, effective communication, integrity in all actions, and recognition of opportunities for service.

MBA PROGRAM
Students who enter the program without prior course work in business must take a two-year (5-semester) MBA degree program. The graduate curriculum in business administration is divided into foundation courses and advanced courses. The foundation courses approximate two semesters of work; advanced courses—a minimum of three semesters. Foundation courses provide study in business fundamentals; advanced courses emphasize the understanding of administrative processes in resolving problems faced by business executives.

All or part of the prescribed foundation program may be waived for students with appropriate undergraduate course work from an accredited institution with acceptable grades, or an acceptable score on a departmentally prepared examination. Waiver examinations for previous course work may be required for courses taken more than five years before entering the MBA program or when the content of previous work is judged insufficient. All waiver exams must be taken during the first semester of enrollment in the MBA program.

Standards of Scholarship. All graduate students are expected to maintain a 3.00 GPA in all graduate courses that apply to the degree requirements.

No grade of D or F (or U) may be used to satisfy degree requirements; however, these grades are included when computing the cumulative GPA and, if they occur in courses normally meeting degree requirements, the degree GPA.

The GMAT is required for regular admission status. The student may not enroll for more than 6 credits of graduate work before the GMAT requirement is met.

Regular admission status must be met no later than the semester before the last semester in which the student expects to enroll.

Only courses numbered above 500 may be used to meet MBA