

## BUSINESS DEPARTMENTS

### Accounting, Economics, and Finance

Dr. Travis K. Taylor, Chair  
BTC, 3<sup>rd</sup> Floor (757) 594-7068  
ttaylor@cnu.edu

**Professors:** Cohen, Vachris, Winder, Zestos  
**Associate Professors:** Cowling, Frucot, Gudikunst, Hall,  
Rahim, Schell, Taylor  
**Assistant Professors:** Gibson, Qiu  
**Instructor:** Lingenfelter  
**Emeriti:** Booker, Dawson, Fellowes, Hicks, Park, Riley

The Joseph W. Luter, III College of Business and Leadership offers the BS in Business Administration (BSBA) with majors in designated fields. The Bachelor of Science in Business Administration is fully accredited by AACSB International, the Association to Advance Collegiate Schools of Business. AACSB is the premier accrediting body for business programs worldwide. The College's vision, mission, and values are the product of faculty, business community, and student participation, and represent our commitment to you. We invite you to explore these pages to see what CNU has to offer students who intend to study business and management-related fields.

**Our Mission...** is to educate and prepare undergraduate students for graduate studies and for leadership in business and society. We accomplish this by building on students' liberal academic foundation and enhancing communication, analytical, and technological skills through individual attention, intellectual growth, and applied learning.

**Our Vision...** is to become a model for excellence in the application of liberal learning to leadership, business, interdisciplinary studies, and American studies within a community of honor and rigorous intellectual challenge. We seek to develop students intellectually, professionally as innovative and critical thinkers, as articulate and engaged citizens, and as ethical leaders.

### CENTER FOR ECONOMIC EDUCATION

Ms. Gemma Kotula, Director  
(757) 594-7404  
econedu@cnu.edu

The mission of the Christopher Newport University Center for Economic Education is to promote both economic and financial literacy education to area K-12 students. Our purpose is to help these students to understand the economy and economic principles and to develop the decision-making skills necessary to be informed citizens, productive employees and wise consumers. To achieve our goals the CNU Center for Economic Education offers seminars, workshops, and courses to area K-12 teachers.

### Management and Marketing

Dr. Stephanie Bardwell, Chair  
BTC, 4<sup>th</sup> Floor (757) 594-7215  
bardwell@cnu.edu

**Professors:** Mottilla, Spiller  
**Associate Professors:** Bardwell, Hasbrouck, McMahon  
**Assistant Professors:** Deniz, Pashtenko, Shaltayev,  
Walker  
**Instructors:** Pringle  
**Emeriti:** Boyd, Coker, Hunter, McCubbin, Mills

It also provides teachers with teaching materials, most of these free of charge. The CNU Center for Economic Education is one of twelve such centers in the Commonwealth, all sponsored by the Virginia Council on Economic Education.

### SMALL BUSINESS INSTITUTE (SBI)

Dr. Stephanie Bardwell, Director  
Dr. Patrick D. Walker, Co-Director  
(757) 594-7139  
bardwell@cnu.edu

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

### Procedures for Formal Acceptance to the Upper Division and Declaring a Major under the Bachelor of Science in Business Administration (BSBA)

The BSBA degree has lower (Freshman and Sophomore) division and upper (Junior and Senior) division course requirements. Lower division courses are open to all students who have satisfied the proper prerequisites. Upper division courses may be taken by students who have met the requirements for formal acceptance to the BSBA. **Effective for degree-seeking students entering the University Fall Semester 2003 and after, general education/liberal learning curriculum, major, minor,**

**and concentration requirements for graduation must be completed according to the University Catalog in effect at the time of admission to the university.** Students majoring in other programs may take up to 9 credit hours of upper division business courses so long as they have satisfied course prerequisites.

#### A. Freshman/Sophomore Years (Pre-Business)

Students intending to major in business administration are admitted to the University as pre-business students. Admission requirements for pre-business are the same as for the entire University. (New freshmen and transfer students with fewer than 60 credit hours are admitted as pre-business students.) Pre-business students follow university-wide Liberal Learning Curriculum and degree studies requirements. By the end of the sophomore year, the student must have completed the following course work, called pre-business requirements, **with a grade not less than C<sup>1</sup> in each course:**

- ENGL 123;
- ULLC 223 ;
- MATH 125, 135 <sup>2</sup>;
- ACCT 201-202<sup>3</sup>;
- ECON 201, 202;
- CPSC 215 (Students may be required to complete CPSC 110 prior to enrollment in CPSC 215);
- BUSN 201 and BUSN 231 are lower division business core courses that must be completed prior to formal acceptance to the BSBA and should be taken in the sophomore year.

<sup>1</sup> The Undergraduate Catalog assigns a quality point value of 2.0 to the grade of C and a quality point value of 1.7 to the grade of C-. The grade of C- is not equivalent to the grade of C.

<sup>2</sup> MATH 135 and MATH 125 should be taken in the freshman year .

<sup>3</sup> ACCT 201 and ACCT 202 must be completed with grades of B- or better as pre-requisites for ACCT 301 and ACCT 302.

Item 10(c) of the *General Requirements* for graduation specified in this catalog, is strictly enforced for students completing in the Bachelor of Science in Business Administration. Students who cannot earn the minimum required grade in any lower division course in three attempts will not be formally accepted to the BSBA program.

#### Junior/Senior Years

Application for formal acceptance to a major under the BSBA is accomplished during the second semester of the sophomore year (during the semester in which the student

anticipates completing the pre-business requirements and the lower division core courses) preferably prior to early registration for the next semester.

Students who apply for formal acceptance to the BSBA degree must have:

- a minimum cumulative grade point average of 3.0, and
- a minimum grade point average of 2.5 in the pre-business and lower division core courses.

Application is made through the Office of the Dean where *Declaration of Major Forms* may be obtained. The Dean acts upon applications and notifies students of the decision. Students who have not completed the lower division requirements cannot be formally accepted to the Bachelor of Science in Business Administration and may not take any upper division business courses. Any exception to this rule will be made on a case-by-case basis by the Dean.

#### Second Degree

Graduates of Christopher Newport University who hold a degree in either Business Administration or Accounting **cannot** earn a second degree in Business Administration.

#### B. Acceptance Policies for Transfer Students

##### Formal Acceptance to the Bachelor of Science in Business Administration

Transfer applicants are selected and admitted to the University by the University's Office of Admissions under current competitive and increasingly selective admission standards. The University Registrar evaluates credits for applicants transferring from other regionally accredited colleges and universities. (Upon completion of transfer evaluations, a summary of transferable credits is posted to the student's CNU Live account.) (See Transfer Admission to the University in this Catalog.) Application for formal acceptance to the BSBA is made after a student has been admitted to the University and all pre-business and lower division core courses have been or are in the process of being completed. Junior and senior level business courses will be transferred only from AACSB accredited business programs.

A student who has completed the following prerequisites will be fully formally accepted to the BSBA, pending the successful completion of required courses in which the student is currently enrolled:

- 1) Completion of at least 54 hours of course work including English 123 and ULLC 223 with a minimum cumulative grade point average of 3.0 on a 4.0 scale;

- 2) Completion of ACCT 201, ACCT 202, ECON 201, ECON 202, MATH 125, MATH 135, and CPSC 215, with a grade in each course of not less than C.
- 3) Completion of BUSN 201 and BUSN 231 with a grade in each course of not less than C.
- 4) Completion of equivalent pre-business requirements and lower division core courses with an average grade of not less than 2.5.

At least 50 percent of the business credit hours required for the BSBA must be earned at Christopher Newport University.

**General Academic Policies for the Bachelor of Science in Business Administration  
Minimum Grade Point Average**

After formal acceptance to the BSBA, the student is expected to maintain a minimum cumulative grade point average of 2.0 on a 4.0 scale. The 2.0 average is to be maintained in both the business courses and all other courses attempted. Students may accumulate no more than two D's in their major field, including Business Core courses and major courses. (Minimum standards for continuance in the University are established in the *General Academic Policies and Procedures* section of the *Undergraduate Catalog*.)

Students in the BSBA who fail to meet these standards for two successive semesters will be placed on academic review for the subsequent semester. Notification will be made from the Office of the Dean. Students placed on academic review must participate in advising that explore study skills, career goals, and hours of outside employment. Failure to achieve at least a 2.0 semester average during this subsequent third semester will result in the student not being eligible for a BSBA degree.

Students dismissed for failing to maintain minimum GPA requirements may petition for reconsideration under readmission procedures established by the Dean of the Luter College of Business and Leadership.

Item 10(c) of the *General Requirements* for graduation specified in this catalog, is strictly enforced for students completing in the Bachelor of Science in Business Administration. Students who cannot earn the minimum required grade in any lower division course in three attempts will not be formally accepted for the BSBA degree.

**Degree Qualification Requirements**

- 1) Effective for degree-seeking students entering the University Fall Semester 2003 and after, general education/liberal learning curriculum, major, minor, and concentration requirements for graduation must be completed according to the University Catalog in effect at the time of admission to the University. **Note:** The BSBA curriculum may change and the

Luter College of Business and Leadership has the right to substitute courses in place of courses retired from the catalog.

- 2) Students must have earned a minimum cumulative grade point average of 2.0 on a 4.0 scale in both the *business courses attempted* and in all the other courses attempted. Students may have accumulated no more than two D's in their major field. For this purpose the major field is defined as all courses (other than courses meeting the Liberal Learning Curriculum ) that are specifically required in the catalog for the degree, including ACCT 201, 202; ECON 201, 202; and BUSN 201, 231.
- 3) No more than 50 percent of the 120 credit hours required toward the degree may come from courses in the BSBA program. Students may exempt as many as nine semester hours of economics and six semester hours of statistics from the 50 percent rule.
- 4) Senior students are required to participate in program assessment activities.
- 5) Two majors under the BSBA degree may be declared. **Note:** This will require more than 120 credit hours to graduate.

**Special Programs**

**Non-Business Majors**

Students not planning to major or minor in business or minor in economics may enroll in any lower division business course so long as they have met the prerequisites for the course. In order to take upper division courses, such students must meet all course prerequisites. A **maximum** of nine semester hours of upper division business courses may be completed by such students. Approval to take courses must be obtained from the Office of the Dean of the Luter College of Business and Leadership.

**The Minor in Business Administration (27 credits)**

This interdisciplinary program in business administration is designed for students who are not seeking the BSBA and who desire to acquire skills in the basic concepts and practices inherent in and allied to the field of business administration. The minor program in business administration requires successful completion (with a minimum 2.0 grade point average) of ACCT 201-202; ECON 201, ECON 202; BUSN 201, 300, 311, 323, and BUSN 351, and one non-core business elective. **The minor can be declared after the completion of ACCT 201, 202 and ECON 201, 202 with the required minimum grade of C in each course.** MATH 125 and CPSC 215 are highly recommended. Students must have a CNU GPA of 3.0 and the approval of the Dean of the Luter College of Business and Leadership to declare the minor in business administration.

**The Minor in Economics (21 credits)**

The minor program in economics requires successful completion of: ECON 201, 202, 303, 304, and 475 plus six additional credits in upper-level (300-400) economics courses. Students pursuing the BSBA may not minor in economics. The minor can be declared after completion of ECON 201-202 with the required minimum grade of C. Students must have a CNU GPA of 2.0 and the approval of the Dean of the Luter College of Business and Leadership to declare the minor in economics.

**Majors**

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

Accounting is called the ‘language of business.’ It is the activity in the firm responsible for collecting, summarizing, interpreting, and communicating information about the firm’s operations and financial condition. Such information allows executives and investors to make informed decisions about the firm’s ability to compete successfully. The accountant’s skills and knowledge are essential to every organization, whether it be profit-making or not-for-profit, public or private sector.

Economics is the study of the allocation of scarce resources. The curriculum in economics is a classical approach to the analysis of the choices made by public policy makers, business managers, and private consumers. The study of economics provides a framework for simplifying complex situations and developing models that allows the decision-maker to anticipate the outcomes of choices made in the ever-present environment of scarcity. These analytical skills are highly sought after in business and government.

Finance examines corporate financial decisions and the behavior of financial markets. The role of financial managers in leading firms to profitability and increased shareholder wealth is a central issue in the courses comprising this concentration. Analytical methods and financial decisions, value, debt, risk, market efficiency, mergers and acquisitions, investment management, portfolio planning, and financial institutions are explored.

Management provides a more in-depth exposure to business functions than is accomplished by the core curriculum. The management curriculum is designed to identify best practices in managing the human resources of the firm, the systems that create and distribute the firm’s product or service. The curriculum forms the basis for examining the important role of productivity, quality, and the work environment in devising competitive strategies. Students who study management are excellent candidates for positions in business consulting, technology management, and operations and project management.

Marketing will focus on the application of marketing principles to direct and interactive marketing, briefly defined as the process of building profitable customer relationships. Direct/interactive marketing has grown from its infancy in direct mail advertising to a mature and opportunity-rich field that harnesses the power of technology to create mass customization. The essential philosophy underlying this approach is the idea that it is more effective to retain and develop a loyal customer base than to continually recruit new customers.

**All majors within the BSBA require the successful completion of the liberal learning curriculum and the pre-business requirements (see Index). Note that some of the pre-business courses also satisfy liberal learning curriculum requirements. In addition to that coursework, students must complete the following courses for their chosen major.**

**Accounting Major**

- 1) Business Core;
- 2) ACCT 301, 302, 303, 401, 405W, 451.

**Economics Major**

- 1) Business Core;
- 2) ECON 303, 304, 375(W), 470, 475, 485.

**Finance Major**

- 1) Business Core;
  - 2) FINC 324, 325, 422, 424, 425, 428(W).
- Note: BUSN 323 minimum grade of C required.

**Management Major**

- 1) Business Core;
- 2) MGMT 310, 400, 410, 420, 430, 440(W).

**Marketing Major**

- 1) Business Core;
- 2) MKTG 310, 320, 330, 455, 460, 470(W).

**The Business Core**

All students must complete the following core of subjects:

- BUSN 201. Business Essentials
- BUSN 231. Applied Business Statistics
- BUSN 300. Organizational Behavior
- BUSN 311. Marketing Management
- BUSN 323. Financial Management
- BUSN 350. WI:Business Ethics & the Regulatory Environment
- BUSN 351. The Law of Commerce
- BUSN 370. Business and Accounting Information Systems
- BUSN 410. Operations Management
- BUSN 418. Strategic Planning

These courses have been designed to give all business graduates the fundamentals necessary to succeed in the global business environment.

### **THE BUSINESS CORE CURRICULUM**

**In addition to the specific prerequisite courses listed below, all students seeking the BSBA degree should have successfully completed all preparatory course work and have satisfied all other requirements for formal acceptance to the BSBA prior to registering for any 300- or 400- level business courses (see *Procedures for Formal Acceptance to the BSBA*).**

#### **BUSN 201. Business Essentials (3-3-0)**

*Prerequisite: ECON 201 or ECON 202 each with a grade of at least C. Pre-corequisite: ACCT 201 (If ACCT 201 has been completed, then grade must be at least C).*

*Fall and Spring.*

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

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

*Prerequisite: MATH 125, MATH 135, each with a grade of at least C, ability to enter and manipulate data in Excel.*

*Fall and Spring.*

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

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

*Prerequisite: BUSN 201 and junior standing.*

*Fall and Spring.*

This course provides a comprehensive analysis of individual and group behavior in organizations by adapting a behavioral science approach. Students will develop an understanding of how organizations can be managed to operate more effectively and efficiently while, at the same time, enhancing the quality of employee work life. Topics include: perception, personality, values, learning, motivation, leadership, team dynamics, decision making,

creativity, communication, conflict, organizational culture, and organizational structure. Management majors must earn a minimum grade of C.

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

*Prerequisite: BUSN 201, ACCT 202 each with a grade of at least C and junior standing.*

*Fall and Spring.*

An introduction to analysis and management of customer satisfaction in goods and services markets by profit and not-for-profit organizations. Buyer behavior, market segmentation and product positioning, product policy, pricing, distribution, sales force and advertising management, and market research are examined in the contexts of strategy development, decision making, implementation, and control. Marketing majors must earn a minimum grade of C.

#### **BUSN 323. Financial Management (3-3-0)**

*Prerequisite: ACCT 201, 202 and BUSN 201 each with a grade of at least C and junior standing.*

*Fall and Spring.*

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

#### **BUSN 350. WI:Business Ethics & the Regulatory Environment (3-3-0)**

*Prerequisite: ENGL 123, ULLC 223; BUSN 201 with a grade of at least C and junior standing.*

*Fall and Spring.*

Business professionals must make daily decisions that further the interests of business, meet regulatory standards, and often have ethical implications. The tensions created by these competing interests and concerns provide a rich framework for the study of business ethics, law and regulation. This course examines the regulatory environment created by law and considers the ethical dimensions of choices that are presented to business people operating in that environment. Partially satisfies the Writing Intensive Requirement.

#### **BUSN 351. The Law of Commerce (3-3-0)**

*Prerequisite: BUSN 201 with a grade of at least C and junior standing.*

*Fall, Spring and Summer.*

Study of our legal system and legal principles is essential for all business students. The law of commerce presents the students with opportunities to explore important topics in business law, including entity formation, corporations, contracts, agency, Sarbanes-Oxley, the UCC, and other pertinent substantive areas. Because decision-making at all

levels must take legal consequences into account, study of the law of commerce requires and develops critical thinking skills, logic, and reasoning.

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

*Pre-requisites: ACCT 202, BUSN201, CPSC215 with grades of at least C and junior standing.*

*Fall and Spring.*

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

**BUSN 410. Operations Management (3-3-0)**

*Pre-requisites: BUSN 231 with a grade of at least C, 311, 323, and junior standing.*

*Fall and Spring.*

Understanding the role of the operations function and its impact on the competitiveness of the firm is an important part of any manager's training. Operational issues include designing, acquiring, operating, and maintaining facilities and processes; purchasing raw materials; controlling and maintaining inventories; and providing the proper labor needed to produce a good or service so that customers' expectations are met. This course in operations management is intended to be a survey of operating practices and models in both manufacturing and service oriented firms. It is intended to provide managers in all functional areas with sufficient knowledge to make informed "business decisions" and to introduce standard terms and concepts for communications with operating personnel. In such a course it should be recognized that breadth of subject matter, not depth of topic, will be the goal.

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

*Pre-requisite: BUSN 231, 311, 323, 350(W) or 351, 410 and senior standing.*

*Fall and Spring.*

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

## Additional Business Courses

**BUSN 205. Business Practicum (1-0-0)**

*Prerequisite: pre-business students must have 30 earned credit hours, a 3.0 GPA, and permission of the Dean; BSBA students, permission of the Dean.*

*Fall, Spring, and Summer.*

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

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

*Prerequisite: ULLC 223.*

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

**BUSN 395. Topics in Business (credits vary)**

*Prerequisite: varies with topic, and junior standing.*

*As needed.*

Topical seminars or courses in business in areas of current interest. Possibilities include comparative systems, organizational analysis, case studies in human resources management, and financial analysis.

**BUSN 480. Business Internships (3-3-0)**

*Prerequisite: senior standing and permission of the Dean.*

*Fall, Spring and Summer.*

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

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

*Prerequisite: senior standing and permission of the instructor.*

*Fall.*

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

**BUSN 492. Brauer Seminar (3-3-0)**

*Prerequisite: senior standing and permission of the instructor.*

*Spring.*

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

**BUSN 495. Topics in Business (credits vary)**

*Prerequisite: varies with topic; senior standing.*

*As Needed.*

Topical seminars or courses in business in areas of current interest. Possibilities include comparative systems, organizational analysis, case studies in human relations in organizations, financial analysis, and contract management.

**THE CURRICULUM IN ACCOUNTING****ACCT 201. Principles of Accounting I: Financial (3-3-0)**

*Prerequisite: sophomore standing or permission of the chair. Recommended Co-requisite: CPSC 215.*

*Fall and spring.*

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

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

*Prerequisite: ACCT 201 and sophomore standing or permission of the chair. Co-Requisite: CPSC 215.*

*Fall and spring.*

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

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

*Prerequisite: ACCT 201, 202 with a grade of at least B- in each course, or consent of Chair, CPSC 215, junior standing.*

*Fall and Spring.*

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

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

*Prerequisite: ACCT 301 with a grade of at least C-, junior standing.*

*Fall and Spring.*

The study and application of generally accepted account-

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

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

*Prerequisite: ACCT 201, 202, BUSN 231, CPSC 215 with a grade of at least C in each course.*

*Fall and Spring.*

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

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

*Prerequisite: ACCT 201, 202, CPSC 215 with a grade of at least C in each course.*

*Fall and Spring.*

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

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

*Prerequisite: ENGL 123, ULLC 223; ACCT 302 with a grade of at least C.*

*Fall and Spring.*

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

**ACCT 430. Analysis for Decision Making (3-3-0)**

*Prerequisites: ACCT 202, BUSN300.*

*Spring.*

Management accounting and analysis deal with the capture and use of information about an organization and its environment in a way that provides a competitive edge and guides the organization's evolution. The course is designed to assist the student in developing an understanding of the sources of that information, how the information is used, and experience in performing analyses supporting business decisions. The course requires analysis of cases and preparation of decision papers presenting that analysis.

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

*Prerequisite: ACCT 302 with a grade of at least C-.*

*Fall.*

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

## THE CURRICULUM IN ECONOMICS

### **ECON 201. Principles of Macro Economics (3-3-0)** **AIII**

*Fall and Spring.*

An introduction to the analytical tools commonly employed by economists in determining the aggregate level of economic activity and the composition of output, prices, and the distribution of income. Problems related to these subjects are considered, and alternative courses of public policy are evaluated.

### **ECON 202. Principles of Micro Economics (3-3-0)** **AIII**

*Fall and Spring.*

Microeconomics is the study of the analytical tools used by economists in the 'theory of the firm'. Topics include the price mechanism, pricing policy, production theory, cost theory, profit maximization, and the various types of market structures. Problems related to these areas and policies for solutions are discussed.

### **ECON 302. Public Finance (3-3-0)**

*Prerequisite: ECON 201, 202, each with a grade of at least C.*

*As needed.*

The nature and application of the fundamental principles of obtaining, managing, and disbursing funds for governmental functions at the local, state, and federal levels. The American tax system is given detailed consideration.

### **ECON 303. Intermediate Microeconomic Analysis (3-3-0) AIII**

*Prerequisite: ECON 201, 202, each with a grade of at least C.*

*Fall.*

Intermediate Microeconomics is the study of consumer and producer behavior. This course builds upon the Principles of micro Economics courses as it provides a more in-depth analysis of the utility maximizing behavior of households and the profit-maximizing behavior of firms. Other topics include alternate market structures, welfare economics, and decision making in the public sector.

### **ECON 304. Intermediate Macroeconomic Analysis (3-3-0)**

*Prerequisite: ECON 201, 202, each with a grade of at least C.*

*Spring.*

A study of classical, neo-classical, and Keynesian macroeconomics. Economic analysis of national income, output, employment, price level, consumption, investment, rate of interest, demand for money and supply of money, and a study of monetary, fiscal, and other economic policies.

### **ECON 320. European Integration (3-3-0) AIWT**

*Prerequisite: ECON 201,202.*

*As needed.*

This course examines political and economic developments after the end of World War II in Europe. Students will investigate all those events that brought the European countries closer to each other by abolishing trade barriers and allowing free mobility of capital and labor, as well as the tremendous progress made toward economic and monetary integration since the treaties of Paris and Rome. This course is an in-depth analysis of the economic and political integration of Europe.

### **ECON 375. WI:Industrial Organization and Public Policy (3-3-0)**

*Prerequisite: ENGL 123, ULLC 223; ECON 201, 202, each with a grade of at least C.*

*Spring.*

Designed to enable the student to study the microeconomic theoretical aspects of industrial organization. The topics covered included: market structures, vertical structure of markets, welfare losses due to market power, market power impact on distribution pricing policies, and the role of government in promoting and preventing competition. Provides the student with a theoretical, empirical, and descriptive framework of industrial organization and social/business policy. Partially satisfies the Writing Intensive Requirement.

### **ECON 385. Comparative Economic Systems (3-3-0)**

*Prerequisite: ECON 201, 202, each with a grade of at least C.*

*As needed.*

A comparative analysis of economic systems and the performance of such economies as measured by growth, equity, and efficiency criteria. Theoretical and actual systems such as the U.S., West and East Europe, Russia, China, Cuba, Norway, Sweden, and Japan are examined.

### **ECON 395. Intermediate Topics in Economics (3-3-0)**

*Prerequisite: ECON 201, 202, each with a grade of at least C.*

*As needed.*

Topical seminars in economics to cover a variety of areas.

### **ECON 400. Economics of International Contracting & Organization (3-3-0) AIII**

*Prerequisites: ECON 201, 202, and at least one course at the ECON 300-level, or permission from the instructor.*

*Offered as needed.*

This course introduces students to international business contracting. Topics include the examination of contracts used in international trade finance, barter and countertrade, transfer pricing, the defense industry, and international government procurement. Students acquire the skills to understand and

use a wide range of contracts employed in international business today, assess the relative economic efficiency of a given contract, and design a particular contract to facilitate the intended transaction, given the exchange setting. A major assignment requires students to propose, design, and present their own import/export business plan.

**ECON 435. History of Economic Thought (3-3-0)**

*Prerequisite: ECON 201, 202.*

*As needed.*

The development of economic analysis with emphasis upon classical, Marxian, Keynesian, and modern economic theory and analysis.

**ECON 470. International Trade and Finance (3-3-0)**

*Prerequisite: ECON 201, 202 each with a grade of at least C.*

*Fall.*

Development of International Trade Theory. The theory of comparative costs, the transfer of international payments, the balance of international payments, foreign exchange rates, and the theory of adjustments are the principle topics addressed in this course. The means and ends of international economic policy are also covered. Trade restrictions, arguments for protection, cartels, state-trading, and commodity agreements, commercial policy of the United States, foreign economic assistance, and international measures to liberalize trade and payments are taken up in order.

**ECON 475. Money and Banking (3-3-0) AIII**

*Prerequisite: ECON 201 each with a grade of at least C.*

*Fall.*

An analysis of the monetary system with emphasis upon determinants of the money supply money demand, interest rates, the international financial system, and the relationship between money and economic activity. In addition, the conduct of monetary policy, including goals targets, and transmission mechanisms are carefully considered.

**ECON 485. Methods in Economic Research (3-3-0) AIII**

*Prerequisite: ECON 201, 202; MATH 135; BUSN 231 each with a grade of at least C.*

*Spring.*

Introduces students to fundamental econometric and mathematical techniques necessary to design and carry out applied research in economics and business. Topics include multiple regression, common econometric problems, time series analysis, and optimization. A major research project is required.

**ECON 495. Advanced Topics in Economics (3-3-0)**

*Prerequisite: ECON 201, 202.*

*As needed.*

Topical seminars or experimental courses in economics in a variety of areas.

**ECON 499. Independent Study (Credits vary)**

*Prerequisite: ECON 201, 202, junior standing, and consent of Department Chair.*

*As needed.*

An opportunity for independent study or research with guidance of an economics faculty member. Cannot be used in lieu of core or major requirements. Internships are available.

**THE CURRICULUM IN FINANCE****FINC 210. Personal Finance (3-3-0)**

*As needed.*

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

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

*Prerequisite: BUSN 323, a minimum grade of C- is required for Finance Majors.*

*Spring.*

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

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

*Prerequisite: BUSN 323, a minimum grade of C is required for Finance Majors.*

*Spring.*

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

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

*Prerequisite: FINC 324.*

*Fall.*

This is a course to strengthen the student's knowledge of corporate financial management and the analytics of financial decisions, to a higher conceptual and analytical level than BUSN 323. The course will explore advanced financial theories and the theoretical framework for financial analysis and decision-making. The following topics will be explored with the use of case studies and advanced financial spreadsheet applications: capital budgeting, optimal capital structure decisions, evaluation of choice of financing

sources, dividend policy, cost of capital determination, mergers and acquisitions, leveraged buyouts, international financial affects, and financial distress and bankruptcy.

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

*Prerequisite: FINC 324.*

*Spring.*

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

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

*Prerequisite: FINC 324.*

*Fall.*

Risk management is a fundamental corporate and personal issue. Risks are obtained in both product and capital markets. This course identifies risks in each of these markets and explores the methods and devices to mitigate those risks. Managing risks may utilize analysis using computer models and risk management tools are emphasized.

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

*Prerequisite: ENGL 123, ULLC 223 with a grade of C or better; FINC 324, 422.*

*Spring.*

The capstone course in Finance dealing with the strategies of financial management of corporations and including those providing financial services and products to businesses and individuals. As such, cases in this course may be oriented toward insurance, banking, and securities brokerage firms, in addition to other business enterprises. This is also a writing intensive course, involving team case studies and presentations of case solutions. Partially satisfies the Writing Intensive Requirement.

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

*Prerequisite: consent of Department Chair.*

*Offered as required.*

Topical seminars in finance.

**FINC 499. Independent Study (credits vary)**

*Prerequisite: BUSN 323 with a grade of C or better, and consent of Department Chair.*

**Not to be used in lieu of core or major requirements. Internships are available.**

**THE CURRICULUM IN MANAGEMENT**

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

*Prerequisite: BUSN 300.*

*Fall and Spring.*

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

**MGMT 400. Managing Human Capital (3-3-0)**

*Prerequisite: BUSN 300.*

*Fall.*

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

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

*Co-requisite: BUSN 410.*

*Fall and spring.*

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

**MGMT 420. Technology & Innovation Management (3-3-0)**

*Prerequisites: BUSN 410, BUSN 370.*

*Fall.*

This course will examine issues and cases in the development, application, and management of technological resources and innovations for competitive advantage in the changing global business environment. The objective is to consider technology in the context of industry norms, market realities, and corporate culture. Innovative and

integrative techniques will be discussed with an emphasis on project management.

**MGMT 430. Analysis for Decision Making (3-3-0)**

*Prerequisites: ACCT 202 with a grade of C or better, BUSN 300.*

*Spring.*

Managerial decision making deals with the capture and use of information about an organization and its environment in a way that provides a competitive edge and guides the organization's evolution. This course is designed assist the student in developing an understanding of the sources of that information, how the information is used, and experience in performing analyses supporting business decisions. The course requires analysis of cases, business problems and/or preparation of decision papers presenting that analysis. Topics may include managerial accounting, contract management, legal environment of business, organizational behavior, operations and management science, strategic management, MIS, and/or leadership.

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

*Prerequisite: ENGL 123, ULLC 223; senior standing and permission of SBI Director.*

*Fall and Spring.*

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

**MGMT 499. Independent Study (credits vary)**

*Prerequisite: junior or senior standing and consent of Department Chair.*

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

## THE CURRICULUM IN MARKETING

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

*Prerequisite: BUSN 201, ACCT 202 each with a grade of at least C and junior standing. Corequisite: BUSN 311.*

*Fall and Spring.*

An introduction to the theory and practice of interactive marketing, including mail order, direct response advertising, measurability and accountability; lists and database marketing, and the cultivation of customers through inter-

active marketing. Emphasis will be placed on marketing strategies emerging from new technologies as well as an overview of its historical roots.

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

*Prerequisite: BUSN 311, with a grade of at least C and junior standing.*

*Fall and Spring.*

This course details the marketing research process from problem definition, research objectives, research design, information types and sources, survey development, sampling methods, data collection, data analysis and research report preparation. Special consideration is given to direct marketing testing and experimentation as a supplement and/or an alternative to primary and secondary data collection.

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

*Prerequisite: BUSN 311, with a grade of at least C and junior standing.*

*Fall and Spring.*

Principles of Internet Marketing contains three major components to provide students with an understanding of current issues. The first component provides a framework for understanding Internet marketing and associated business models, the second component explores important online marketing possibilities that emerge from this framework, and the third component emphasizes implementation issues.

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

*Prerequisite: MKTG 310. Corequisite: MKTG 460 - in the same course section as MKTG 455.*

*Fall.*

Information technology is transforming the business environment. Businesses now have the ability to convert raw customer transactional data into usable marketing intelligence. Companies can identify, profile, analyze, and interact with both current and prospective customers on a personal basis. This course will provide students with a comprehensive understanding of database development and use to maximize customer relationships. Topics covered include the creation and use of databases, database analysis and customer profiling, and managerial decision-making. *Students who have elected to major in Marketing, must enroll in MKTG 460 in the same semester that they enroll in MKTG 455. Any student who withdraws from MKTG 455 or MKTG 460 will automatically be withdrawn from the co-enrolled course.*

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

*Prerequisite: MKTG 310. Corequisite: MKTG 455 - in the same course section as MKTG 460.*

*Fall.*

This course covers all of the aspects involved in designing the most effective and efficient marketing communication program possible to build and maintain customer relation-

---

ships. Topics include consumer behavior, positioning, offer creation, creative processes-including message development, layout and design and creative testing, media planning and media selection, promotional budgeting and ROI. The emphasis of this course is placed on direct response communication and the design and production of interactive marketing creative materials. *Students who have elected to specialize in Marketing must enroll in MKTG 455 in the same semester that they enroll in MKTG 460. Any student who withdraws from MKTG 460 or MKTG 455 will automatically be withdrawn from the co-enrolled course.*

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

*Prerequisite: ENGL123, ULLC 223; MKTG 455, 460.*

*Spring.*

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

**MKTG 499. Independent Study (credits vary)**

*Prerequisite: junior standing and consent of Department Chair.*

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