

Management

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The Management program focuses on the management functions: planning, organization, leadership and control. Our students will integrate knowledge from other disciplines within the school (accounting, economics and computer information systems), to enter into organizations with both a functional and an enterprise perspective. The program provides a breadth of required courses and the opportunity to pursue elective courses in such fields as organizational behavior, information systems, marketing, economics, human resources, and finance enabling each student to align his or her interests with degree requirements. Management students benefit from a unique leadership laboratory and are offered the opportunity for summer internships in a wide variety of organizations.

During the spring semester of the sophomore year, management majors must select a concentration.

Management majors have the option to choose from one of four concentrations:

- Computer Information Systems (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/cis>)
- Financial Economics (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/finecon>)
- Leadership (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/busadmin/lead>)
- Marketing (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/busadmin/marketing>)
- Sports Management (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/sports>) .

Goals:

- Identify opportunities
- Define objectives
- Organize information
- Utilize scarce resources
- Evaluate results

Outcomes:

- Develop the capacity to think critically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its present strategy, and its opportunities for gaining sustainable competitive advantage.
- Build skills in conducting business analysis in a variety of industries and competitive situations and, especially, to provide a stronger understanding of the competitive challenges of a global market environment.
- Provide hands-on experience in creating business plans, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound business decisions.
- Acquaint students with the managerial tasks associated with implementing and executing business plans, to drill them in the range of actions managers can take to promote competent strategy execution, and to give them greater confidence in being able to function effectively as part of a company's strategy-implementing team.
- Raise the consciousness about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.
- Demonstrate how the knowledge gained is integrated with other core courses of the business curriculum, show how the various pieces of the business puzzle fit together and from experience see why the different parts of a business need to be managed in harmony for a company to operate in winning fashion.
- Develop powers of managerial judgment, build skills in assessing business risk, and improve ability to create results-oriented business plans.
- Be able to operate effectively as a team in an unstructured environment under conditions of uncertainty and incomplete information.
- Build proficiency in using personal computers to do managerial analysis and make professional management presentations.

Careers for this Major:

- Leadership and management positions in for-profit and not-for-profit businesses
- Leadership and management positions in, governmental organizations, and military organizations
- Entrepreneurs planning to start their own businesses
- Management in a family business
- Management in the international arena
- Management in service industries

B.S. in Management - Curriculum Map

Freshman			
Fall	Credits	Spring	Credits
EN 101 Composition and Literature I	3	EN 102 Composition and Literature II	3
CS 120 Business Applications & Problem Solving Techniques	3	EC 106 The Structure and Operation of the World Economy ¹	3
MA 107 Precalculus Mathematics (OR Free Elective) ²	4	MA 108 Applied Calculus (General Education Math)	4
MG 101 Introduction to Business ¹	3	General Education History	3
		General Education Lab Science	4
	13		17
Sophomore			
Fall	Credits	Spring	Credits
EC 202 Principles of Economics (Micro) (General Education Social Science) ³	3	AC 206 Principles of Accounting-Managerial ³	4
MA 212 Finite Mathematics (General Education Math)	3	EC 201 Principles of Economics (Macro) ³	3
AC 205 Principles of Accounting-Financial ³	4	EN 204 Professional and Technical Writing	3
EN 112 Public Speaking	3	MG 309 Management of Organizations	3
General Education Lab Science	4	QM 213 Business and Economic Statistics I	3
	17		16
Junior			
Fall	Credits	Spring	Credits
CS 300 Management Information Systems	3	EC 310 Money and Banking	3
FN 311 Corporate Finance	3	General Education Arts & Humanities	3
MG 310 Production/Operations Management	3	General Education Literature	3
MG 314 Marketing Management	3	Major/Concentration Elective	3
PH 322 Business Ethics (General Education Ethics)	3	Major/Concentration Elective	3
	15		15
Senior			
Fall	Credits	Spring	Credits
MG 319 International Dimensions of Business	3	MG 449 Administrative Policy and Strategy (Capstone)	3
MG 341 Business Law I	3	Major/Concentration Elective	3
Major/Concentration Elective	3	Major/Concentration Elective	3
Major/Concentration Elective	3	Free Elective	3
Free Elective	3	Free Elective	3
	15		15
Total Credits: 123			

¹ Must be taken first year. Upper level students without credit for these courses will substitute with an Elective Course from a School of Business & Management subject area. This must be done via a petition.

² If MA 103 is required by Placement Test results, a grade of C or higher is required in MA 103 prior to taking MA 107.

³ Grade of C or higher required.

Management majors must choose one of the following concentrations during the spring semester of their sophomore year: Computer Information Systems (<http://catalog.norwich.edu/archives/2015-16/>

[residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/cis](http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/cis)), Financial Economics (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/finecon>), Leadership (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/busadmin/lead>), Marketing (<http://catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/busadmin/marketing>), or Sports Management (<http://>

catalog.norwich.edu/archives/2015-16/residentialprogramscatalog/collegeofprofessionalschools/schoolofbusinessandmanagement/sports) .

Upper-level National Service courses are included in all Management Major/Concentration Electives.

Economics Courses

EC 106 The Structure and Operation of the World Economy 3 Credits

This course will introduce students to the operation of the world economy. Emphasis will be on the identification and description of economic concepts such as tariffs, multinational companies, stock markets, debt, international trade balances and international banking. These concepts will be developed utilizing examples from current world economic conditions. Prerequisite: This is a freshman course-permission of instructor required for any exception.

EC 201 Principles of Economics (Macro) 3 Credits

Description and analysis of the American economic system in terms of basic economic concepts and the determination of national income and its fluctuation. Prerequisite: one semester of college mathematics.

EC 202 Principles of Economics (Micro) 3 Credits

Study of the behavior of individuals in making decisions on the allocation of limited resources. This course examines how these decisions and behaviors affect the markets for goods and services. Prerequisite: one semester of college mathematics.

EC 300 Topics in Economic History 3 Credits

This course will focus on the progress and development of economic institutions of industrialized nations. These institutions, such as private property, free markets, financial intermediation and discretionary fiscal policy, will be discussed in a historical perspective. Prerequisites: EC 201 and EC 202. Offered in the spring odd years.

EC 301 Intermediate Price Theory 3 Credits

A study of the economic behavior of consumers and producers and their interrelationship in a market economy. Emphasis is on the application of economic theory and the tools of analysis to price determination and market behavior. Welfare economics and other modern analytical techniques are also introduced. Prerequisites: EC 201, EC 202 and either MA 108 or MA 121.

EC 302 National Income Analysis 3 Credits

The theory and policies of determining national income, achieving economic stability and maintaining economic growth. Attention is given to leading post-Keynesian and Monetarist economists' interpretation of current economic conditions. Prerequisites: EC 201, EC 202, and either MA 108 or MA 121.

EC 304 Labor Economics 3 Credits

Operation of labor markets from theoretical and policy perspectives. Topics include: human capital theory, the impact of labor unions and public policy issues relevant to collective bargaining, unionism, wages and income. Prerequisites: EC 201 and EC 202. Offered in the spring even years.

EC 310 Money and Banking 3 Credits

The principles and institutions of money, banking and finance as they influence the performance of the economy. The major topics covered are the nature of money, commercial banking and financial institutions, central banking, monetary theory, monetary policy, inflation and the international monetary system. Prerequisites: EC 201, EC 202 and QM 213 or permission of the instructor.

EC 331 Business and Government 3 Credits

A study of the institutional relationships between business and government, with stress upon public policies toward business and the role of government in fostering competition. Emphasis is placed upon the economic effects of the antitrust laws through outside readings and analysis of landmark court decisions. Other topics covered are concentration and mergers, restrictive business practices, monopoly and oligopoly. Prerequisites: EC 201 and EC 202. Offered in the fall even years.

EC 403 Comparative Economic Systems 3 Credits

The study of major economic systems. Theories of capitalism, socialism and communism and their implementation by major nations are discussed. Prerequisites: EC 201 and EC 202. Offered in the spring odd years.

EC 406 Public Finance 3 Credits

An investigation of the effects of government expenditures and revenues on the efficiency of resource allocation and the equity of the income distribution. Topics covered include public goods, externalities, benefit-cost analysis, the structure of major taxes and expenditure and tax incidence. Prerequisites: EC 201 and EC 202. Offered in the fall even years.

EC 419 International Economics 3 Credits

International trade and the theory of comparative advantage. Special attention is given to free world trade and economic development in other countries and groupings as in the European Common Market. Prerequisites: EC 201 and EC 202. Offered in the fall odd years.

EC 421 History of Economic Thought 3 Credits

Development of economic thought with emphasis upon the evaluation of economic theory as it has developed in response to problems of society. Prerequisites: EC 201 and EC 202. Offered in the fall odd years.

EC 499 Seminar in Economics and Finance 3 Credits

A capstone economics course designed to integrate the students' undergraduate studies in economics, management, accounting, information systems and finance. Prerequisite: senior standing and permission of instructor.

Finance Courses

FN 311 Corporate Finance 3 Credits

Development of the basic theoretical framework for decision-making in financial management, emphasizing the time-value of money and the analysis of cash flows. Areas of concentration are financial institutions and markets, financial statement analysis, the role of time value in finance, bond and stock valuation, capital budgeting decision process, risk and return analysis, cost of capital and dividend policy. Prerequisites: AC 206 or AC 201, EC 202, QM 213 or permission of the instructor.

FN 407 Corporate Finance II 3 Credits

Special topics in financial management including: international managerial finance, mergers and acquisitions, hybrid and derivative securities, working capital management, short-term and long-term financing, financial planning, leverage analysis and capital structure theory. Prerequisites: QM 213, FN 311. Offered in the spring-odd years.

FN 412 Investments 3 Credits

Methods of security analysis and portfolio management, including the current theoretical literature and thought. Discussion and analysis of current events and their implications for stock price behavior. Prerequisites: QM 213, FN 311. Offered in the spring-even years.

Management and Marketing Courses

MG 098 Junior Career Conference 1 Credit

This third year seminar focuses on evolving career decisions for Business & Management majors. Guest faculty are drawn from University Board of faculty members and associates with extensive real-world business acumen. Students will experience developing skills to prepare for entering the global workplace in their chosen fields and professions. 1 lecture hour.

MG 099 Senior Career Conference 1 Credit

This fourth year seminar focuses on evolving career decisions for Business & Management majors. Guest faculty are drawn from University Board of faculty members and associates with extensive real-world business acumen. Students will hone and finalize skills to prepare for entering the global workplace in their chosen fields and professions. 1 lecture hour.

MG 101 Introduction to Business 3 Credits

The purpose of this course is to introduce the student to the world of business. Students will learn about business organization and ownership and will survey union management relations, marketing, accounting, finance, international business, the legal environment, and the stock market. The course is designed to explore the relationship between social responsibility and profits in our free enterprise system. Prerequisite: permission of instructor required for upperclassmen.

MG 224 Principles of Entrepreneurship 3 Credits

This course provides an introduction to the creative and innovative managerial practices of successful entrepreneurship. This course reviews the significant economic and social contributions entrepreneurs provide to society, the intense lifestyle commitment, and the skills necessary for entrepreneurial success. This course provides an overview of the entrepreneurial process. Prerequisites: not open to freshmen students.

MG 305 Introduction to Sports Management 3 Credits

This course will provide an overview of the sports industry from the perspective of variety of stakeholders in the industry. It covers the major business disciplines of management, marketing, finance, operations, information technology, accounting, communications, ethics and law. 3 lecture hours.

MG 309 Management of Organizations 3 Credits

A study of the functions of modern management: planning, organization, staffing, leading, and controlling. This study is applicable to the management of military, government, educational and non-profit, as well as business organizations. The ethical and social responsibilities of management and contemporary challenges such as the internationalization of organizations are integrated in all aspects of this course. Prerequisites: junior or senior standing or permission of instructor.

MG 310 Production/Operations Management 3 Credits

Principles and applied study of the operation of manufacturing and service organizations. Managerial tools and diagnostics, decision-making, and financial management are introduced. Problems of small, medium, and large-sized businesses are studied. Prerequisites: QM 213.

MG 314 Marketing Management 3 Credits

This course immerses the student in the strategies and processes of marketing management - market analysis, segmentation, targeting and positioning, and the implementation and evaluation of marketing plans. When the student has completed this course they will understand how a marketing plan is developed and have the skills necessary to identify, analyze and solve marketing problems. Prerequisite: EC 202 or permission of instructor. 3 lecture hours.

MG 319 International Dimensions of Business 3 Credits

This course is designed to familiarize the student with the basic concepts and terminology of international business, and to gain an appreciation of the differences in social, political, and economic conditions among nations and how these affect the conduct of business and trade between nations. Topics include comparative cultural, political, and economic environments, international trade theory and policy, foreign exchange and exchange rate determination, the dynamics of international business-government relationships, and corporate policy and strategy of the multinational firm. Prerequisite: EC 201 or EC 202.

MG 341 Business Law I 3 Credits

A study of the law and legal system as they affect business. Topics include the court system, constitutional law, torts, criminal law, contracts, property, and the Uniform Commercial Code. In discussing business law, students will learn how morality and social responsibility are integrated into our legal system. Each student will be required to prepare a paper outlining ethical standards based on the student's life experiences. Prerequisite: junior or senior standing.

MG 346 Business Law II 3 Credits

A continuation of the analysis of the legal dimension of business operations that was developed in Business Law I. Special emphasis will be given to the legal environment as it relates to the accounting student's professional certification. Topics include bankruptcy, commercial paper, secured transactions, agency, corporations, and partnerships. Prerequisite: MG 341 or permission of instructor.

MG 351 Organizational Behavior 3 Credits

This course considers the individual, the nature of organizations, and the issues resulting from the dynamic relationship of people in organizations. The course addresses such topics as learning, personality, motivation, organization structure, leadership, ethics, communication, and change.

MG 360 Health Economics & Policy 3 Credits

This course introduces students to principles of health economics and public policy in health and social welfare. Topics include support for public health, policy intervention in health determinants, the relationship between government regulation and market competition, the demand for healthcare, and the supply of services. This course will enable students to apply economic reasoning to the health-care challenges facing society. Prerequisite: One semester of college level mathematics or QM 213.

MG 408 Human Resources Management 3 Credits

The management of human resources is one of the most challenging and critical aspects of contemporary organizational functions. This course addresses such issues as the nature of the American labor force, equal employment opportunity, personnel planning and staffing, compensation, employee well-being and job security, and collective bargaining. In addressing these issues attention is given to the ethical, legal, and moral questions involved. Prerequisite: MG 309 or permission of instructor.

MG 409 Organizational Leadership 3 Credits

This course prepares students to apply leadership principles to the roles they play as managers. Students will discover more about themselves and learn more about the connection between the individual and the organization. Other topics include organizational culture, structure, group behavior, motivation, power, politics, organizational change, and workplace conflict.

MG 411 Consumer Behavior 3 Credits

This course is designed to help the student understand the concepts of consumer behavior that provides the basis for marketing strategies. Students will gain an understanding of how consumers make decisions regarding the purchase and use of products and services and the internal and external factors that influence this process. Prerequisite: MG 314.

MG 416 Advanced Marketing 3 Credits

In this course students will examine the key concepts and issues in developing a marketing strategy from the perspective of the corporate and SBU decision-maker. The course will take students through the process for formulating marketing strategies under various market conditions, for developing strategic and tactical marketing action plans, and how to evaluate and control a marketing plan and budget. Students undertaking this course will be required to use knowledge gained from previous marketing subjects in completing course assignments. Prerequisite: MG 314.

MG 426 Marketing Research 3 Credits

This course explores the process and tools for data collection and analysis used to solve marketing problems. In addition, the subject addresses when marketing research is appropriate and how to define the research problem, as well as the role of marketing research in marketing decision making. This course will provide students with practical experience in the use of computer based data analysis techniques and make students aware of the biases and limitations inherent in various research methodologies. Prerequisites: QM 213, MG 314.

MG 429 Seminar in Advanced Management I 3 Credits

A topics course addressing managerial problems in various environments. Prerequisites: MG 309, MG 310, FN 311, and MG 314.

MG 441 Integrated Marketing Communications 3 Credits

This course will provide students with the necessary knowledge and skills to develop appropriate communication strategies consistent with strategic marketing principles. The role of communications in the client organization's marketing plan is emphasized. The concept of Integrated Marketing Communication (IMC) for coordinating the individual communication elements of advertising, direct marketing and public relations to achieve specific marketing objectives is stressed. Prerequisite MG 314. 3 lecture hours.

MG 441S Integrated Marketing Communications 3 Credits

This course will provide students with the necessary knowledge and skills to develop appropriate communication strategies consistent with strategic marketing principles. The role of communications in the client organization's marketing plan is emphasized. The concept of Integrated Marketing Communication (IMC) for coordinating the individual communication elements of advertising, direct marketing and public relations to achieve specific marketing objectives is stressed. Students will complete a 40 hours practicum working with the NU Athletic Program and 3 lecture hours, plus 1 cr. (40 hours) Practicum. Prerequisite MG 314. 3 lecture hours.

MG 448 Small Business Strategies 3 Credits

A course that integrates the functional areas of management-human resources, finance, marketing, and operations they uniquely affect the small business enterprise. Case studies and lectures develop the student's problem solving abilities. Prerequisites: MG 309, MG 310, FN 311, and MG 314.

MG 449 Administrative Policy and Strategy 3 Credits

A capstone course designed to integrate the students' undergraduate studies. Case studies, collaborative assignments, writing assignments and oral presentations provide opportunities to synthesize and apply the knowledge gained from courses in the management program. A comprehensive Division examination is included in this course. Prerequisites: MG 309, MG 310, FN 311, and MG 314.

MG 450 Internship in Management 3 Credits

The internship program is designed for students who want to apply their studies by working with a business, industry, or public agency. The student will be required to work closely with a faculty supervisor to develop and implement a structured experience tailored to the career goals of the student. Prerequisites: senior standing and written consent of the department chair and internship committee. Normally only available during the summer.

Quantitative Methods Courses**QM 213 Business and Economic Statistics I 3 Credits**

A course emphasizing the development and presentation of statistical data for business and economic decision-making. Topics will include survey methods, statistical description measures, sampling distributions, statistical inference procedures, simple regression and time series analysis, and construction and use of index numbers. Prerequisite or corequisite: MA 107.

QM 317 Business and Economic Statistics II 3 Credits

A course in which the statistical concepts developed in QM 213 are continued. New topics developed are multiple correlation and regression theory and analysis, the assumptions of regression analysis and econometric problems, and an introduction to simultaneous models and advanced topics. Prerequisite: QM 213. Offered in the fall-even years.

QM 370 Quantitative Methods for Marketing & Finance 3 Credits

A course in which the statistical concepts developed in QM 213 are continued. The focus of the course will be the application of statistical techniques to real world issues in Finance and Marketing. Emphasis will be placed on problem solving, class participation, computer applications and completion of a term paper. Prerequisite QM 213. 3 lecture hours.