

Barney School of Business

The vision of the Barney School of Business is to be increasingly recognized for the high quality of its programs and to distinguish itself from other institutions by the strong relationships it maintains with business, government, and not-for-profit organizations.

Supporting this vision, the mission of the Barney School of Business is to prepare men and women to be leaders and decision makers who are globally aware and socially responsible by

- creating a student-focused learning environment that emphasizes effective, high-quality teaching and learning;
- engaging in a broad range of scholarly activities that enhance and strengthen our teaching and provide intellectual stimulation to our faculty; and
- maintaining strong relationships with regional business, government, and not-for-profit entities that facilitate their interaction with students and faculty in a wide variety of activities that offer exposure to the current application of management tools and techniques.

The concepts and skills acquired by Barney students apply to all types of organizations, including large corporations, family-owned businesses, and civic organizations. Through its curricular and noncurricular activities, graduates become “career ready.” Barney graduates understand the global nature of today’s economy, acquire work experience through co-ops or internships, develop both written and oral communication skills and are able to use information technology effectively.

Business courses are taught in an interactive manner with cases and projects to give students hands-on learning. This teaching is enhanced through educational partnerships with regional business and governmental partners. Many of the faculty have business experience and regularly work with area businesses to solve problems. Students are also required to acquire business experience through a co-op or internship.

The global nature of business, together with the rapid pace of change in today’s world, necessitates the broad understanding that a liberal arts foundation brings. Coupled with knowledge of business concepts and tasks, Barney students

are required to take 50 percent of their total degree credits outside of business. They also take a common core of business courses, including accounting, economics, information technology, insurance, finance, management, marketing, and quantitative methods, and then develop a major in one area of specialization. Each major has a designated capstone course and a senior-level applied project to integrate the educational experiences of that major. Barney students may also pursue a minor in a second area of specialization by taking four additional courses in that area.

Special Accreditation

The Barney School is accredited by AACSB International—the Association to Advance Collegiate Schools of Business. As a member of the select group that is approximately 550 accredited business programs in the United States, Canada, and Europe, the school is committed to providing high-quality business and management education.

Facilities

The Barney School is located in the Beatrice Fox Auerbach Hall. An Information Technology Center (ITC) is housed within this facility and contains two labs. The ITC contains 30 computers, arranged in a classroom setting with a multimedia projection system. The second lab contains 14 computers.

All computers have DVD players and CD-burning capabilities. They use Windows XP and Windows applications. The labs are wired for access to the Internet. Software includes the latest versions of Microsoft Office, SPSS, and SAS.

Academic Advising

Each first-year and transfer student is assigned an advisor when the student enters the school. The advisor is available to discuss a broad range of academic and career issues. In addition, the Office of Academic Services (OAS) supports students in the scheduling of classes, planning progress toward graduation, and connecting students to support services offered throughout the University campus. For any student who is initially undecided about a major, the OAS serves as an advisor until a major is chosen. At that time, an advisor is assigned in the major department. Students may request a change in advisors at any time. Those students who stay in the same major may have the same advisor for four years.

Undergraduate Admission Requirements

General requirements and procedures for admission are given on page 33.

For admission to the Barney School of Business, 16 units of secondary subjects are expected and should include the following as minimal:

English	4 units
Social studies	2 units
Mathematics (including two units of algebra)	3 units
Science	2 units
Other academic subjects	3 units
Other elective subjects	2 units

Advanced study in a foreign language is recommended for students planning careers in international business.

Specific Undergraduate Business Degree Requirements

To obtain an undergraduate degree from the Barney School, the student must

1. successfully complete all degree and course requirements;
2. earn a minimum of 123 credits for a bachelor's degree;
3. maintain at least a 2.0 overall grade point average (GPA), specifically:
 - Students who do not have at least the minimum 2.0 GPA after their sophomore year (after 53 credits) will **not** be allowed to take additional Barney business or required major courses until their overall GPA rises to at least 2.0. Students may re-take courses in Barney in order to increase their GPA.
 - Students who do not have at least the minimum 2.0 GPA after their junior year (after 86 credits) will **not** be allowed to enroll in MGT 440 (Barney capstone course) until their overall GPA rises to at least 2.0.
4. have an overall grade point average of at least 2.0 on a scale of 4.0;
5. have at least a 2.0 grade point average in his/her major;
6. earn at least 50 percent of the business course credits at the University of Hartford;
7. transfer no more than one course to meet the requirements of each major; and
8. earn no more than 3 credits in PE 110-111 courses.

Specific Undergraduate Business Requirements on Pass/No Pass Status

1. A student may take only one Pass/No Pass course a semester. If either PE 110 or 111 is taken, one other class may be taken Pass/No Pass during that semester.
2. A student may take only unrestricted and non-business electives Pass/No Pass. No other degree requirements may be taken Pass/No Pass.
3. A student may drop or add the Pass/No Pass status only up to the 10th week after classes begin.
4. A student may take a maximum of 12 credits on a Pass/No Pass basis during his/her entire undergraduate career.

Program of Study

The Bachelor of Science in Business Administration program offers students the opportunity to major in accounting, economics and finance, entrepreneurial studies, insurance and finance, management, management information systems, and marketing.

Total Credits Required for Bachelor of Science in Business Administration: 123

Distribution Requirements

Specific general education requirements [27]

Humanities [9]

Social science [6]

Natural science [4]

Arts and Sciences electives [9]

Non-business electives [9]

Unrestricted elective [3]

Business core and business elective [35]

Major concentration [21]

All-University Curriculum Requirements

Students are required to take at least four courses from the All-University Curriculum (AUC). Business majors are required to take one AUCA course. Students then select one course from three of the remaining four breadth categories. Students transferring to the Barney School from another institution may take fewer AUCs, depending on the number of credits transferred. *Barney students who have received credit for BAR 110 may not take AUCA 130 as part of their program of study.*

Major Course Requirements

The major field of study is completed during the junior and senior years, consisting of a sequence of courses totaling 21 credit hours designated by the major department. Courses taken to meet the degree requirements of the major must be taken

in the Barney School, unless specific approval is obtained from the department chair and faculty advisor.

Electives

Students may elect to take courses from any discipline other than business to fill the non-business electives. Students may choose any course to fill unrestricted electives. These are the only courses business majors may elect to take on a Pass/No Pass basis. This option is available for only one course per semester.

Honors Program

Students are invited to participate in the Honors program upon admission to the university on the basis of SAT and/or ACT scores and high school grades. Thereafter, students may participate when they have attained a grade point average of 3.25 overall and 3.25 in their major. To continue in the Honors program, students must maintain these GPAs.

The Honors program consists of 18 credits:

9 credits of honors sections of general education courses, AUC courses, and/or any other approved non-business honors courses

6 credits of contract honors courses at the 300 level (or above) that are part of the student's major or program of study, or whenever appropriate, in honors courses or seminars

3 credits in senior-level honors: the research and writing of an honors thesis, an independent study/mentorship, or the University Scholar program. Such a project may be more than 3 credits; however, only 3 credits are required for Barney's Honors program.

Minors

Students enrolled in the Barney School may elect to pursue minor programs of study in accounting, economics and finance, entrepreneurial studies, finance and insurance, insurance, management, management information systems, marketing, and sports marketing. Minors generally consist of 12 credits.

Students must declare their intent to obtain a minor using the forms available in the Office of Academic Services, Auerbach Hall, room 227, and must maintain a minimum 2.0 grade point average in courses within the minor.

If a student chooses to obtain a minor, the courses taken will satisfy the unrestricted elective category of the current undergraduate

program of study. Students may also use a minor or double major course to fulfill the business elective requirement. Courses in the minor may not be taken on a Pass/No Pass basis. Students are not permitted to transfer classes from other universities as part of their minor requirements.

Non-Barney Students Interested in Business Majors or Minors

Students outside of the Barney School who wish to complete a program in the field of business may elect a minor in general business, accounting, economics and finance, entrepreneurial studies, human resource management, insurance and finance, management, management information systems, or marketing. The minors for non-Barney students are described under the different majors. Students matriculated in other colleges who also wish to receive a major in business must complete both the business core of 52 credits plus an additional 21 credits of specialization for a total of 73 credits.

Courses taken as part of any minor programs in the Barney School must be taken for a letter grade only. Any course taken as a prerequisite for a course in a minor program of study may not be taken pass/no pass. Students are not permitted to transfer classes from other universities as part of their minor requirements. Additionally, the following courses are required for all non-Barney students seeking a minor in the Barney School.

Prerequisites for all Minors for

Non-Barney Students

Required credits: 9

EC 101 Introduction to Economics [3]

M 110 Modeling Elementary Functions [3]
or equivalent

CS 110 Introduction to Computers [3]

Students must apply for admission into the minor no earlier than the end of their sophomore year. Students must have a 2.0 overall grade point average and must maintain at least a 2.0 grade point average for courses in the minor. Approval by the student's major advisor and dean are required.

An application for admission to the minor may be obtained in the Office of Academic Services, Auerbach 227.

Standard Degree Program

Bachelor of Science in Business Administration

All undergraduate candidates for the Bachelor of Science in Business Administration follow the standard program listed below. The student must elect one of the professional majors shown on the following pages.

Students with advanced placement credit in mathematics may elect a semester in M 112 or M 144 in the first year.

First Year—First Semester	<i>Credits</i>
BAR 110 World of Business	3
RPW 110 Rhetoric and Writing I	3
M 110 Modeling with Elem. Functions	3
CS 110 Intro to Computers	3
AUC All-University Curriculum	<u>3</u>
<i>Total credits</i>	<i>15</i>

First Year—Second Semester	
RPW 111 Rhetoric and Writing II	3
EC 110 Principles of Macroeconomics	3
QNT 130 Intro to Quant. Methods	3
AUC All-University Curriculum	3
Arts and Sciences elective	<u>3</u>
<i>Total credits</i>	<i>15</i>

Second Year—First Semester	
AC 210 Financial Accounting	3
EC 211 Principles of Microeconomics	3
BAR 210 Exploring Career Options	1
QNT 230 Business Statistics	3
CMM 111 Business and Prof. Comm.	3
or CMM 115 Improv. Comm. Skills	
AUC All-University Curriculum	<u>3</u>
<i>Total credits</i>	<i>16</i>

Second Year—Second Semester	
AC 211 Managerial Accounting	3
BL 230 Legal Environment of Bus.	3
Natural science with lab, including AUCTs	4
MIS 211 Management Info Systems	3
AUC All-University Curriculum	<u>3</u>
<i>Total credits</i>	<i>16</i>

Third Year—First Semester	
MGT 310 Managing Organiz. Behavior	3
MKT 310 Intro to Marketing	3
FIN 310 Business Finance	3
BAR 310 Career Planning	1
Business elective	3
Arts and Sciences elective	<u>3</u>
<i>Total credits</i>	<i>16</i>

Third Year—Second Semester	<i>Credits</i>
MGT 320 Operations Management	3
Major elective	3
Arts and Sciences elective	3
Non-business elective	3
Major internship*	<u>3</u>
<i>Total credits</i>	<i>15</i>

Fourth Year—First Semester	
Major elective	3
Major elective	3
MGT 440 Managerial Strat. and Org. Pol.	3
Arts and Sciences elective	3
Non-business elective	<u>3</u>
<i>Total credits</i>	<i>15</i>

Fourth Year—Second Semester	
Major elective	3
Major elective	3
Unrestricted elective	3
Major elective	3
Non-business elective	<u>3</u>
<i>Total credits</i>	<i>15</i>

***All Barney students are required to participate in an internship experience within their major prior to graduation and are encouraged to do this in their junior year.** The internship may be completed during the fall, spring, or summer semester. If taken during the summer semester, the student **must complete all required paperwork by June 15 of that summer. Students will not be allowed to complete an internship retroactively. All internships must be approved and all required paperwork must be completed prior to beginning an internship.** Please see the departmental internship coordinator for details.

Note: As part of the commitment to continuous improvement, all Barney students are required to participate in assessment activities throughout their course work in the Barney School. These consist of assessment of computer skills, writing skills, teamwork skills, and an assessment by the employer during the internship experience. Seniors also participate in a satisfaction survey and a comprehensive exam covering basic business knowledge and knowledge in the major. Although no grade is given for this comprehensive exam, all Barney majors must take it as a condition of graduation.

Accounting Major

Professors Broden, Nodoushani

Associate Professors Bannister (Chair), Gantt, Lamberton, Smith

Assistant Professors Generas, Machuga

Lecturers Hogan, Thompson

Office Coordinator Beverly Collins

Accounting is a professional major designed to provide students with the opportunity to acquire the basic knowledge of accounting theory and practice that will qualify them for careers in public, financial, managerial or governmental accounting. The field of accounting includes course work in auditing, federal income taxation, cost accounting, financial reporting, and accounting information systems.

Courses are designed so that a student understands the intellectual threads of modern accounting and its interrelationship to the fields of statistics, operations research, and computers. The program provides the solid background in accounting theory and practice, which is a definite plus in today's job market.

The Accounting department regularly offers major requirement courses in the evening. Most are offered at least once in a two-year period in the evening. Students are advised to check with the Accounting department for specific schedules of evening offerings.

Fifth-Year Program. Students who wish to undertake a fifth year of study to meet the professional qualifications required by the American Institute of Certified Public Accountants and the Connecticut State Board of Accountancy may apply for admission to the Master of Science in Accounting and Taxation program. Applications are made in the senior year to the director of the Master of Science in Accounting and Taxation program. Please see specific program requirements in the *Graduate Bulletin*.

CPA Examinations. Information regarding specific CPA requirements in all states and territories should be obtained from the respective boards of accountancy in those states.

CFM and CMA Examinations. Students who have completed the Bachelor of Science in Business Administration with a major in accounting are eligible to sit for the CMA and CFM examinations as administered by the Institute of Management Accountants. Information regarding the examinations may be obtained directly from the Institute.

Requirements for the Major

Required credits: 21

(To fulfill professional major requirements in the standard degree program for business administration)

Junior Year (12 credits)

AC 320-321 Financial Reporting Theory I-II [6]

AC 325 Accounting Information Systems [3]

AC 332 Cost Management [3]

Senior Year (9 credits)

AC 425 Federal Income Tax Concepts [3]

AC 430 Auditing Concepts and Problems [3]

AC 480 Internship in Accounting [3]

Requirements for the Minor for

Barney Students

Required credits: 12

AC 320 Financial Reporting Theory I [3]

AC 325 Accounting Information Systems [3]

Two additional accounting electives (6 hours) from the following:

AC 321 Financial Reporting Theory II [3]

AC 332 Cost Management [3]

AC 410 Personal Financial and

Tax Planning [3]

AC 425 Federal Income Tax Concepts [3]

AC 430 Auditing Concepts and Problems [3]

Requirements for the Minor for

Non-Barney Students

Required credits: 18 (in addition to prerequisites for all non-Barney minors, page 224)

AC 210 Financial Accounting [3]

AC 211 Managerial Accounting [3]

AC 320 Financial Reporting Theory I [3]

AC 325 Accounting Information Systems [3]

Two additional accounting electives from the following:

AC 321 Financial Reporting Theory II [3]

AC 332 Cost Management [3]

AC 410 Personal Financial and

Tax Planning [3]

AC 425 Federal Income Tax Concepts [3]

AC 430 Auditing Concepts and Problems [3]

FIN 310 Business Finance [3]

Economics and Finance Major

Professors Coleman, Giannaros, Kolluri
(*Chair*), Lashgari, Rassekh, Wahab
Associate Professors Cohen, Singamsetti
Assistant Professors Cotei, Kamal, Yang
Instructor James Peta
Office Coordinator Alice Schoenrock

Economics and finance provides a valuable background for any professional. Market forces and the worldwide flow of financial and non-financial resources impact all types of organizations. The ability to understand and utilize these forces is a valued job skill. Careers in economics and finance include stock and bond trading, financial analysis, banking, consulting, and international business. This major also provides a strong foundation for graduate work in economics, law, public administration, and international affairs. Through selection of electives, each student's program may be developed in accordance with his or her own career goals and objectives. Students in the College of Arts and Sciences who wish to major in economics should refer to page 141 in this *Bulletin*.

Required economics and finance courses are regularly offered in the evening. Most are offered at least once in a two-year period in the evening. Students are advised to check with the Finance, Economics, and Insurance department for specific schedules of evening offerings.

Requirements for the Major

Required credits: 21

(To fulfill professional major requirements in the standard degree program for business administration)

Junior and Senior Years

EC 311 Intermediate Macroeconomic Analysis [3]
EC 312 Managerial Economics [3]
FIN 430 Investment Analysis [3]
FIN 450 International Finance [3]
EC 480 Internship in Economics [3]
or FIN 480 Internship in Finance [3]
Economics and Finance electives [6]

Requirements for the Minor for Barney Students

Required credits: 12

EC 312 Managerial Economics [3]
FIN 430 Investment Analysis [3]
Economics and Finance electives [6]

Requirements for the Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 224)

AC 210 Financial Accounting [3]
EC 312 Managerial Economics [3]
FIN 310 Business Finance [3]
FIN 430 Investment Analysis [3]
One economics or finance elective [3]

Entrepreneurial Studies Major

Professors Broden, Coleman, Fairfield-Sonn
Associate Professors Morgan, Katrichis (*Chair*)
Assistant Professors Naoumova, Generas
Office Coordinator Eileen Johnson

The majority of new job openings in the United States today are in small businesses, and most successful business leaders display a great deal of entrepreneurial behavior. Entrepreneurial studies is an interdisciplinary major that focuses on the tools needed to start a new business, expand a family business, lead innovation efforts in a corporate environment, or become a top manager in a fast-growing enterprise.

As part of the business core, students take upper-division business requirements, including Introduction to Marketing, Managing Organizational Behavior, Business Finance, and Operations Management. The major program then begins with a Principles of Entrepreneurship seminar, and continues with upper-level courses in all of the business disciplines, including Marketing Communications, Small-Business Finance, Accounting/Tax for Small Business, and Business Law. The capstone Seminar in Entrepreneurship pulls it all together, giving students an opportunity to complete a professional business plan that can be implemented to start a new venture of their own creation.

Requirements for the Major

Required credits: 21

(To fulfill professional major requirements in the standard degree program for business administration)

Junior and Senior Years

ENT 314 Principles of Entrepreneurship [3]
MKT 325 Marketing Communication [3]
AC 410 Personal Financial and Tax Planning [3]
FIN 484 Small-Business Finance [3]
ENT 414 Seminar in Entrepreneurship [3]
MGT 480 Internship in Management [3]
or ENT 480 Internship in Entrepreneurship [3]

One additional approved elective course (3 credit hours) in the entrepreneurial studies curriculum

Requirements for the Minor for Barney Students

Required credits: 12

ENT 314 Principles of Entrepreneurship [3]

Three additional elective courses (9 credit hours) from the following:

MKT 325 Marketing Communications [3]

BL 330 The Law of Business Organizations [3]

FIN 484 Financing a Small Business [3]

ENT 414 Seminar in Entrepreneurship [3]

Requirements for the Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 224)

MGT 310 Managing Organizational

Behavior [3]

MKT 310 Marketing [3]

ENT 314 Principles of Entrepreneurship [3]

Two additional approved elective courses

(6 credit hours) in MGT or MKT (MKT 491

Digital Marketing recommended)

Insurance and Finance Major

Professors Coleman, Kolluri (Chair), Lashgari, Wahab

Associate Professor Costello

Assistant Professors Cotei, Lei

Office Coordinator Alice Schoenrock

The combined insurance and finance major offers the opportunity to acquire a general knowledge of each discipline, as well as specialized theory and practice in these interrelated fields. The curriculum seeks to expand capacities, perspectives, and skills of students who are preparing for careers in insurance and finance, including the area of risk management. This major represents a segment of the individual undergraduate Insurance and Finance program, forming a cohesive interdisciplinary program of study. While forsaking some specialization in one field, the student gains significant exposure to two specialized fields of business administration.

Required insurance and finance courses are regularly offered in the evening. Most are offered at least once in a two-year period in the evening. Students are advised to check with the Finance, Economics, and Insurance department for specific schedules of evening offerings.

Requirements for the Major

Required credits: 21

(To fulfill professional major requirements in the standard degree program for business administration)

Junior and Senior Years

FIN 430 Investment Analysis [3]

FIN 432 Investment Management [3]

FIN 450 International Finance [3]

INS 480 Internship in Insurance [3]

And three of the following five courses:

INS 320 Social Insurance [3]

INS 322 Fundamentals of Life Insurance [3]

INS 324 Property and Casualty Insurance [3]

INS 430 Fundamentals of Employee

Benefits [3]

INS 434 Risk Management [3]

It is recommended that insurance/finance majors take INS 210 Principles of Insurance [3] as their business elective.

Requirements for the Insurance and Finance Minor for Barney Students

Required credits: 12

Two approved insurance electives (6 credit hours)

Two approved finance electives (6 credit hours)

Requirements for the Insurance Minor for Barney Students

Required credits: 12

Four elective courses from the following

(12 credit hours):

INS 210 Principles of Insurance [3]

INS 320 Social Insurance [3]

INS 322 Fundamentals of Life Insurance [3]

INS 324 Property and Casualty Insurance [3]

INS 430 Fundamentals of Employee

Benefits [3]

INS 434 Risk Management [3]

Requirements for the Insurance and Finance Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 224)

AC 210 Financial Accounting [3]

INS 210 Principles of Insurance [3]

FIN 310 Business Finance [3]

One approved insurance elective [3]

One approved finance elective [3]

Management Major

Professors Fairfield-Sonn, LaPlaca
Associate Professors Congden, Katrichis
 (Chair), Kidder, Morgan, Ogilvie, Sumukadas
Assistant Professors Cohen, Naoumova
Instructors Braithwaite, Bzullak
Office Coordinator Eileen Johnson

Management majors participate in a variety of educational experiences that develop knowledge of managerial decision making and supervision of people to achieve organizational goals. The objective is to prepare students to be effective members and eventual leaders in for-profit and not-for-profit organizations of all sizes. Students learn fundamental principles of organizations, the nature and capabilities of people, how to function well in a team, and the methods involved in analyzing and solving managerial problems. Management majors gain insight and skills needed for careers as professional managers or as self-employed entrepreneurs. These skills include communication, group process, decision making, planning, human resource management, information systems, and ethics. Each student takes both required courses and electives. Via electives, flexibility is permitted so that a student's program may be tailored toward his or her own career goals and objectives.

Required management courses are regularly offered in the evening. Most are offered at least once in a two-year period in the evening. Students are advised to check with the Management and Marketing department for specific schedules of evening offerings.

Requirements for the Major

Required credits: 21

(To fulfill professional major requirements in the standard degree program for business administration)

Junior/Senior Year

Required courses:

MGT 360 Developing Management Skills [3]
 MGT 410 Human Resource Management [3]
 MGT 421 Leadership in the 21st Century [3]
 MGT 430 Process and Project Management [3]
 MGT 480 Internship in Management [3]
Plus two elective courses to be selected in consultation with an advisor. Some of the possible electives are the following:
 ENT 314 Principles of Entrepreneurship [3]
 MGT 315 Group Dynamics and Interpersonal Relationships [3]
 MGT 418 Ethics of Management [3]
 MGT 422 Work Force Diversity [3]
 MGT 425 Introduction to Negotiations [3]

Requirements for the Management Minor for Barney Students

Required credits: 12

MGT 360 Developing Management Skills [3]
 MGT 410 Human Resource Management [3]
Two additional approved management electives from required courses or electives listed above (6 credit hours)

Requirements for the Management Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 224)

MGT 310 Managing Organizational Behavior [3]
 MGT 360 Developing Management Skills [3]
 MGT 410 Human Resource Management [3]
Two additional approved electives in management, management information systems, or marketing (6 credit hours)

Requirements for the Human Resource Management Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 225)

MGT 310 Managing Organizational Behavior [3]
 MGT 410 Human Resource Management [3]
 INS 430 Fundamentals of Employee Benefits [3]
Two additional approved electives in management or insurance (6 credit hours)

Requirements for the Management Information Systems Minor for Barney Students

Required credits: 12

Required courses:

MIS 350 Information Systems Analysis and Design [3]
Three additional electives from the following courses:
 MIS 441 Data Communications, Networks, and Connectivity [3]
 MIS 442 Database Modeling and Management [3]
 MIS 443 Business Programming [3]
 MIS 444 Decision Support with Artificial Intelligence and Expert Systems [3]
 MIS 450 Strategic Management Information Systems [3]
 MIS 460 E-business Technology Management [3]
 MIS 490 Special Topics in Information Systems [3]
 CS 111 Programming Foundations [3]
 CS 175 Introduction to Internet Programming [3]

IIT 210 Developing Dynamic Internet Documents [3]

Any other IS/IT course approved by MIS faculty [3]

Requirements for the Management Information Systems Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 224)

MIS 211 Management Information Systems [3]

MGT 310 Managing Organizational Behavior [3]

MIS 350 Information Systems Analysis and Design [3]

Two additional approved electives from the following courses (6 credit hours):

MIS 441 Data Communications, Networks, and Connectivity [3]

MIS 442 Database Modeling and Management [3]

Approved Marketing or Management elective [3–6]

Marketing Major

Professor LaPlaca

Associate Professors Albert, Canedy, Katrichis (Chair), Steinberg

Assistant Professor Hao

Instructor Bzullak

Office Coordinator Eileen Johnson

The Barney School offers a major in marketing for students aspiring to leadership positions in the private, public, and not-for-profit sectors. The marketing concentration includes courses in consumer behavior, marketing research, and marketing strategy as well as a wide range of elective courses. Graduates of the program follow career paths in fields such as sales, advertising and promotions, retail, marketing research, and market analysis in large and small, domestic and global, corporate and not-for-profit organizations, and in family businesses.

Students are required to complete an internship as part of their program of study. Internships with area businesses and not-for-profit organizations are available to students in their junior or senior year. Marketing majors are encouraged to join the University of Hartford chapter of the American Marketing Association. This award-winning student organization offers a variety of activities, including a series of speakers, career-oriented programs, and student projects.

Required marketing courses are regularly offered in the evening. Most are offered at least once in a two-year period in the evening. Students are advised to check with the Management and Marketing department for specific schedules of evening offerings.

Requirements for the Major

Required credits: 21

(To fulfill professional major requirements in the standard degree program for business administration)

Junior Year

MKT 340 Consumer Behavior [3]

Senior Year

MKT 420 Marketing Research [3]

MKT 454 Marketing Strategy [3]

MKT 480 Internship in Marketing [3]

Approved marketing electives [9]

Requirements for the Marketing Minor for Barney Students

Required credits: 12

Four marketing electives selected in consultation with a designated faculty advisor (12 credit hours)

Requirements for the Marketing Minor for Non-Barney Students

Required credits: 15 (in addition to prerequisites for all non-Barney minors, page 224)

MKT 310 Introduction to Marketing

MKT 325 Marketing Communications

MKT 340 Consumer Behavior

Two additional approved marketing or management electives (6 credit hours)

Minor in Business Administration

The minor in business administration is designed to provide students matriculating in bachelor's programs in the other colleges of the university with an introduction to the fundamental skills of business. The minor consists of 15 credit hours in business and has a prerequisite of 9 credit hours as outlined below.

Prerequisites for all Minors for

Non-Barney Students

Required credits: 9

EC 101 Introduction to Economics [3]

M 110 Modeling Elementary Functions [3]
or equivalent

CS 110 Introduction to Computers [3]

Requirements for the Minor

Required credits: 15

AC 210 Financial Accounting [3]

MGT 310 Managing Organizational Behavior [3]

MKT 310 Principles of Marketing [3]

FIN 310 Business Finance [3]

Approved business elective [3]¹

An application should be submitted to the Office of Academic Services of the Barney School, which will monitor the progress of students in the minor and, upon successful completion, will notify the Registrar's Office to record the minor on students' transcripts.

Experiential Education Program

The University's Experiential Education program (see page 17) is open to Barney students. Students must complete 23 credit hours, be enrolled in BAR 210 or have completed BAR 210, have the permission of the student's faculty advisor and the co-op coordinator, register for BAR 270, and complete all required paperwork. Co-op students typically work part time. Academic credit as an unrestricted elective is awarded based on the student's completion of a learning contract and a paper assigned by the co-op coordinator for the Barney School. See the description of BAR 270 Cooperative Education on page 241 and contact the co-op coordinator for the Barney School for more information.

R. C. Knox Center for Insurance Studies

As part of the Barney School's graduate and undergraduate degree programs, the R. C. Knox Center for Insurance Studies provides information and advice to all students interested in careers in the field of insurance. Special programs are also sponsored by the R. C. Knox Center, dealing with important current issues in insurance.

Barney students with such interests take the standard core courses in accounting, marketing, economics and finance, mathematics and management. They also have access to many elective courses in the College of Arts and Sciences and other colleges of the University.

¹Any Barney business course (excluding EC 110 and EC 211), or either AUCS 130 Dynamics of Business or AUCC 210 Cultures and Transnational Corporations.

International Studies

All segments of business are becoming increasingly international as the interdependence of the global economy grows. The international dimensions of business are included in courses in the core curriculum. The Barney School also offers a variety of specialized international business courses, and many faculty have significant international expertise and experience. In addition, many international students are enrolled at the Barney School, and a cross-cultural environment can be found in many upper-level courses. The Barney School also has exchange agreements with educational institutions in Europe.

Course Descriptions

The course numbering system is described on page 60.

Not all of the courses listed in this *Bulletin* are offered each year. Offerings for each semester, and for the summer sessions, are listed in the class schedules, which are available during each registration period in the Academic Services Office. The University reserves the right to make changes in academic programs.

Accounting

AC 210 Financial Accounting [3] An introduction to financial accounting fundamentals in today's business world. The basic financial statements are presented: balance sheet, income statement, statement of cash flows, and statement of retained earnings. Students are exposed to the recording, summarization, and presentation of financial information and methods of analyzing financial statements.

AC 211 Managerial Accounting [3] An overview of managerial accounting principles and practices. Topics include budgeting, cost-volume-profit analysis, short-run decision making, standard costing, cost accounting systems, and the statement of cash flows. Prerequisite: AC 210.

AC 320 Financial Reporting Theory I [3] A detailed study of the theory and practice of financial reporting. Emphasis is placed on the collection and communication of accounting information through the accounting records and financial statements. Topics include methods of asset valuation and classification, liability recognition, income recognition, and measurement of equity. The practical and ethical ramifications

of reporting method choice on financial statement informativeness are considered. Prerequisites: A grade of C or better in both AC 210 and 211, or MBA 612, or equivalent.

AC 321 Financial Reporting Theory II [3] A continuation of AC 320. Prerequisite: A grade of C or better in AC 320 or equivalent.

AC 325 Accounting Information Systems [3] Introduces the use and control of manual and computerized accounting systems. The course topics include the analysis and internal control of the revenue, expenditure and financial reporting cycles, data-based management systems and network technology in accounting, control procedures in automated environments, and ethical considerations involved in accounting control systems. Students will be required to build a small accounting system using a spreadsheet or database package. Prerequisites: A grade of C or better in CS 110, both AC 210 and 211, or MBA 612, or equivalent. (Laboratory fee)

AC 332 Cost Management [3] The course presents advanced topics in cost and managerial accounting. Selected topics include cost behavior and analysis, activity-based costing, cost accumulation systems, analysis of cost variances and the impact of professional codes of ethical conduct on the analysis and dissemination of accounting information. The use of spreadsheet packages to prepare managerial reports will also be emphasized. Prerequisites: A grade of C or better in both AC 210 and 211, or MBA 612, or equivalent.

AC 410 Personal Financial and Tax Planning [3] Study of effective tax and financial planning for individuals, including the financial planning process, closely held business planning, educational funding, retirement, and estate planning. Prerequisite: FIN 310.

AC 423 Advanced Accounting Problems [3] An examination of advanced topics in financial reporting and practice. Topics include accounting for organizing, operating, changing the status of, or liquidating partnerships; branch accounting; consolidated financial reporting with domestic and/or international subsidiaries; accounting for transactions involving foreign currencies; and foreign currency-based financial statement translation. Prerequisite: A grade of C or better in AC 321 or equivalent.

AC 425 Federal Income Tax Concepts [3] An introduction to basic tax concepts applying to individuals and business entities. Discussion will focus on items of gross income, itemized deductions, trade or business expenses, and

depreciation. Organizing, operating and distributing the income of business entities will be considered. Prerequisites: A grade of C or better in both AC 210 and 211, or MBA 612, or equivalent.

AC 430 Auditing Concepts and Problems [3] A study of the duties and responsibilities of the auditor, the mechanics of the audit, and the interrelationship between the auditor, the client, and the public. Covers principles and standards, general and special audits, examinations of internal control, audit reports, and standards of ethical conduct. A significant project related to auditing is required in this course. Prerequisite: A grade of C or better in AC 321 or equivalent.

AC 480 Internship in Accounting [3–6] This course fulfills the required internship for students majoring in accounting. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210, AC 320, junior status, departmental approval, and cumulative GPA of 2.0.

AC 481 Independent Study in Accounting [1–3] Supervised individual study, under the direction of a faculty advisor, on a topic of interest to the student and the faculty advisor. Prerequisite: Permission of department chair.

AC 490 Selected Topics in Accounting [3] A critical and intensive study of selected topics in the field of accounting. Prerequisite: Senior standing or permission of instructor.

BL 230 The Legal Environment of Business [3] An investigative survey of the nature and function of law as applied to business organization and government agencies. Pertinent features of the American legal system will be reviewed in light of the economic and social problems and forces shaping its evolution.

BL 330 The Law of Business Organization [3] An examination of the forms of business enterprise and an analysis of modern commercial law. The doctrines governing partnerships, corporations, and other forms of business organization are examined. Includes analysis and application of the Uniform Commercial Code and other uniform laws. Prerequisite: BL 230.

Economics

EC 101 Introduction to Economics [3] An introduction to the study of economics and its applications to issues such as budget deficit, tax policy, inflation, unemployment, and international trade. The course will also apply economics to issues such as health care, poverty, and

crime. The course may not be taken for credit by Barney students, A&S economics majors, and political economy majors.

EC 110 Principles of Macroeconomics [3]

This course introduces students to macroeconomic theory relating to the collective economic roles of consumers, businesses, and governments. Topics include national income accounting, unemployment, inflation, the business cycle, fiscal and monetary policy, banking, economic growth, and international trade.

EC 211 Principles of Microeconomics [3]

This is an introductory course in microeconomic theory. Students will learn basic principles of economic decision making from the perspective of the individual, firm, and industry. Particular attention is given to the market system and how prices and profits coordinate the actions of economic decision makers. Topics include demand and supply, consumer behavior, costs and production, market structure, market failure, regulation, poverty, and income distribution.

EC 215/GS 215 Women in the Economy [3]

A survey course covering the economic factors that play a significant role in the economic life of women. Topics include the economics of households, marriage, and families; changes in labor force participation; causes and consequences of gender differences in occupations and earnings; government policies that have an impact on the economic well-being of women; and an international comparison of the economic conditions of women.

EC 290 Special Topics in Economics [3] Study of selected topics in economics designed specifically for non-business majors. Not available for credit for Barney School students.

EC 311 Intermediate Macroeconomic Analysis [3]

This course is designed to provide students with the economic and analytical tools to better understand the domestic and global economic environments; macroeconomic problems, such as inflation and unemployment; and the alternative policy proposals suggested for solving these problems. Emphasis will be placed on business cycle behavior, stabilization policies, economic growth, and international macroeconomic linkages. Prerequisites: EC 110 and 211.

EC 312 Managerial Economics [3] This course integrates the traditional coverage of microeconomic theory with modern developments in the theory of economic organizations and managerial decision making. Introducing the

concepts of transaction costs, this course examines efficiency and coordination with firms, and provides tools for effectively analyzing a wide variety of business situations. Topics include the neoclassical theory of the firm, the organization of the firm, centralized decision making, market failure and externalities, economics of information, and game theory. Prerequisites: EC 110 and 211.

EC 316 The Economics of Public Policy [3]

This course applies basic economic theories for analysis of some current socioeconomic issues for public policy decision making. Selected policy areas may include analyzing international macroeconomic and microeconomic data obtained through the Internet or other sources, inflation and unemployment, economic growth, urban decay, poverty, discrimination, health care, retirement policies, tariffs and international trade policy, pollution, government regulations, income distribution, and other contemporary issues. Students are expected to work in teams to develop alternative solutions to problems discussed. Prerequisites: EC 110 and 211, or permission of instructor.

EC 324 Economics of Money, Banking, and Financial Markets [3]

This course stresses the economic way of thinking by developing a unifying analytical framework for the study of money, banking, and financial markets. This framework uses a few basic economic principles to analyze the structure of financial markets, the foreign exchange market, bank management, and the role of money in the economy. International applications are integrated throughout the course. Topics such as international banking, conduct of monetary policy in other countries, and the growing integration of financial markets, among others, will be covered. Prerequisites: EC 110 and 211.

EC 330 History of Economic Thought [3]

This course examines the development of economic theories from preclassical to contemporary economics. Emphasis is placed on contributions of individual writers and schools of economic thought. Prerequisites: EC 110 and 211, or permission of instructor.

EC 344/HIS 320 Advent of Industrialization in the Western World [3]

The processes of industrialization and economic growth; the first industrialization in England; the subsequent spread of industrialization in the Western world; the social, political, and intellectual concomitants of industrialization.

EC 346/HIS 272 Industrialization in Asia [3]

An examination of the responses of non-Western societies to contact with Western technological superiority since the Meiji Era in Japan and their varied experiences with the imperatives of induced industrialization, as distinguished from the earlier Western pattern of spontaneous industrialization. Prerequisite: Permission of instructor.

EC 354 Economic Growth and Development

[3] Analysis of the fundamental, social, political, and economic factors that influence economic development. Emphasis on factors that condition growth in underdeveloped countries and on problems of maintaining growth rates in advanced economies. Prerequisites: EC 110 and 211.

EC 362 Public Finance [3] Deals with decision making for governmental activities and expenditures, as affected by certain relevant areas of economics, political science, and administrative theory. Special emphasis is given to cost-benefit analysis; budget systems, particularly program budgeting; effects of taxation on equity and efficiency; fiscal policy and intergovernmental fiscal relationships. Prerequisite: EC 211.

EC 450 International Economics [3] A survey of the salient features of the present international economy and a foundation in the theory of international trade and finance. Topics include classical and modern trade theories, regional economic integration, commercial policy, and current issues of the global economy. Prerequisites: EC 110 and 211.

EC 464 Economics of the City [3] Builds on basic microeconomic principles to address the questions of where firms and consumers choose to locate and how and why they make their choices. Topics include location theory; market forces that result in development of cities; government policies that affect land rent and land use within cities; spatial aspects of poverty, discrimination, and housing; and state and local government spending on education and property taxation. Prerequisite: EC 312.

EC 470 Industrial Organization and Antitrust Policy

[3] A discussion and appraisal of specific governmental regulatory policies toward business. Topic areas include historical origins of regulatory policies; competition and monopoly theory; industrial organization theory, business concentration, predatory pricing theory and practice, barriers to entry; selected antitrust cases dealing with monopoly, price fixing, price discrimination, tying agreements and mergers.

In addition, the political and social ramifications of regulatory policy will be examined. Prerequisite: EC 211.

EC 480 Internship in Economics

[3] This course fulfills the required internship for students majoring in economics/finance. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210, EC 311 or 312, junior status, departmental approval, and cumulative GPA of 2.0.

EC 481 Independent Study in Economics

[3] Supervised individual study, under the direction of a faculty advisor, leading to a written report of professional quality. Prerequisite: Junior or senior standing.

EC 491 Special Topics in Economics

[3] This course will provide a vehicle for offering new or experimental courses to economics and finance majors. Prerequisite: Junior or senior standing.

QNT 130 Introduction to Quantitative Methods for Business

[3] This course provides the necessary skills to understand the role of statistics in business decision making. Topics include a review of basic mathematics relevant in business, and linear and nonlinear applications of quantitative techniques and optimization procedures. Data analysis, probability, random variables, binomial probability distribution, the role of expected values in decision making in business are also covered. Excel and other statistical software are used for problem solving. Prerequisite: M110. Laboratory fee.

QNT 230 Business Statistics

[3] This course encompasses the basic statistical techniques used in business, government, and research. Topics include probability distributions, sampling, statistical inference, quality control, Chi-square tests, simple and multiple regression with applications in business. Prerequisite: QNT 130 or equivalent. Laboratory fee.

Entrepreneurship

ENT 314 Principles of Entrepreneurship

[3] This course concentrates on the variables required to be successful in starting a business. Topics include the profile of the entrepreneur, differences between life-style and growth-oriented entrepreneurship, teamwork in entrepreneurship, identifying a market and product to service, issues in family business development. Self-assessment is a key component of the course. Teaching methods may include cases, discussion, experiential activities, team and individual projects and presentations, lecture

individual projects and presentations, lecture and guest speakers. Prerequisites: MGT 310 and MKT 310 (concurrent).

ENT 414 Seminar in Entrepreneurship [3] A capstone course for the entrepreneurial studies major. Examines crucial facets of self-employment ventures. Students develop a business plan for launching and maintaining an independent enterprise. Students also assess their own skills and interests to compare with the successful entrepreneurial profile. Case analysis and classroom discussion deal with a variety of problems at different stages of a new venture. Prerequisites: AC 410, FIN 484, MGT 314, and MKT 325; or permission of the instructor.

ENT 480 Internship in Entrepreneurship [3] This course fulfills the required internship for students majoring in entrepreneurial studies. Under the supervision of a faculty advisor, students gain field experience with a for-profit or not-for-profit entrepreneurial venture. Prerequisites: BAR 210, ENT 314, junior status, departmental approval, and cumulative GPA of 2.0.

Finance and Insurance

FIN 310 Business Finance [3] An introduction to general principles of business finance. Subjects include financial statements, discounted cash-flow analysis, risk and return, stock and bond valuation, capital structure, cost of capital and capital budgeting. Emphasis is placed on the development of problem-solving skills and financial applications in the business community. Prerequisite: AC 210.

FIN 360 Cases in Finance [3] Designed to train the student in the many ways of thinking about corporate financial problems. The cases provide the basis for class discussions on the approach to financial problem solving. Prerequisite: FIN 310 or equivalent.

FIN 380 Financial Mathematics [3] This course provides an overview of the fundamental concepts in financial mathematics and an introduction to financial derivatives. Topics include interest rates, annuities, perpetuities, valuation of various financial instruments, term structure of interest rates, duration, financial forwards, futures and options, swaps and other strategies used in risk management. Pre- or corequisites: FIN 310 and permission of instructor.

FIN 430 Investment Analysis [3] In this course, students learn about the analysis and valuation of stocks and bonds and the measurement of investment performance. Topics include trading mechanisms and the structure of finan-

cial markets around the world. The risk associated with such investments and techniques for measuring them are analyzed. Valuation of contingent claims, such as options and futures, is also discussed. International topics and ethics are an integral part of the course. Prerequisite: FIN 310.

FIN 432 Investment Management [3] In this course, students will learn about the theory and practice of portfolio management. These subjects will be covered for both individual and institutional portfolios. Topics are alternative techniques for designing investment portfolios and the criteria for revision and performance evaluation. Portfolio insurance and the use of options and futures markets will also be discussed. International topics, ethics, and social issues will be an integral part of the course. A group project in portfolio management is designed to develop student skills to work cooperatively in teams. Prerequisite: FIN 430.

FIN 436 Real Estate Finance [3] The course is designed to give the student an understanding of the decision-making tools needed to accurately analyze real estate as an investment. Topics include appraisal techniques and investment evaluation, real estate development, financial leverage, and corporate investment. The social and environmental impact of development is addressed, as are advances in informational technology related to development and evaluation. Prerequisite: FIN 310.

FIN 450 International Finance [3] Analysis of the international financial environment with particular emphasis on the foreign exchange markets and their interrelationships with international financial management; overview of major international financial markets and instruments, foreign exchange hedging, speculation and arbitrage, optimal short-term and long-term borrowing and investing decisions; analysis of currency futures, forwards, and options markets and their uses in international corporate financial management; forecasting foreign exchange rates; measuring and managing foreign exchange risks; multinational corporate cost of capital and capital budgeting; and instruments of international trade finance. Prerequisite: FIN 310.

FIN 480 Internship in Finance [3] This course fulfills the required internship for students majoring in economics/finance. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210,

FIN 310, junior status, departmental approval, and cumulative GPA of 2.0.

FIN 481 Independent Study in Finance [3] Supervised individual study under the direction of a faculty advisor, leading to a written report of professional quality. Prerequisite: Junior or senior standing.

FIN 484 Financing a Small Business [3] An examination of the financial issues and problems faced by small businesses. Topics include financial statement analysis, forecasting, working capital management, coping with financial distress, sources of capital, business valuation, and ethical issues. Students will develop problem-solving skills by analyzing weekly case study assignments and preparing a comprehensive business plan. Emphasis will be placed on the availability and use of community resources to assist small businesses. Extensive use of computer spreadsheet programs required. Prerequisite: FIN 310.

INS 210 Principles of Insurance [3] The course focuses on the financial tool of insurance and the involvement of government, employers, and individuals in the decision-making process. Emphasis is placed on methods of dealing with risk from both the business and consumer viewpoints. This includes the changing risk exposures that are evident in today's society, including globalization and technological risks.

INS 320 Social Insurance [3] An examination of financial insecurity caused by occupational injuries, unemployment, old age, premature death, and general illness. The emphasis is on government approaches in dealing with these economic and social problems. This course examines political and economic issues of health care, social security, worker's compensation, and unemployment insurance and the effect of social policy on individual and corporate decision making.

INS 322 Fundamentals of Life Insurance [3] The course examines the needs and uses of life insurance and annuities. Different types of life policies, life contract provisions, life insurance company operations, and marketing programs are reviewed. Ethical issues facing life insurance company management are discussed, as are selected strategic planning matters.

INS 324 Property and Casualty Insurance [3] This course examines the structure of insurance markets and the financial management of property-liability insurance companies. The key operational functions of an insurer are discussed

in a financial context. These areas include underwriting, marketing, pricing, reinsurance, accounting contracts and investments. Emphasis is given to understanding the strategy and vision that property-liability insurers incorporate and how they affect operations, and how insurers are implementing new technology in distribution systems.

INS 430 Fundamentals of Employee Benefits [3] A comprehensive analysis of employee benefits from management, insurance, and public viewpoints. The design and financing aspects of individual benefits, ranging from health care to dependent care to pensions are examined in meeting the business and individual needs of a diverse work force.

INS 434 Corporate Risk Management [3] This course examines the scientific approach to the problem of dealing with risks that companies face today. Students will learn to develop comprehensive risk-management plans incorporating identification, control, and financing of all corporate risks. Risk-management tools covered include loss control, insurance, captives, options, swaps, and futures/forward contracts. Emphasis is given to today's global marketplace and the risks faced by multinational firms. Since risk management is usually a multidisciplinary team effort, all assignments and class discussions will involve teamwork.

INS 480 Internship in Insurance [3] This course fulfills the required internship for students majoring in insurance/finance. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210, INS 210 or 322 or 324, junior status, departmental approval, and cumulative GPA of 2.0.

INS 481 Independent Study in Insurance [3] Content to be determined between advisor and student.

Management

MGT 310 Managing Organizational Behavior [3] To manage in the global marketplace, students learn about responding to changing environmental events by establishing management systems that are effective, efficient, and adaptive. Students are responsible for setting goals and strategies, organizing diverse teams, leading and motivating members, and improving performance, as well as understanding the consequences of these actions on human behavior. Prerequisite: Completion of 40 credits.

MGT 315 Group Dynamics and Interpersonal Relationships [3] This course focuses on improving students' ability to work in interpersonal, team, and group contexts. Small-group theory and research form the basis for the study of communication, leadership, and group decision-making skills. Through interaction and feedback, students develop an awareness of their own behavior and how it affects others in pairs, groups, and teams. They also develop skills in dealing with people of diverse backgrounds. A weekend workshop may be held in lieu of several classes. Prerequisite: MGT 310.

MGT 320 Operations Management [3] An introduction to the concepts, principles, problems, and practices of operations management in both manufacturing and service organizations. Topics such as operations strategy, facilities design, operations planning and control, quality and productivity, and project management will be covered. Prerequisites: QNT 230 and MGT 310 (may be taken concurrently).

MGT 360 Developing Management Skills [3] The demands of business today require a range of decision-making and team-leadership skills. Topics include conflict management, creativity, communication, giving professional presentations, problem solving, group roles, power, and team dynamics. Students practice, assess, and reflect on their skills as potential managers, learning their strengths and weaknesses in these key areas. Prerequisite: MGT 310 or permission of instructor.

MGT 410 Human Resource Management [3] The human resource (HR) function is being asked to contribute directly to the success of today's organizations worldwide. This course discusses the changing roles of human resource management in bringing about this leadership through strategic thinking. In addition to strategic aspects, students learn fundamental HR practices, such as job analysis, performance appraisal, and interviewing techniques. The complex legislative, judicial, international, and demographic issues that impact HR systems are also presented. Applications in the use of information technology to complete HR tasks are demonstrated. Students analyze cases and practice human resource techniques through projects and discussions. Prerequisite: MGT 310.

MGT 412 Managing Early Career Choices [3] Today's workers frequently change jobs and careers. A variety of careers are available today that were unknown a decade ago. To face this reality, students need information and skills to

understand the global workplace, to assess their own skills, and to select employment wisely. Each student is expected to engage in an in-depth self-assessment and develop a career plan. Students also learn about techniques, including databases and interactive systems, used by managers and career specialists to develop employees' careers. Prerequisite: MGT 310.

MGT 418 Ethics of Management [3] This course explores many issues and questions dealing with what is right, proper, and just for leaders and managers. Students analyze ethical dilemmas using a variety of conceptual frameworks in order to recommend specific management action. Prerequisite: MGT 310.

MGT 420 Seminar in Management [3] Analysis and presentation of an empirical, theoretical, or practical area of management. Students are expected to make presentations and be responsible for segments of the class activity. Prerequisite: MGT 310.

MGT 421 Leadership in the 21st Century [3] This course provides an overview of historical and contemporary theories of leadership. Its primary goal is to equip students with self-awareness and leadership skills for individual, team, and organizational contexts. The course integrates theory and practice through the use of readings, lecture, online discussion, video cases, targeted reflection papers, experiential activities/simulations, contact with local leaders, and practice of leadership skills. At the end of the course, students create their own theory of leadership, assess their skills in relation to it, and set personal leadership-development goals. Prerequisite: MGT 310. Corequisite: MGT 360 or permission of instructor.

MGT 422 Work Force Diversity [3] This course explores the issues and dynamics related to diversity in the workplace. It includes the impact of gender, ethnicity, race, culture, and other dimensions of diversity on management and organizational life at the individual, interpersonal, group, and organizational levels of analysis. Prerequisite: MGT 310 or permission of instructor.

MGT 425 Introduction to Negotiations [3] Theoretical foundations and practical skills used in resolving differences and negotiating mutually satisfying outcomes are addressed. Skills are developed through case analyses and simulated negotiations in a variety of contexts. Topics are the nature of negotiations, different negotiating styles, distributive vs. integrative bargaining, power, conflict, labor negotiations,

mediation, and intercultural bargaining. Self-reflection, giving and receiving feedback are key aspects in developing negotiation skills. Prerequisite: MGT 310 or permission of instructor.

MGT 430 Process and Project Management

[3] This course provides an overview of the basic principles that are at the core of the philosophy of continuous improvement. Attention is also directed at understanding how the application of this philosophy has led to the transformation of many work environments during the last two decades. Throughout the course, process and project management tools and techniques are demonstrated in class and then used in field projects to integrate theory with practice. Prerequisites: MGT 320, MGT 360, and senior standing.

MGT 440 Managerial Strategy and Organizational Policy

[3] This is a capstone course in which students learn how leaders formulate and oversee the implementation of strategies that span the various functional areas of an organization. Emphasis is placed on how managers formulate strategy in external environments that are increasingly global, dynamic, and technologically complex. Students practice the skills critical to these processes through team projects, case analysis and solutions, and oral and written reports. Prerequisites: MGT 310, MIS 211, MKT 310, FIN 310, and MGT 320.

MGT 480 Internship in Management

[3] This course fulfills the required internship for students majoring in management. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210, MGT 310, junior status, departmental approval, and cumulative GPA of 2.0.

MGT 481 Independent Study in Management

[1–3] Provides an opportunity for individual research and/or study under the guidance of a faculty sponsor. The project as negotiated with the faculty sponsor may include any or all of the following: a review of literature, case study development, qualitative or quantitative research, a final report, and permission of department chair.

MGT 482/MKT 482 Small-Business Practicum

[3] Interested students gain experience working with micro businesses in Hartford's Upper Albany neighborhood. Participants are assigned to specific businesses and will assist them in specific areas as defined by each business's needs assessments. Students also have

the opportunity to share specific, relevant interests and expertise with the businesses. Much of the work will take place on-site at each business or in the Upper Albany Main Street office. Students are expected to spend at least 10 hours per week during business hours (9 a.m.–5 p.m.) with their businesses. May not take both BAR 270 and this course. Prerequisites: Junior standing, a grade point average of 2.5, and permission of instructor.

MGT 490 Special Topics in Management

[3] A critical and intensive study of selected subjects in the field of management. Prerequisite: Senior standing or permission of instructor.

PRO 322 Operations Planning and Control Systems

[3] An exploration of the design of operations planning and control systems in manufacturing and service organizations. Emphasis will be placed on obtaining a better understanding of the problems associated with operations planning and control. Topics include information systems and databases for operations planning and control, forecasting, aggregate planning, master scheduling, inventory control and resource requirements planning, and operations control and scheduling. Prerequisite: MGT 320.

Management Information Systems

MIS 211 Introduction to Management Information Systems

[3] This course presents information systems fundamentals necessary to operate effectively in a computerized business environment. Computer tools and techniques used in solving business problems are also introduced and applied. Topics include the computer skills necessary for business, organizational and technical foundations of information systems, and the management of information in modern business organizations. Prerequisites: CS 110 and sophomore standing. Laboratory fee.

MIS 350 Information Systems Analysis and Design

[3] This course explores the principles, techniques, and problems associated with the development, operation, and evaluation of computer-based information systems, with emphasis placed on linking organization information requirements to physical information systems. Students will learn how to analyze organization information requirements, develop specifications for information systems, gain awareness of the socio-technical approaches in SAD, and understand implementation issues with CASE tools. Students will also examine techniques for selecting, installing, and main-

taining PC-based systems and their peripheral equipment. Prerequisite: CS 111 or permission of instructor. Laboratory fee.

MIS 441 Data Communications, Networks, and Connectivity [3] This course introduces data communication concepts, networking fundamentals, and principles of connectivity underlying current business telecommunications including network hardware, software, and protocols and standards. Other important issues of telecommunications in business will be discussed, such as network securities, electronic data interchange, distributed processing (client/server), and Web-based systems. Prerequisite: MIS 350. Laboratory fee.

MIS 442 Database Modeling and Management [3] This course introduces basic and intermediate concepts on data modeling and database (dB) design. Emphasis is on relational and object-oriented dB design, SQL, client/server issues, website and HTML interface, dB security and administration, and other emerging issues in dB. Students are provided hands-on experience with a DBMS application and are required to design and implement a dB project. Prerequisite: MIS 350. Laboratory fee.

MIS 443 Business Programming [3] This course will introduce the concepts and features of electronic business data processing; constructing software solutions to problems using structured programming language COBOL; case problems analyzed and programmed in the functional fields of business. Prerequisite: MIS 350. Laboratory fee.

MIS 444 Decision Support with Artificial Intelligence and Expert Systems [3] This course will introduce students to the application of decision support and artificial intelligence systems for managerial decision making and support. Human, social, ethical, and political implications of DSS are discussed. Students working in teams with help of case studies will examine the topics of decision-making models, tools, and process. Emphasis will be on hands-on application of expert systems and neural network tools in a PC environment for business problem solving. Students are required to develop a decision support application. Prerequisite: MIS 350. Laboratory fee.

MIS 450 Strategic Management Information Systems [3] The current networked economy provides challenges and opportunities in managing information technology. This course focuses on how to manage information technology effectively as a corporate resource in order

to obtain the most value. Topics include strategic IS planning, managing the IT function, the strategic use of data, knowledge management, change management, and outsourcing. The course provides a framework for critically evaluating the contribution and value of information systems to the functioning of the firm as a competitive entity. Prerequisites: MIS 211 and MGT 310.

MIS 460 E-business Technology Management [3] The course provides an overview of electronic-commerce applications in the retail, manufacturing, government, and health sectors. Topics include Internet technology for business advantage; managing e-commerce payment system; reinventing the future of business through e-commerce; business opportunities in e-commerce; e-commerce website development and management; social, political, and ethical issues associated with electronic commerce; and business plans for technology ventures. The purpose of this course is to educate a new generation of managers to understand and utilize the possibility and power of e-business. This survey course emphasizes how to manage an e-business site more effectively. Prerequisite: MIS 211.

MIS 480 Internship in MIS [3] This course fulfills the required internship for students majoring in management information systems. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210, CS 114, MIS 350 (may be concurrent), junior status, departmental approval, and cumulative GPA of 2.0.

MIS 481 Independent Study in MIS [1–3] Provides an opportunity for individual research and/or study under the guidance of a faculty sponsor. The project as negotiated with the faculty sponsor may include any or all of the following: a review of literature, case study development, qualitative and quantitative research, or a final report. Prerequisite: Approval of faculty sponsor and department chair.

MIS 490 Special Topics in Information Systems [3] This course provides students an opportunity to explore emerging computer technologies, industry-specific information systems, and current issues in business information systems. Topics under this course heading vary from year to year according to student interest, faculty availability, and developments in computer technology. Prerequisites: MIS 350 and senior standing. Laboratory fee.

Marketing

MKT 310 Introduction to Marketing [3] This course examines the dynamics of marketing and its important role in today's society. In addition to discussing marketing functions, marketing organizations, marketing research and other key dimensions of marketing, the course will address cultural, social, ethical, legal and international aspects of the field. Case studies and examples of business and nonbusiness organizations will be discussed. Prerequisites: EC 110 and 211 for Barney students, or EC 101 for non-Barney students.

MKT 325 Marketing Communications [3] This course presents an integrative approach to the creation, implementation, and measurement of all of the ways in which an organization communicates with its external public. While focusing on the communications tools of advertising, publicity, sales promotion, and personal selling, this course takes a marketing management perspective and explains how communications is used to help satisfy customers and achieve the goals of the organization with special consideration given to entrepreneurial and small businesses. This is a survey course that stresses an understanding of the terms, concepts, and processes involved in the creating of the integrated marketing communications. Prerequisite: MKT 310.

MKT 330 Retail Management [3] This course explores and evaluates the dynamic role of retailing in the marketing of consumer goods and services. Significant changes in the American retailing environment, in the character of retail competition and in the organizational structure of retail firms are examined. The methods and principles of marketing as applied to retailing, including site selection, sales stimulation, pricing policies, merchandising, purchasing, and the like, are introduced. Prerequisite: MKT 310.

MKT 332 Merchandising [3] Offers specific instruction in and discussion of the development of merchandising techniques. The course includes preparation of merchandise budgets; use and interpretation of merchandise information systems; determination of markup and gross margin; control of markdowns; merchandise arithmetic, purchase order preparation; maintenance of good vendor relationships; importance of communicating with and cooperating with the nonmerchandising areas of the retail organization; analysis of operating statements. Prerequisite: MKT 310.

MKT 335 Personal Selling and Sales Management [3] Examines persuasive techniques utilized in promotional presentations conducted on a person-to-person basis, and studies the methods used to develop, operate and control sales organizations. Prerequisite: MKT 310.

MKT 340 Consumer Behavior [3] Examines the decision processes used by individuals and households in obtaining and using goods and services. The influences of individual demographic and psychographic differences as well as cultural, ethnic, social, and environmental factors are explored to build an understanding of consumer behavior in a global economy. Current theories and models are studied and applied to actual marketing situations. Prerequisite: MKT 310.

MKT 360 Business Marketing [3] An applied examination of the basic principles that govern the distribution of business product/services and the management of business marketing organizations. Attention is focused on business marketing problems, with special emphasis placed on strategic and tactical planning processes, product development programs, pricing policy, distribution, promotion and other important aspects of the business marketing field. Prerequisite: MKT 310.

MKT 420 Marketing Research [3] Explores the identification, collection and analysis of information relevant to decision making by the marketing executive. Students become acquainted with the marketing research process and methods of data collection and analysis. They gain experience through the design and implementation of a marketing research study and the preparation of a professional project. Prerequisites: MKT 310 and QNT 230. Laboratory fee.

MKT 454 Marketing Strategy [3] Combines management approaches to marketing strategy, intensive analysis of actual ongoing company problems necessitates development of programs incorporating product, price, promotion, and pipeline decisions in consonance with market targets, company resources, and profit goals. Prerequisites: Senior standing and major in marketing.

MKT 480 Internship in Marketing [3] This course fulfills the required internship for students majoring in marketing. Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210,

MKT 310, junior status, departmental approval, and cumulative GPA of 2.0.

MKT 481 Independent Marketing Study [3] Provides an opportunity for individual research and/or study under the guidance of a faculty advisor. Prerequisites: Senior standing and approval of a faculty advisor.

MKT 482/MGT 482 Small-Business Practicum [3] Interested students gain experience working with micro businesses in Hartford's Upper Albany neighborhood. Participants are assigned to specific businesses and will assist them in specific areas as defined by each business's needs assessments. Students also have the opportunity to share specific, relevant interests and expertise with the businesses. Much of the work will take place on site at each business or in the Upper Albany Main Street office. Students are expected to spend at least 10 hours per week during business hours (9 a.m.–5 p.m.) with their businesses. May not take both BAR 270 and this course. Prerequisites: Junior standing, a grade point average of 2.5, and permission of instructor.

MKT 490 Special Topics in Marketing [3] A critical and intensive study of selected topics in the field of marketing. Prerequisite: Senior standing or permission of instructor.

Interdepartmental Course Descriptions

BAR 110 World of Business [3] This course surveys the world of business. Students are introduced to the economic, cultural, ethical, and societal dimensions of business. Problem-solving and critical-thinking skills are developed through analysis and discussion of cases and current business issues. Team discussions and analyses are used. Students are also introduced to the academic, administrative, and social support systems available at the Barney School and the University. Barney freshmen only.

BAR 210 Exploring Career Options [1] Begins the process of preparing for career alternatives. Students investigate several career options, ask questions of speakers representing different careers and write a paper. Emphasis is placed on teamwork, written and oral communication skills, and the use of information technology to acquire and present this information. Prerequisite: Sophomore standing.

BAR 270 Cooperative Education [3] Business majors may receive academic credit for field experiences in the University's Cooperative Education program. To be eligible, students

must hold a job that requires the application of knowledge from the student's major or related business area, or requires expansion of the student's knowledge in a specialized area. Academic credit is awarded based on the student's completion of a paper assigned by the co-op coordinator for the Barney School. Prerequisites: Permission of co-op coordinator, the student's faculty advisor, and completion of 23 credits. Corequisite: BAR 210.

BAR 310 Career Planning [1] This course helps students to continue their progression toward a career and prepares them for an internship and/or co-op. Topics include résumé preparation, interview techniques, job-search techniques, business etiquette, and professionalism. Emphasis is on individual preparation for employment search and interviewing, and using technology to assist and present this preparation. Prerequisite: Junior standing.

BAR 480 Internship [1–3] Under the supervision of a faculty advisor, students will gain field experience with a for-profit or not-for-profit organization. Prerequisites: BAR 210, major internship course (may be concurrent), departmental approval, and cumulative GPA of 2.0.

BAR 510-511 Applied Financial Analysis and Investments [1.5-1.5] This course provides an applied financial analysis and investment opportunity for both undergraduate and graduate students. Students obtain hands-on experience in establishing, managing, and reporting on an actual investment fund set up with the University. Students review the overall economic operating environment, review selected industry trends, and understand the global/political impact of investment decisions. Topics include applying a risk-based approach to identify investment opportunities, conducting investment research and analysis, establishing performance benchmarks, selecting individual investments for acquisition, executing actual trades, reviewing investment results, and evaluating monthly and final portfolio performance. Students also examine the tax implications of investment decisions and the necessary oversight controls to comply with legal and regulatory requirements. **Students must take both semesters of this course.** Prerequisites: FIN 310 (grade of B or better) and permission of instructor, or MBA 616 (grade of B or better) and permission of instructor.

International Business Course

IB 310 Introduction to International Business

[3] Explores the current environment, opportunities, and conflicts facing multinational enterprises. Major topics include cultural, political, and economic dimensions of international business; financial aspects of foreign operations; market entry strategies; and functional management of the multinational corporation. Prerequisites: EC 210 and 211.

Barney Service Course

(Not open to Barney students)

BSC 200 Making Wall Street User-Friendly

[3] This course explains the workings of the stock market, including an in-depth look at the floor of the exchange and what goes on, from the inception of an order to its transmittal back to the customer. The student is introduced to the study of common stocks; all types of fixed-income securities; derivatives, such as options, warrants, and convertible debentures; and takeovers and arbitrage. Students analyze trading on the Internet versus trading on organized exchange. The crash of 1987 is also studied. Individual stocks are not analyzed, and rigorous mathematical ratios are not used. Not open to Barney students.