

WHITTEMORE SCHOOL OF BUSINESS AND ECONOMICS

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Department of Accounting and Finance
Department of Decision Sciences
Department of Economics
Department of Hospitality Management
Department of Management
Department of Marketing

Bachelor of Arts

Economics
Financial and Managerial Economics
International and Development
Economics
Public Policy Economics

Bachelor of Science

Business Administration
Accounting
Entrepreneurial Venture Creation
Finance
Information Systems
International Business and Economics
Management
Marketing
Student-designed
Economics
Hospitality Management
Bachelor of Science-Master of Science in Accounting

The Whittemore School of Business and Economics prepares students for future careers in management, public service, research, and education. The liberal arts are the basic foundation of the curriculum, and management of change in a global community is the major emphasis. Each department and program has its unique disciplinary tradition and the simultaneous commitment to broad educational excellence in critical thought, verbal and written communications, quantitative skills, computer literacy, and ethical reasoning. International awareness and cross-cultural understanding are essential components of the educational experience of Whittemore School students. The educational process encourages the integration of practice and theory through student interaction with businesses, public agencies, and faculty research.

The Whittemore School's undergraduate curricula combine a breadth of liberal education with specifics of professional education in business administration, economics, and hospitality management. Undergraduates enrolled in the Whittemore School programs take a substantial part of their coursework, normally over 50 percent, in other colleges in the University in order to fulfill the general education requirements. Beyond those requirements, students are encouraged to elect additional courses in the arts, the behavioral and social sciences, the humanities, mathematics, and the natural sciences. Thus, students who complete the Whittemore School programs in business administration, economics, and hospitality management are prepared for employment and graduate study in both these and adjacent fields.

The Whittemore School offers a minor in business administration, economics and in hospitality management. Within the limits of its resources, the Whittemore School also serves the needs of undergraduates elsewhere in the University for whom selected courses in business administration, economics, or hospitality management are desirable complements to their primary course of study. To the extent that space is available after majors have enrolled, a limited number of Whittemore School courses are open to nonmajors who have the prerequisite preparation.

A maximum of 32 credits in courses offered by the Whittemore School of Business and Economics may be taken by non-Whittemore School students.

Degree Requirements

The Whittemore School offers a bachelor of arts degree program in economics and bachelor of science degree programs in business administration, economics, and hospitality management. Students who desire a professional career in public accounting are advised to follow the five-year program leading to a bachelor of science in business administration and a master of science in accounting degree (see page 97, Accounting Program of Study, for details). Application for admission to this highly selective program is made in the junior year.

Course listings for business administration are found under accounting and finance (ACFI), business administration (ADMN), decision sciences (DS), management (MGT), and marketing (MKTG). Candidates for a degree must satisfy all of the University general education requirements for graduation as well as the particular requirements of their individual major programs. In addition, candidates must complete a math course (400 level). Economics majors must also satisfy specific requirements associated with the bachelor of arts degree (see page 18). No Whittemore School course may be taken on a pass/fail basis by a student majoring in business administration, economics, or hospitality management.

In order to graduate, students must achieve a grade-point average of at least 2.30 in the major courses and a minimum grade of C- (for ADMN 403, students must obtain credit) in each major course. Any WSBE major required course in which a grade below C- is obtained must be repeated. No more than two WSBE courses may be repeated and each course may be

repeated one time. Business administration and hospitality management majors must take at least thirteen courses outside the Whittemore School.

Modifications tend to occur in major programs during the four-year period of a student's undergraduate career. Students are expected to conform to these changes. Students transferring into the Whittemore School from other universities must have business, economics, and hospitality management courses reviewed and approved by the faculty through the Whittemore School Undergraduate Programs Office to be considered for major requirements. Transfer credit is normally granted only for 400 and 500-level courses.

For information concerning advanced degrees, see the Graduate School catalog.

Advising System

Undergraduate advising in the Whittemore School is carried out jointly by academic advisers and the faculty. The academic advisers are based in the Whittemore School Undergraduate Programs Office, where student academic records are kept. The advisers assist students in program planning, pre-registration, understanding and meeting general academic requirements, and general academic and career decision making. In addition, the advisers coordinate study abroad, domestic exchange and honors programs, as well as the Washington Internship Program. The faculty draw on their own experience, expertise, and interests in helping students with course, program, and career selection.

The Peer Advising System, established in 1984, was created for the purpose of introducing freshmen to the college experience. Selected upperclass students provide a positive resource to guide freshmen. The program's goals are, through a mandatory yearlong program, to familiarize students with their major, college, and University; to support students in their personal growth; to develop personal responsibility; and to encourage freshmen to use the advising services on campus.

Undergraduates are encouraged to develop an advisory relationship with one or more faculty members with whom they have mutual interests. All students are urged to seek as much assistance as they need, from whatever source, but are reminded that theirs is the ultimate responsibility for knowing and meeting the various academic requirements for a degree.

Independent Study/Internship

Juniors or seniors in the Whittemore School may elect the internship or independent study options for variable credit. For either option, the student must secure a faculty sponsor in the area of interest and submit a written proposal prior to the start of the semester in which the project is to be undertaken. Independent study normally involves research, while internships are usually undertaken with cooperation of an off-campus organization and involve a nonroutine but practical application of skills and concepts acquired in a student's program.

Independent studies and internships require considerable self-direction and self-monitoring on the part of the student, who must be in high academic standing. Careful prior review of requirements with the undergraduate adviser is necessary. Students may earn no more than 16 credits in internships, independent studies, field experience, and supervised student teaching experience.

The Washington internship, a semester of supervised work experience in Washington, D.C., is open to any major. See page 226.

International and Exchange Programs

The Whittemore School encourages qualified students to participate in programs of international work and study. The Whittemore School has international exchanges including Grenoble, France, and Maastricht, the Netherlands.

Students may also elect to take a dual major in international affairs, offered in conjunction with the program for international perspectives (see page 103).

Information on all other international programs can be obtained from the sponsoring department or the Center for International Education, Hood House, Room 204.

Five-Year Programs

Four-One Program: B.S.-M.S.A.

The American Institute of Certified Public Accountants (AICPA), the national association of professional accountants, has mandated that five years of university education be required for national Certified Public Accountant (CPA) certification as of the year 2000. Most states have approved similar requirements for licensing/certification. The Whittemore School offers a five-year program designed for students who desire a professional accounting career. The program leads to the joint awarding of a bachelor of science in business administration

and a master of science in accounting degree. Application for admission to this highly selective program is made in the junior year. Details are provided in the Programs of Study sections of the UNH undergraduate and graduate catalogs.

Nonmajors

The Whittemore School also offers courses for nonmajors. Students interested in these courses should contact the undergraduate programs office.

Minor

The Whittemore School faculty has developed a group of courses for nonmajors that, if available and when combined with certain elective courses, can constitute a minor in business administration. A list of minor requirements is available at the Whittemore School Undergraduate Programs Office, Room 120, McConnell Hall.

Programs of Study

Accounting and Finance

(For descriptions of courses, see page 130.)

Accounting and finance are fundamental academic disciplines in business schools. Accounting provides the basic language of businesses and the underlying structure for information systems. Finance provides important knowledge about asset management, capital markets, and risk strategies. This department coordinates the options in accounting and finance.

Business Administration

(For descriptions of courses, see Accounting and Finance, page 130; Administration, page 131; Decision Sciences, page 151; Management, page 193; and Marketing, page 193.)

The business administration program provides training for individuals interested in managerial or administrative careers in business or in public or private institutions.

Since most graduates of the program embark upon business careers, the program emphasis is in that direction. However, the skills acquired through the business program are readily applicable to the problems faced by not-for profit institutions such as hospitals, school systems, government departments, and other socially oriented organizations, the program's objectives have been broadened to include all types of administration.

The curriculum offers professional education in the basic theories, principles, concepts, and analytical tools used by successful modern administrators, combining them with an introduction to some of the important functional areas of management. Additionally students develop expertise in a particular area of business by earning an option within the business administration degree program. At the same time, typical students achieve a well-rounded education by selecting courses in the liberal arts and the sciences from other colleges and schools in the University.

The business administration program comprises ten four-credit business administration courses (ADMN prefix) representing foundational business knowledge and skills, one 1-credit business administration course to develop and demonstrate proficiency with computer applications, two four-credit economics courses (ECON prefix), and one 400-level course in mathematics (MATH prefix). All but one of these required courses are generally completed in the first five semesters of enrollment at WSBE, leaving the student with the flexibility in the final three semesters at WSBE to earn an option in one of the offered areas. University general education requirements and other non-WSBE classes are generally taken throughout a student's time at UNH.

While taking the ten core business administration courses, a student will gain an introduction to all of the major areas of business. Using this knowledge, students decide upon an area of business in which they desire to concentrate. Within the business degree program, students must designate an option. The latest a student may declare an option is during the fall semester of their junior year, typically during pre-registration for spring courses. Students are encouraged to discuss their interests with several faculty members and an academic adviser in this decision-making process. The options currently offered in the business administration program are listed here. Due to the dynamic nature of the business world, the portfolio of options offered may change from time to time. Students are expected to stay abreast of these changes, through WSBE's Undergraduate Programs Office.

Options in the Business Administration Program:

- *Accounting*
- *Entrepreneurial Venture Creation*
- *Finance*
- *Information Systems*

- *International Business and Economics*
- *Management*
- *Marketing*
- *Student-Designed*

Options comprise a minimum of four courses, but requirements do vary by option. Due to the specialized nature of some career fields, course requirements are greater in some options than others.

A typical plan of study is given below. The options have different requirements, which are provided later. However, a detailed schedule of study for each option is not provided here. Students should check with the WSBE Undergraduate Programs Office for specific recommendations regarding scheduling of courses in the option areas and the suggested plan of study.

Freshman: Fall

ADMN 400, Introduction to Business
ADMN 403, Computing Essentials for Business (1 credit, credit/fail grading)
ECON 401, Macro Economics or 402, Micro Economics
MATH 420, Finite Math or 424A, Calculus for Social Sciences

Freshman: Spring

ADMN 410, Management Information Systems or
ADMN 420, Business Statistics
ADMN 502, Introductory Financial Accounting
ECON 401 or 402
ENGL 401

Sophomore: Fall

ADMN 410 or 420
ADMN 503, Managerial Accounting

Sophomore: Spring

Two of the following four courses
ADMN 601, Financial Management
ADMN 611, Behavior in Organizations
ADMN 640, Quantitative Decision Making
ADMN 651, Marketing

Junior: Fall

Must declare an option during this semester.
Take the remaining two 600-level courses from the Sophomore Spring list.

Junior: Spring

*Two courses in option area

Senior: Fall

*Two courses in option area
ADMN 703, Strategic Management (or take in Senior Spring term)

Senior: Spring

*Two courses in option area
ADMN 703, Strategic Management (if not taken in Senior: Fall term)

*Depending of the choice of option and the specific requirements thereof, students may be able to take WSBE or non-WSBE electives for some of these courses.

The *Option in Accounting* provides students with opportunities in a variety of fields, including internal audit, external audit, tax preparation and planning, and consulting. Demand for accountants has been consistently strong. The goal of the accounting option is to prepare students for a career in accounting and the qualifications to obtain certifications, such as Certified Management Accountant (CMA), Certified Internal Auditor (CIA), and Certified Fraud Examiner (CFE). The accounting option also prepares students to enter the Master of Science in Accounting program offered by WSBE. Obtaining a Master's degree is a necessary requirement for taking the CPA exam in most states, including Massachusetts and Maine.

Traditional Track

ACFI 621, Intermediate Financial Accounting I
ACFI 622, Intermediate Financial Accounting II

Required

ACFI 723, Advanced Managerial Concepts and Applications
ACFI 724, Auditing
ACFI 726, Taxation and Management Strategy
MGT 647, Business Law I

In addition, an integrative experience chosen from the following

ACFI 725, Financial Statement Analysis
ACFI 750, Internship in Accounting
ACFI 752, Independent Study in Accounting (including Tax Challenge)
ADMN 799, Honor's Thesis in Accounting

Financial Analysis Track

ACFI 621, Intermediate Financial Accounting I
ACFI 622, Intermediate Financial Accounting II

Required

ACFI 701, Financial Policy
ACFI 702, Investments Analysis
ACFI 725, Financial Statement Analysis

In addition, choose one of the following

ACFI 703, International Financial Management
ACFI 704, Derivative Securities and Markets
ACFI 720, Management of Financial Institutions
ECON 726, Introduction to Econometrics

The *Option in Entrepreneurial Venture Creation (EVC)* is designed for students who intend to start a high growth business, work for a new venture or become involved in a new venture creation within an established organization. The EVC Option fosters an entrepreneurial culture throughout the program. The priority is real-world learning in the high growth environment of entrepreneurial ventures. The program includes active student participation, a seminar format, field trips to entrepreneurial ventures and

guest speakers. Each student participates in a senior project and an internship at a high tech start-up.

Required

MKTG 798, New Product Development
DS/MGT 798, High Tech Entrepreneurship Internship
MGT 732, Exploration in Entrepreneurial Management
DS 798, Private Equity and Venture Capital
DS/MGT 798, WSBE/CEPS Commercialization of New Technology

The *Option in Finance* provides students with opportunities in a variety of disciplines including banking, insurance, corporate finance, investment management, and risk management. Finance majors are in excellent demand. The goal of the finance option is to expose the student to all three major branches of finance: investments, corporate, and financial institutions. At the same time, the option allows the student some flexibility in choosing courses. The option helps students planning to sit for the Chartered Financial Analyst (CFA) Level I exam, the Certified Financial Manager (CFM) exam, and the Certified Financial Planner (CFP) exam.

Required

ACFI 701, Financial Policy
ACFI 702, Investments Analysis
ACFI 720, Management of Financial Institutions

In addition, two of the following

ACFI 704, Derivative Securities and Markets
ACFI 703, International Financial Management
ACFI 640, Topics in Finance
ACFI 751, Internship
ACFI 753, Independent Study

One other WSBE course (prior approval needed from finance option coordinator and ACFI department chair).

The *Option in Information Systems* provides students with both business problem-solving skills and in-depth technical knowledge. This unique combination of skills is in short supply, and the employment outlook is outstanding. The program concentrates on two areas: (1) organizations, with an emphasis on business processes, and (2) technology, with an emphasis on analysis, design, implementation, and management of an organization's information systems. Students take courses from the computer science department and WSBE in completing the option, and a senior-level industry project is a core component of the program.

Required

CS 405, Visual Basic I
CS 407, Introduction to Computer Programming with Java
DS 798, Electronic Commerce Systems
DS 798, Database Management Systems
DS 798, Client-Server Database Systems
DS 798, Information Systems Project
DS 798, Systems Analysis and Design
DS 772, Decision Support Systems

The *Option in International Business and Economics* offers an interdisciplinary course of study, providing strong business training for students pursuing careers at organizations with an international focus, particularly in multinational corporations, international banks and government agencies. It achieves this by combining general business training with in-depth knowledge in economics, finance and management. Students are strongly encouraged to round out their education with either an internship at an international organization or by studying abroad for one semester.

Required

ECON 645 International Economics

Three (3) of the following

ACFI 703, International Financial Management
MGT 755, International Management
ECON 611, Intermediate Macroeconomics
ECON 746, International Finance

One of the following

One of the remaining courses from list "B," above.
4-credit graded Internship at an International Organization

1-semester Study Abroad Experience. At least one course (3-4 UNH credits) must be pre-approved by the IBE Option Coordinator and responsible department chair and satisfactorily completed, in order for this to count toward the option.

ACFI 704, Derivative Securities and Markets
MKTG 760, International Marketing
ECON 668, Economic Development
ECON 692, International Economic Integration
ECON 745, International Trade
ECON 747, Multinational Enterprises

The *Option in Management* provides students opportunities to develop a substantial foundation in the principles of managing the human, organizational, and capital resources of the firm in a strategic manner to enhance organizational competitiveness. Courses emphasize problem-solving, planning, and interpersonal skills related to leadership in the new economy, managing innovation and change, and international and cross-cultural issues in business. Future

career paths include consulting, supervision, program management, or pursuit of graduate education in management or law.

Required

MGT 614, Organizational Leadership
MGT 647, Business Law I
MGT 701, Business, Government, and Society
MGT 713, Management Skills
MGT 755, International Management
MGT 798, Topics in Management

The *Option in Marketing* focuses on how to develop, establish, and maintain products and services of high value for customers as well as how to deliver and communicate them. The option addresses key linkages critical to effective customer and product management, from understanding customer needs and problems to delivering appropriate solutions and services. It further examines decision choices facing managers concerning market selection, entry timing, positional advantage to be pursued, targeting and execution approaches.

Required

MKTG 753, Consumer/Buyer Behavior
MKTG 762, Marketing Workshop
MKTG 798, Market and Opportunity Analysis

In addition, choose at least one of the following

MKTG 751, Advertising and Promotion
MKTG 752, Marketing Research
MKTG 798, Brand Management

The *Student-Designed Option* is available for those students whose interests are not fully satisfied by any of the other currently available options. Students pursuing this option must have a compelling rationale, articulated in a written proposal. A faculty sponsor is required for this option. Students applying for this option will normally be expected to have a grade point average of at least 3.0.

The student-designed option in business administration is available for students whose interests are not fully satisfied by any of the other currently available options in business administration. Students desiring a self-designed option must identify a faculty sponsor and submit to that sponsor a standard written proposal describing their objectives and intended program of study. After faculty sponsor approval, the proposal must receive approval from the WSBE Curriculum Committee and the business administration undergraduate program director.

Students pursuing this option must have a compelling rationale that will be articulated in a standard written proposal. For example,

a student whose prior work or family history leads him or her to be interested in combining courses from several of the standard business administration options is encouraged to apply. In addition, students applying for this option will normally be expected to have a grade point average of at least 3.0.

The student's written proposal shall follow a standard format, including an introduction to the option, the specific rationale for pursuing this program of study (including academic and career interests, and why none of the existing options are appropriate), and the specific program of study proposed (courses and schedule). The proposal will also include a current copy of the student's UNH transcript.

Program

The student-designed option in business administration shall consist of at least five Whittemore School courses, at least three of which shall be from the business administration departments (currently Accounting and Finance, Decision Sciences, Management, and Marketing).

Decision Sciences

(For descriptions of courses, see page 151.)

The Department of Decision Sciences brings together faculty with special expertise in business statistics, decision support systems, management information systems, management science, production/operations management, operations research, and manufacturing strategy. This department coordinates the option in information systems.

Technology and Operations Management (TOM), currently available as a concentration, is designed to prepare students for professional careers in the management of manufacturing and service operations. Typical opportunities for TOM graduates are in production management, purchasing, technical sales, material resource management, new product development, quality management, and supply chain management.

Required

DS 754, Resource Management
DS 755, Manufacturing Management
DS 758, Strategic Management of Operations

Note: Students taking these three courses will earn a "concentration" in TOM. A concentration is a defined collection of three courses in a particular area. A Concentration is recognized by the Whittemore School but does not appear on the transcript.

Economics

(For descriptions of courses, see page 154.)

Economics is the study of how societies organize themselves to produce goods and services and to distribute those products among the members of society. In the modern world, a combination of market forces, public policies, and social customs perform these basic economic tasks. Economists use concepts, models, and data to analyze efficiency of resource use, fairness of economic outcomes, and development of global and national economies. The economics program is designed to introduce students to the tools of economic analysis and to show students how they can use those tools to analyze and better understand real-world situations.

Undergraduate training in economics is an excellent background for a variety of careers; these include banking and financial services, journalism, international business, public service, the diplomatic corps, entrepreneurial ventures, and government administration. An undergraduate major in economics is also excellent preparation for those interested in graduate work in law, business administration, and international relations.

Graduate work in economics can lead to careers in college teaching, research in public and private agencies, and business consulting. Those interested in studying economics at the graduate level should ask their economics professors what undergraduate coursework is appropriate and which graduate schools would be suitable.

Courses in economics are open to nonmajors on a space-available basis. Students majoring in other programs have found that certain economics courses are useful supplements to their own majors and a help in gaining employment. For example, political science majors can profit from studying public economics, economic development, and international economics. Mathematics and engineering students might elect to study econometrics and intermediate microeconomics. Environmental conservation majors could choose to study ecological or energy economics. For more information on economics electives, please consult the Whittemore School Undergraduate Programs Office (McConnell 120) or the chairperson of the economics department.

The department offers the choice of a B.A. degree or a B.S. degree in economics. The B.A. degree is designed to offer students maximum flexibility in designing a program of study. Students are encouraged to take a wide variety of courses, double major, and to take advantage of study abroad programs.

The B.S. degree differs from the B.A. degree in that it requires more quantitative and data analysis courses but does not require a foreign language. It provides more structure and direction than the B.A. degree and is more professionally focused.

B.A. economics majors must complete eight courses in economics plus ADMN 420 with a grade of at least C- (1.67) in each course and an average grade of 2.0 or better in the major courses. These courses must include ECON 605 and 611. In addition, majors must complete either MATH 420 or 424A. Coursework in accounting is recommended but not required.

B.S. economics majors must complete nine courses in economics with a grade of at least C- (1.67) in each course and an average grade of 2.3 or better in the major courses. These courses must include ECON 605, 611, 726, and 775. In addition, majors must complete MATH 424A, ADMN 403, 410, 420, 502, and 503.

Major credit toward ECON 605 and/or 611 will be awarded to transfer students only if equivalent courses have been taken at the junior level or above. Transfer students must take at least five of their economics courses at UNH.

Students may petition to substitute one business administration course for an economics elective if the course is at the 600 level or above and if a grade of C- or better is earned. Students may earn no more than 16 credits in internships, independent studies, field experience, and supervised student teaching experience. All economics majors must satisfy the bachelor of arts or bachelor of science degree requirements (page 18).

The economics department offers three specialized options within the bachelor of art. By selecting economics electives from an approved list, a student majoring in economics can graduate with an option in financial and managerial economics, international and development economics, or public policy economics.

A suggested plan of study for B.A. economics majors follows:

Freshman Year

ECON 401, 402, Principles of Economics (Macro and Micro); MATH 420 or MATH 424A
ADMN 403, Computing Essentials for Business

Sophomore Year

ADMN 420, Business Statistics; ECON 605, Intermediate Microeconomic Analysis; ECON 611, Intermediate Macroeconomic Analysis

Junior and Senior Years

Economics electives (at least 4)

A suggested plan of study for B.S. economics majors follows:

Freshman Year

ECON 401, 402, Principles of Economics (Macro and Micro); MATH424A
 ADMN 403, Computer Essentials for Business;
 ADMN 410, Management Information Systems,
 ADMN 502, Introductory Financial Accounting

Sophomore Year

ADMN 420, Business Statistics; ADMN 503,
 Managerial Accounting; ECON 605,
 Intermediate Microeconomic Analysis; ECON
 611, Intermediate Macroeconomic Analysis

Junior and Senior Years

ECON 726, Introduction to Econometrics; ECON 775,
 Applied Research Skills for Economists;
 Economics electives (at least 3)

A minor in economics consisting of five courses is also available. At least three of these courses must be taken at UNH. For more on the minor and options within the major, consult the Whittemore School Undergraduate Programs Office.

Hospitality Management

(For descriptions of courses, see page 176.)

The program in hospitality management is an integral part of the offerings of the Whittemore School. It is one of only four programs worldwide that is accredited by both the American Assembly of Colleges and Schools of Business-AACSB and the Accreditation Commission for Programs in Hospitality Administration-ACPHA. Graduates are prepared to assume management positions in all sectors of the service sector, with primary emphasis on the hospitality industry.

Graduates have accepted positions in lodging and food service (and their allied businesses and wholesalers), retirement facilities, software companies, tourism, travel and recreation industries, and institutions such as hospitals, nursing homes, colleges, and schools.

In order to have a well-rounded university education, students take courses in liberal arts as well as foundation courses in business administration and economics. The hospitality management curriculum builds upon this foundation and provides experience and in-depth education in the lodging and food service-related industries, as well as the broader industries that comprise the hospitality discipline. Each course includes an international component.

With our on-campus learning laboratory, the New England Center Hotel and Conference Center, the program includes a mix of practical experiences along with classroom

activities. These practical experiences are provided by major consulting projects to industry as part of classroom activities, lecture series, seminars, and field trips; a minimum of 800 hours approved work experience or practicum; and by involvement in the food service and lodging operations at the New England Center.

The Department of Hospitality Management offers eighteen required courses and four hospitality electives in three groupings. Group A consists of eight core courses taken in the freshman and sophomore years. Group B includes most of the functional hospitality and business disciplines required to develop into a successful manager. A wide range of elective courses, independent studies, and internships can complement the required curriculum. In addition, the program requires completion of one semester of a 400-level math course

Students must successfully complete Group A courses, achieving a minimum grade-point average of at least 2.00, before Group B courses may be taken. Group B courses must be completed before taking any Group C courses.

To graduate, students must obtain a 2.30 grade-point average in all major required courses and a minimum grade of C- in each major course. Graduates of this program who are qualified for, and interested in further allied studies, are well prepared for advanced degree programs in hospitality, tourism, business, institutional, or health administration. Students may earn up to 12 total credits in internships, independent studies, field experience, and supervised student teaching experiences.

A required plan of study is given below.

Freshman Year

(*denotes Group A courses)

HMG 401, The Hospitality Industry: An Historical Perspective and Distinguished Lecture Series*
 HMG 403, Introduction to Food and Beverage Management*
 HMG 567, Food and Beverage Operations Management*
 ADMN 403, Computing Essentials for Business
 ADMN 502, Introductory Financial Accounting*
 ECON 401, Principles of Economics (Macro) and
 ECON 402, Principles of Economics (Micro)*

Sophomore Year

(*denotes Group A courses)

HMG 554, Lodging Operations Management*, or
 ADMN 420, Business Statistics*
 HMG 618, Uniform Systems for the Hospitality Industry
 Four University general education courses

Junior Year (Group B)

HMG 600, Hospitality Marketing Management
 HMG 603, Service Industries Management
 HMG 625, Hospitality and Employment Law
 HMG 635, Hospitality Human Resource Management
 ADMN 611, Behavior in Organizations
 Three hospitality, business, or University general education courses

Senior Year (Group C)

HMG 655, Hospitality Finance and Development
 HMG 703, Strategic Management in the Hospitality Industry
 Two Hospitality management electives and 3
 business or University general education courses

A minor in hospitality management comprises six courses. The five listed below are required.

HMG 401, Hospitality Industry: Historical Perspectives and Distinguished Lecture Series
 HMG 403, Introduction to Food and Beverage Management
 HMG 554, Lodging Operations Management
 HMG 567, Food and Beverage Operations Management
 ADMN 502, Introductory Financial Accounting

Choose one of the following

HMG 661, Meetings and Conventions Management
 HMG 681, Resort Management
 HMG 771, Beverage Management
 HMG 777, Casino Management
 HMG 772, Senior Living Industries Management
 HMG 750, Senior Operations Seminar

Management

(For descriptions of courses, see page 193.)

The study of management focuses on how organization members develop and use strategies, structures, and the accompanying social, political, legal, economic, and technical processes needed to compete in national and global markets. Courses cover such topics as leadership, decision making, ethics, adaptation, innovation, organizational learning and change, human resource management, governmental policy making, and industrial economics. The department's approach to teaching involves educational methods that promote conceptual, behavioral, and analytic competence through experiential learning, self-awareness, theoretical mastery, and case studies. A major emphasis is on action learning through group projects. This department coordinates the option in management.

Marketing

(For descriptions of courses, see page 193.)

The marketing curriculum is designed to help students explore the exchange process between a business or institution and its customers or memberships. A marketing exchange occurs when a person gives up something he or she values (e.g., money, time, or effort) for something he or she wants or needs from the business or institution (e.g., goods or services). Marketing is the function in the organization which is responsible for determining what those needs and wants are, how they might be met, and how to communicate with prospective customers about how the organization can meet their needs.

Careers for students interested in marketing include jobs in marketing and product management, sales, advertising, retailing, and marketing research. Opportunities exist in consumer and industrial products at all levels of the marketing channel from manufacturer to wholesaler to retailer; for goods as well as services; and within for-profit and not-for-profit organizations. This department coordinates the option in marketing.