

DEPARTMENT OF MANAGEMENT

Today's dynamic business world requires leaders who know how to handle rapid change, make decisions that drive solutions, and lead people. The Department of Management offers on-campus and online undergraduate programs in business management that teach you how to inspire teams and help organizations reach their full potential.

The leadership skills you'll learn are transferable to any career, whether you're an entrepreneur eager to launch your start up, want to be the CEO of a huge company, or want to provide leadership to other sectors like government or education.

Department of Management Faculty & Staff

See [department page online for full listing](#)

Minor in Management Management Minor Programs

Minors require 21 credit hours and can be paired with most degree programs to fine tune your future plans. Minor programs include Business Administration, Entrepreneurship, International Business, and Management.

Note: Business Administration and Entrepreneurship minors are not available for business majors

Certificates in Management A Step Ahead

Explore an area of deep interest, fine tune your major and get ahead in your field with a management certificate program from Fort Hays State University. Our advanced programs require 12 credit hours of study and are composed of courses specific to an area of influence – all to help you home in on your management skills and refine your existing propensity to lead. As you continue advancing your studies, you'll continue to support your future job, career and skillset, while further developing the contributions that you'll directly utilize in your career as a manager, entrepreneur or business owner.

Management Certificates

All classes leading to a certificate must be taken for credit, and courses cannot be counted toward more than one certificate. Only non-majors are eligible for certificates (for example, a student majoring in management cannot pursue a certificate in management but would be eligible to pursue a certificate in business law). Otherwise, students can complete a certificate program regardless of their major.

Programs Bachelors

- Management | Bachelor of Business Administration: Management (<https://catalog.fhsu.edu/business-entrepreneurship/management/management-bba/>)
- Management | Bachelor of Business Administration: Management (Entrepreneurship) (<https://catalog.fhsu.edu/business-entrepreneurship/management/management-entrepreneurship-bba/>)
- Management | Bachelor of Business Administration: Management (Human Resource Management) (<https://catalog.fhsu.edu/business-entrepreneurship/management/management-human-resource-management-bba/>)

entrepreneurship/management/management-human-resource-management-bba/)

- Management | Bachelor of Business Administration: Management (Operations Management) (<https://catalog.fhsu.edu/business-entrepreneurship/management/management-operations-management-bba/>)

Minors

- Minor: Business Administration (for Non-B.B.A. Majors Only) (<https://catalog.fhsu.edu/business-entrepreneurship/management/business-administration-for-non-bba-majors-only-minor/>)
- Minor: Entrepreneurship (For Non-BBA Majors) (<https://catalog.fhsu.edu/business-entrepreneurship/management/entrepreneurship-for-non-bba-majors-minor/>)
- Minor: International Business (<https://catalog.fhsu.edu/business-entrepreneurship/management/international-business-minor/>)
- Minor: Management (<https://catalog.fhsu.edu/business-entrepreneurship/management/management-minor/>)

Certificates

- Certificate: Business Law (<https://catalog.fhsu.edu/business-entrepreneurship/management/business-law-certificate/>)
- Certificate: Entrepreneurship (<https://catalog.fhsu.edu/business-entrepreneurship/management/entrepreneurship-certificate/>)
- Certificate: Human Resource Management (<https://catalog.fhsu.edu/business-entrepreneurship/management/human-resource-management-certificate/>)
- Certificate: Management (<https://catalog.fhsu.edu/business-entrepreneurship/management/management-certificate/>)
- Certificate: Operations Management (<https://catalog.fhsu.edu/business-entrepreneurship/management/operations-management-certificate/>)

Masters

- Management | Master of Professional Studies (Human Resource Information Systems) (<https://catalog.fhsu.edu/business-entrepreneurship/management/information-systems-mps/>)
- Management | Master of Professional Studies (Human Resource Management) (<https://catalog.fhsu.edu/business-entrepreneurship/management/human-resource-management-mps/>)

Courses Management

MGT 101 Introduction to Business (3 Credits)

Survey of the field of business management, marketing, finance, data processing, and accounting; variety, nature, and interrelationship of problems of business operation.

MGT 199 Management Elective (1-12 Credits)

This course is designed to receive non-equivalent elective transfer credit.

MGT 301 Management Principles (3 Credits)

Introduction to organizations; how the individual relates to the basic management functions of planning, organizing, leading, and controlling. Survey of the evolution of management theory.

Eligibility Rules: Junior Level Standing - 60 Semester Units

MGT 310 Production/Operations Research (3 Credits)

Development and use of operations research techniques, inventory models, linear programming, simplex method, dual solutions, transportation problems, queuing theory and Markov processes.

Eligibility Rules: Has completed INF101, MATH331, MIS200

MGT 399 Management Elective (1-12 Credits)

This course is designed to receive non-equivalent elective transfer credit.

MGT 410 Organizational Behavior/ Development (3 Credits)

A study of individual and group behavior from a managerial perspective. Attention is focused on managerial applications of theory and research about the interaction between people and the formal organization, with emphasis on individual differences, interpersonal relations, and small group dynamics.

Eligibility Rules: Has completed MGT301

MGT 411 Applied Management Skills (3 Credits)

This course focuses on what effective managers actually "do" based on proven principles supported by research and theory. The course is designed around experiential activities centered on building managerial soft skills in the areas of personal development, interpersonal skills, group skills, and communication skills. It is designed to help students discover insights about themselves as managers, fostering the development of a self-awareness regarding their strengths and weaknesses. Students will have the opportunity to practice and apply the managerial skills throughout the course preparing them to be successful managers in a variety of work environments. PR, MGT 301 or PERM

Eligibility Rules: Has completed MGT301

MGT 475 Business, Society, and Ethics (3 Credits)

A study of the interface between business and the social environment. Areas stressed are social responsibility, ethics, corporate strategy, public policy, government regulation, and stake-holder relations.

Eligibility Rules: Has completed MGT301, MGT410

MGT 600 Lean Systems (3 Credits)

As a foundation for Lean thought and its application in business sustainability, this course introduces foundational principles of Lean Systems including the tools and techniques associated with the identification and elimination of all forms of organizational waste. Foundational materials draw from thought leaders in operations excellence such as Ford, Toyoda, Shingo, Ohno, Womack, Shook, Liker, Goldratt, etc. This course is an extension of basic management principles, and provides increased depth of knowledge in process and systems improvement, lean principles, sustainable systems, and improvement tools and techniques such as those associated with continuous improvement, value-streaming mapping, waste identification and elimination, etc.

Eligibility Rules: Has completed MATH250, MGT301

MGT 600G Lean Systems (3 Credits)

Six Sigma Innovation & Design Methods have developed largely in parallel with Lean Enterprise Theory & Methods. Their integration yields a result referred to as *Lean Six Sigma*, wherein radical innovation in and / or design of products, processes, services and systems is approached through a "lean lens" that is intended to be highly resource sensitive, including resources that often seem less tangible such as time and motion. This course is project focused and emphasizes both *Innovation* (primarily) and *Design for Six Sigma* from a "lean and green" perspective. The subject is useful across a value continuum that spans the range from recovery of value sacrificed to poor practices, poor processes, poor partnerships, *ad infinitum* to creation of new value.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 601 Project/Program Management (3 Credits)

The focus of this course is the planning, organizing, directing, and controlling of resources for a relatively short-term project objective or fixed length program that has been established to complete specific goals and objectives, by applying tools and techniques based on the standard Project Management Body of Knowledge. The systems approach to project management, by having functional personnel (vertical hierarchy) assigned to a specific project (horizontal structure), will be examined. Graduate students should expect to analyze and synthesize appropriate responses to complex real-world project scenarios.

Eligibility Rules: Has completed MATH250, MGT301

MGT 601G Project/Program Management (3 Credits)

The focus of this course is the planning, organizing, directing, and controlling of resources for a relatively short-term project objective or fixed length program that has been established to complete specific goals and objectives, by applying tools and techniques based on the standard Project Management Body of Knowledge. The systems approach to project management, by having functional personnel (vertical hierarchy) assigned to a specific project (horizontal structure), will be examined. Graduate students should expect to analyze and synthesize appropriate responses to complex real-world project scenarios.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 602 Production and Operations Management (3 Credits)

The focus of this course is on solving the problems associated with the planning and control of world-class manufacturing operations. Both the solution to particular production problems and linkages among them will be examined from the standpoint of key issues, process, framework, technical considerations and managerial considerations.

Eligibility Rules: Has completed BCOM301, FIN305, GBUS204, MGT301, MKT301

MGT 602G Production and Operations Management (3 Credits)

The focus of this course is on solving the problems associated with the planning and control of world-class manufacturing operations. Both the solution to particular production problems and linkages among them will be examined from the standpoint of key issues, process, framework, technical considerations and managerial considerations.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 603 Supply Chain Management (3 Credits)

Supply chain management is a set of theories, approaches, tools, techniques utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores. The objectives of supply chain management are to ensure that goods and merchandise are produced and distributed at the right quantities, to the right locations, at the right time, to minimize system-wide costs while satisfying service level requirements. Supply chains associated with service industries also will be addressed. Both qualitative and quantitative approaches will be utilized to provide students with a broad overview of supply chain strategy, as well as specific tools and techniques for designing and analyzing product supply networks.

Eligibility Rules: Has completed MGT301, MGT602

MGT 603G Supply Chain Management (3 Credits)

Supply chain management is a set of theories, approaches, tools, techniques utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores. The objectives of supply chain management are to ensure that goods and merchandise are produced and distributed at the right quantities, to the right locations, at the right time, to minimize system-wide costs while satisfying service level requirements. Supply chains associated with service industries also will be addressed. Both qualitative and quantitative approaches will be utilized to provide students with a broad overview of supply chain strategy, as well as specific tools and techniques for designing and analyzing product supply networks.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 604 Management of Small Business (3 Credits)

Opportunities in small business ownership; principles and problems of starting a small business enterprise; development of a business plan, management of small business.

Eligibility Rules: Has completed MGT301

MGT 604G Management of Small Business (3 Credits)

Opportunities in small business ownership; principles and problems of starting a small business enterprise; development of a business plan, management of small business.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 606 International Business (3 Credits)

A study of the problems relating to international business organization, production, finance, marketing, and coping with different economic systems. The emphasis is placed upon overseas operations of American firms through examination of the major differences between foreign and domestic environments and the impact of these differences on managing the international business corporation.

Eligibility Rules: Has completed MGT301

MGT 606G International Business (3 Credits)

A study of the problems relating to international business organization, production, finance, marketing, and coping with different economic systems. The emphasis is placed upon overseas operations of American firms through examination of the major differences between foreign and domestic environments and the impact of these differences on managing the international business corporation.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 607 Management Consulting (3 Credits)

A cooperative program with the Small Business Administration in which students apply theories learned in all business majors to actual small business problems.

Eligibility Rules: Has completed ACCT204, ECON201, ECON202, ECON305, GBUS204, INF101, MGT301, MKT301

MGT 607G Management Consulting (3 Credits)

A cooperative program with the Small Business Administration in which students apply theories learned in all business majors to actual small business problems.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 608 Sustainable Enterprise Excellence (3 Credits)

Since the establishment by the U.S. Congress of America's national quality award in 1987, the Shingo Prize for Operational Excellence in 1988, and the European Foundation for Quality Management Excellence Award in 1992, the field of total quality management has transformed into Sustainable Enterprise Excellence. *Sustainable Enterprise Excellence* may also be referred to any of *Business, Enterprise, Operational, Organizational, or Performance Excellence*.

An enterprise is *sustainable* to the extent that it is able to create and maintain economic, ecological, and social value for itself, its stakeholders, society at large, and policy makers. It is *resilient* to the extent of its capacity to self-renew through innovation and to adapt to negative shocks and challenges over time. It is robust to the degree it is highly resistant or immune to a critical subset of such shocks and challenges. An enterprise is excellent when its governance, leadership, and strategy, as deployed through people, processes, partnerships, and policies deliver sustained and superior performance in specified areas that include its human ecology, innovation, financial, social-ecological, data analytics and intelligence, and supply chain management

Eligibility Rules: Has completed MGT301

MGT 608G Total Quality Management (3 Credits)

A study of total quality management (TQM) concepts and methods developed by W. Edwards Deming, Joseph Juran, Philip Crosby and others. Continuous quality improvement, total quality control, problem solving, statistical process control, and competitive advantage are the foci.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 611 Human Resource Management (3 Credits)

Management theory and practice as applied to the personnel field including an understanding of the recruitment, selection, testing, and development functions; an examination of current laws, learning, and training devices; and a preview of organization and government constraints relative to personnel problems and methods of problem resolution. Graduate students will complete all the course requirements and, in addition, are required to prepare additional materials throughout the course to integrate information.

Eligibility Rules: Has completed MGT301, Junior Standing

MGT 611G Human Resource Management (3 Credits)

Management theory and practice as applied to the personnel field including an understanding of the recruitment, selection, testing, and development functions; an examination of current laws, learning, and training devices; and a preview of organization and government constraints relative to personnel problems and methods of problem resolution. Graduate students will complete all the course requirements and, in addition, are required to prepare additional materials throughout the course to integrate information.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 612 Recruitment, Selection, and Retention (3 Credits)

This course focuses on the study and application of basic human resource management practices included in the staffing processes. Specific areas covered in the course include staffing models, the labor market and unions, employment law, job analysis and planning, job descriptions and specifications, recruitment, the selection process, testing, employment interviews, and the evaluation of the selection process. Graduate students will complete all the course requirements and, in addition, are required to prepare additional materials throughout the course to integrate information recently published in this field.

Eligibility Rules: Has completed MGT611

MGT 612G Recruitment, Selection, and Retention (3 Credits)

This course focuses on the study and application of basic human resource management practices included in the staffing processes. Specific areas covered in the course include staffing models, the labor market and unions, employment law, job analysis and planning, job descriptions and specifications, recruitment, the selection process, testing, employment interviews, and the evaluation of the selection process. Graduate students will complete all the course requirements and, in addition, are required to prepare additional materials throughout the course to integrate information recently published in this field.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 613 Total Compensation (3 Credits)

This course examines the development and administration of a compensation system. It focuses on the goals of the organization in its efforts to attract, maintain and motivate human resources. The major objectives are: to examine the current state of compensation decision making pertaining to entry position rates, job analysis, job evaluation systems, wage and salary surveys, merit pay plans, employee benefit systems and executive pay. Graduate students will complete all the course requirements and, in addition, complete an argument paper in support or against a timely total compensation topic.

Eligibility Rules: Has completed MGT611

MGT 613G Total Compensation (3 Credits)

This course examines the development and administration of a compensation system. It focuses on the goals of the organization in its efforts to attract, maintain and motivate human resources. The major objectives are: to examine the current state of compensation decision making pertaining to entry position rates, job analysis, job evaluation systems, wage and salary surveys, merit pay plans, employee benefit systems and executive pay. Graduate students will complete all the course requirements and, in addition, complete an argument paper in support or against a timely total compensation topic.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 614 Training and Development (3 Credits)

This course examines the functions of training and development as applied in both large and small business environments. The role of training and development in the current business environment is considered with regard to learning theory, learning objectives, instructional methods, and needs assessment. Focus will be placed on evaluation of training effectiveness and emerging concepts in workplace education. Graduate students will complete all the course requirements and, in addition, complete an argument paper in support or against a timely training and development topic.

Eligibility Rules: Has completed MGT611

MGT 614G Training and Development (3 Credits)

This course examines the functions of training and development as applied in both large and small business environments. The role of training and development in the current business environment is considered with regard to learning theory, learning objectives, instructional methods, and needs assessment. Focus will be placed on evaluation of training effectiveness and emerging concepts in workplace education. Graduate students will complete all the course requirements and, in addition, complete an argument paper in support or against a timely training and development topic.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 615 Labor Relations and Collective Bargaining (3 Credits)

Focuses on the development, legal environment, and current problems of labor relations. Historical evolution of the labor movement, applicable laws of labor relations, collective bargaining processes, and dispute resolution are addressed. Course addresses employee performance appraisal issues and international comparative labor relations.

Eligibility Rules: Has completed MGT611

MGT 615G Labor Relations and Collective Bargaining (3 Credits)

Focuses on the development, legal environment, and current problems of labor relations. Historical evolution of the labor movement, applicable laws of labor relations, collective bargaining processes, and dispute resolution are addressed. Course addresses employee performance appraisal issues and international comparative labor relations.

MGT 616 Research & Practice in Global Human Resources (3 Credits)

The course educates students on research and best practices in global human resource management. Specific topics include globalization, international strategic human resource practices, ventures, structure, workforce planning and staffing, compensation, performance management, the labor market and unions, employment law, and cross-culture practices and global management. Graduate students will complete all course requirements and, in addition, are required to prepare additional materials throughout the course to integrate information recently published in this field.

Eligibility Rules: Has completed MGT611

MGT 616G Research & Practice in Global Human Resources (3 Credits)

The course educates students on research and best practices in global human resource management. Specific topics include globalization, international strategic human resource practices, ventures, structure, workforce planning and staffing, compensation, performance management, the labor market and unions, employment law, and cross-culture practices and global management. Graduate students will complete all course requirements and, in addition, are required to prepare additional materials throughout the course to integrate information recently published in this field.

MGT 617 QM Applications/ Implementation (3 Credits)

This course explores the wide range of quality management methodologies available to managers, with focus on the strategic role of quality in the organization and strategic issues involved in the management of quality. A broad coverage of how and why quality management programs are implemented in organizations is provided. Methodologies studies may include but are not limited to Six Sigma, ISO 9000, and the Malcolm Baldrige National Quality Award.

Eligibility Rules: Has completed MGT608

MGT 617G QM Applications/ Implementation (3 Credits)

This course explores the wide range of quality management methodologies available to managers, with focus on the strategic role of quality in the organization and strategic issues involved in the management of quality. A broad coverage of how and why quality management programs are implemented in organizations is provided. Methodologies studies may include but are not limited to Six Sigma, ISO 9000, and the Malcolm Baldrige National Quality Award.

MGT 650 Business Policy (3 Credits)

This is the capstone course for all undergraduate BBA majors, to be taken immediately preceding graduation. It is a study of policy development of corporate strategy from a general manager point of view. This course integrates and builds upon the work completed in the entire BBA core curriculum.

Eligibility Rules: Has completed ACCT204, MGT301, MKT301, BCOM301, FIN305, GBUS204 and Senior Standing

MGT 650G Business Policy (3 Credits)

This is the capstone course for all undergraduate BBA majors, to be taken immediately preceding graduation. It is a study of policy development of corporate strategy from a general manager point of view. This course integrates and builds upon the work completed in the entire BBA core curriculum.

MGT 820 Concepts of Management (3 Credits)

A survey course addressing the key elements of management theory and practice. Specific areas included in the course are managerial planning concepts, organization structure and design theory, coordinate mechanisms of management, leadership paradigms, and behavioral management considerations.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

MGT 822 Operations Management (3 Credits)

Advanced managerial aspects of production and operations management, including design and administration of production systems for both goods and services. Supporting quantitative techniques, including optimization, queuing theory, and project management systems are covered as needed.

Eligibility Rules: Permission for MGT822

MGT 894 Culminating Experience in Human Resource Management (3 Credits)

As the final course for completion of the Masters of Liberal Studies (MLS) or Masters of Professional Studies (MPS) in Human Resource Management at Fort Hays State University, students will complete significant original work that demonstrates their abilities to apply accumulated knowledge acquired throughout the HRM Masters program.

Eligibility Rules: Permission for MGT894

Entrepreneurship

ENTR 199 Entrepreneurship Elective (1-12 Credits)

This course is designed to receive non-equivalent elective transfer credit.

ENTR 301 Discovering Entrepreneurship (3 Credits)

This is a foundational course that introduces entrepreneurship broadly as both a mindset and a process. The entrepreneurial mindset "...is one in which opportunities are pursued regardless of resources currently controlled." The modern process of entrepreneurship is defined as reorganizing, evaluating and exploiting such opportunities. Entrepreneurship is a manageable process that can be taught and applied in virtually any organizational context. Various approaches to entrepreneurship are discussed including application to the contexts of both forprofit and not-for profit organizations, and approaches to one's life and career. This course is a prerequisite for all subsequent courses in entrepreneurship. This course does not have any required pre-requisites, and is open to any student. However the following courses are strongly encouraged either prior to enrollment or as concurrent enrollment.

Eligibility Rules: Has completed MGT101

ENTR 350 Concept to Creation (3 Credits)

The primary goals of this course are to explain 1) how business opportunities arise out of problem-solving; 2) how to generate and refine a desirable, feasible, viable and sustainable product/service idea; and 3) how to develop a minimum viable product (MVP) or an earliest testable product (ETP) from that idea.

This requires conducting experiential (i.e., hands-on) activities. You will learn various tools and concepts related to purposeful, imaginative, innovative, and creative entrepreneurship and design thinking. These are then applied to generate pursuit-worthy business ideas that are then converted into your own product or idea via prototyping. The course uses a "learn by doing" approach that focuses more on action (experience) than on theory (textbook).

Eligibility Rules: Has completed ENTR301

ENTR 399 Entrepreneurship Elective (1-12 Credits)

This course is designed to receive non-equivalent elective transfer credit.

ENTR 401 Entrepreneurship by Design (3 Credits)

Emphasis is placed on generation, evaluation, and refinement of ideas. This is accomplished via both quantitative and qualitative feasibility analysis, as filtered through a design thinking approach. Students learn to create and evaluate business models as a means of assessing and differentiating between an idea, an idea that is an opportunity, and an opportunity that has potential as a commercially viable new venture. Focus is placed on contexts and conditions favoring successful business model implementation.

Eligibility Rules: Has completed ENTR301, ENTR350

ENTR 411 Dialogues with Doers + (1 Credit)

Offered as a combination of face-to-face / virtual dialogues with practicing intrapreneurs, entrepreneurs or individuals with aligned skills and experience such as intellectual property or angel investing.

ENTR 421 Human-Centered Innovation & Design (2 Credits)

Human-Centered Innovation & Design integrates theory, methods, and tools from the fields of creativity, innovation, design thinking, sustainability, and entrepreneurship to generate solutions that balance and are sensitive to business-oriented measures of success, societal benefit, and ecological neutrality or restoration. Solutions typically take the forms of new products, services or enterprises but might include such artefacts as new policies or practices. *Human-Centered Innovation & Design* requires empathy for those being designed for, prototype creation, and sharing solutions with the target market and affected parties. The course is highly experiential with participants constructing and using a *designer's toolbox* that is composed of creativity and innovation techniques and materials. Content is delivered as a blend of traditional lecture and experiential workshop that leans heavily toward practice. Prerequisites: prior or concurrent enrollment in ENTR 301 is encouraged, but not required. All disciplines are welcome. Participants will learn and apply a broad array of tools, methods and strategies useful in HCID.

ENTR 422 Kansas Entrepreneurship & Design Thinking Competition + (2 Credits)**ENTR 605 Venture Launch (3 Credits)**

This is the capstone course for all undergraduate Entrepreneurship students, to be taken after completing ENTR 301 and ENTR 350. Students develop a business plan or launch a new venture. This course integrates and builds upon the work completed in the ENTR (core) curriculum.

Eligibility Rules: Has completed ENTR301, ENTR350, ENTR401, Junior Standing

ENTR 605G Venture Launch (3 Credits)

This is the capstone course for all undergraduate Entrepreneurship students, to be taken after completing ENTR 301 and ENTR 350. Students develop a business plan or launch a new venture. This course integrates and builds upon the work completed in the ENTR (core) curriculum.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

ENTR 611 Venture Acquisition (1 Credit)

Venture Acquisition addresses the experience of many entrepreneurs: most startups either fail or never reach sustainable size. *Venture Acquisition* presents an enterprise acquisition approach aimed at skipping the startup phase and generating profit immediately. Detailed in the course is a means to acquire a sustainable, profitable company that can then be grown.

Participants completing this course will have learned how to:

- Acquire (buy) an existing company rather than launching a startup
- Leverage ownership as a path to financial independence
- Invest less time raising capital
- Identify skilled brokers to aid acquisition
- Uncover the best opportunities and biggest risks of any company one might acquire
- Navigate the acquisition process
- Become a successful acquisition entrepreneur.

ENTR 611G Venture Acquisition (1 Credit)

Venture Acquisition addresses the experience of many entrepreneurs: most startups either fail or never reach sustainable size. *Venture Acquisition* presents an enterprise acquisition approach aimed at skipping the startup phase and generating profit immediately. Detailed in the course is a means to acquire a sustainable, profitable company that can then be grown.

Participants completing this course will have learned how to:

- Acquire (buy) an existing company rather than launching a startup
- Leverage ownership as a path to financial independence
- Invest less time raising capital
- Identify skilled brokers to aid acquisition
- Uncover the best opportunities and biggest risks of any company one might acquire
- Navigate the acquisition process
- Become a successful acquisition entrepreneur.

ENTR 612 Intellectual Property for Entrepreneurship and Design (1 Credit)

Intellectual Property for Entrepreneurship & Design Thinking is open to undergraduate and graduate students. The class is designed to introduce basic concepts of intellectual property, including its role in innovation, invention, and business.

Course Goals and Learning Outcomes: Upon course completion you will be able to answer:

- What is the difference between a patent, trademark, copyright, and trade secret?
- What are intellectual property rights?
- How does an individual or company obtain intellectual property protection?
- What are the business and commercial values and uses of intellectual property?

ENTR 612G Intellectual Property for Entrepreneurship & Design (1 Credit)

Intellectual Property for Entrepreneurship & Design Thinking is open to undergraduate and graduate students. The class is designed to introduce basic concepts of intellectual property, including its role in innovation, invention, and business.

Upon course completion participants will understand:

- What the difference is between a patent, trademark, copyright, and trade secret?
- What intellectual property rights are?
- How an individual or company obtains intellectual property protection?
- What are the business and commercial values and uses of intellectual property?

ENTR 613 EPI2C Entrepreneurial Passport + (1 Credit)

This course requires travel to domestic or international areas where there are concentrations of successful practicing entrepreneurs and intrapreneurs. Participants will be able to interact with these individuals at their Gemba (the places where the work is actually done), in competitive landscapes that differ significantly from ones commonly found in the Midwest United States. Examples of such landscape include Silicon Valley, the Napa Valley, Denmark, and the Czech Republic. In participating, students will develop a broader view of entrepreneurship and will cultivate a broader professional network.

ENTR 613G EPI2C Entrepreneurial Passport + (1 Credit)

This course requires travel to domestic or international areas where there are concentrations of successful practicing entrepreneurs and intrapreneurs. Participants will be able to interact with these individuals at their Gemba (the places where the work is actually done), in competitive landscapes that differ significantly from ones commonly found in the Midwest United States. Examples of such landscapes include Silicon Valley, the Napa Valley, Denmark, and the Czech Republic. In participating, students will develop a broader view of entrepreneurship and will cultivate a broader professional network.

Although effort will be made to partially fund student travel, course participants should expect self-funded travel. Hotel and on-site transportation will be arranged by faculty chaperone / guide.

ENTR 621 Venture Harvest (2 Credits)

Venture Harvest explores the process associated with creating and executing a comprehensive and integrated venture exit plan. Special attention is paid to preparing a venture prior to harvest in order to maximize shareholders' return on investment.

After completing this course, students will be able to:

Understand the importance of Harvest Planning for successful businesses

Explain the top three Harvest strategies, how to implement each and how to choose the most appropriate strategy

Identify the factors to consider when choosing and creating a Harvest Plan

Categorize the key elements of a successful Harvest Plan

Demonstrate how to value assets and evaluate ownership interests

Discuss the strategy and action items associated with preparing a venture prior to sale

Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation

ENTR 621G Venture Harvest (2 Credits)

Venture Harvest explores the process associated with creating and executing a comprehensive and integrated venture exit plan. Special attention is paid to preparing a venture prior to harvest in order to maximize shareholders' return on investment.

Upon successful completion of this course, participants will be able to:

- Understand the importance of Harvest Planning for successful businesses
- Explain the top three Harvest strategies, how to implement each and how to choose the most appropriate strategy
- Identify the factors to consider when choosing and creating a Harvest Plan
- Categorize the key elements of a successful Harvest Plan
- Demonstrate how to value assets and evaluate ownership interests
- Discuss the strategy and action items associated with preparing a venture prior to sale
- Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation

ENTR 622 Digital Product Development (2 Credits)

Digital Product Design is open to undergraduate and graduate students. The class is designed to introduce students to the process of web development using no-code tools and other digital resources in the pursuit of entrepreneurial venture ideas.

Course Goals and Learning Outcomes: Upon course-completion students will be able to:

- Understand the role of UI (user-interface) and UX (user-experience) in the creation, evaluation, and success of digital products.
- Identify problems that may be resolved using digital products (e.g., websites, mobile applications, collaboration platforms).
- Acquire skills in understanding and fulfilling user-needs by developing and executing a value-proposition specific to a digital offering.
- Create a landing page (webpage) using no-code tools to test the market opportunity for an entrepreneurial idea.
- Build an interactive and responsive website to execute an entrepreneurial idea using a no-code website builder.

ENTR 622G Digital Product Development (2 Credits)

Digital platforms and associated technologies are reshaping businesses and industries worldwide. For the foreseeable future, a critical need in this domain will be to create new and innovative digital offerings as well as transform traditional products and services into their digital variants. Companies globally are opening new job positions that seek individuals possessing research, analysis, and design skills to create desirable, feasible, viable and sustainable digital products for global markets.

Digital Product Design can be defined as the process of strategizing, coordinating, and influencing the direction of a digital product's creation through research, analysis, and integration of design components. While the developers/programmers are in charge of the actual "manufacturing" of the digital product, product designers incorporate and coordinate the tasks of UX design, UI design, market/organizational research, and commercialization to create and test the concept of the digital product, and to ascertain its overall value in the market.

This course will introduce students to the process of designing innovative digital products (e.g., websites, applications) beginning from problem-identification and concept-development to user-testing and creation of a prototype using no-code/low-code digital tools.

ENTR 623 Entrepreneurial Systems & Design Thinking (2 Credits)**ENTR 623G Entrepreneurial Systems & Design Thinking (2 Credits)**

Entrepreneurial Systems and Design Thinking (ESDT) integrates theory, methods, and tools from the fields of creativity, innovation, design thinking, sustainability, and entrepreneurship. SDTM provides means of viewing and designing systems broadly and through multiple lenses to see overall structures, patterns and cycles in systems, rather than seeing events and processes within the system in isolation. This facilitates broad system optimization that yields performance superior to that which results from separate optimization of the system's interrelated processes. Examples of systems in this context include products, services, and enterprises, so that, for example, organizational design can be approached through methods presented in this course. Systems thinking is facilitated by viewing systems through multiple perspectives and through use of creative and organizational tools. Within this broad context, students are expected to design and prototype a system (product, service, enterprise, policies, practices) that is informed by and sensitive to business-oriented measures of success, societal benefit, and ecological neutrality or restoration.

The course is highly experiential. Content is delivered as a blend of traditional lecture and experience-driven activities and balances theory and practice. Prerequisites: prior or concurrent enrollment in ENTR 301 is encouraged, but not required. Participants will learn and apply a broad array of tools, methods and strategies useful in ESDT.

ENTR 624 Faulkner Entrepreneurship & Design Challenge + (2 Credits)

The *Faulkner Entrepreneurship & Design Challenge* (FEDC) is an integrated and immersive entrepreneurship & design experience. High-level entrepreneurship and design challenges are competitions that aim to create ways to leverage opportunities or create better solutions to important societal or environmental problems. More generally, such challenges articulate opportunities to be leveraged or problems for which solutions are sought and help define a scope that is neither too narrow nor too broad. The *Faulkner Entrepreneurship & Design Challenge* provides a fertile environment in which innovators and designers create or design products, applications, services, or launchable enterprises with high potential for meaningful social or environmental impact. This is done within a competitive entrepreneurial framework.

Submission of a well-thought-out and articulated business plan is a formal challenge requirement. Entries should address relevant principles and goals from the *United Nations Global Compact 10 Principles* and the *17 United Nations Sustainable Development Goals* (UN SDGs).

ENTR 624G Faulkner Entrepreneurship & Design Challenge + (2 Credits)

The *Faulkner Entrepreneurship & Design Challenge* (FEDC) is an integrated and immersive entrepreneurship & design experience. High-level entrepreneurship and design challenges are competitions that aim to create ways to leverage opportunities or create better solutions to important societal or environmental problems. More generally, such challenges articulate opportunities to be leveraged or problems for which solutions are sought and help define a scope that is neither too narrow nor too broad. The *Faulkner Entrepreneurship & Design Challenge* provides a fertile environment in which innovators and designers create or design products, applications, services, or launchable enterprises with high potential for meaningful social or environmental impact. This is done within a competitive entrepreneurial framework.

Submission of a well-thought-out and articulated business plan is a formal challenge requirement. Entries should address relevant principles and goals from the *United Nations Global Compact 10 Principles* and the *17 United Nations Sustainable Development Goals* (UN SDGs).

General Business

GBUS 199 General Business Elective (1-12 Credits)

This course is designed to receive non-equivalent elective transfer credit.

GBUS 204 Business Law I (3 Credits)

The study of the origin of business law with a focus on contracts, agency, and bailments.

GBUS 399 General Business Elective (1-12 Credits)

This course is designed to receive non-equivalent elective transfer credit.

GBUS 403 Commercial Law (3 Credits)

A study of business law focusing on law in the areas of the Uniform Commercial Code, sales contracts, negotiable instruments, and business organizations.

Eligibility Rules: Has completed GBUS204

GBUS 404 Business Organizations and Government Regulations (3 Credits)

This course in business law is a continuation of GBUS 403 and will complete the study of areas tested on the CPA law exam.

Eligibility Rules: Has completed GBUS403

GBUS 600 Selected Topics in Business (1-3 Credits)

Course is designed to handle special topics in business administration for which no formal course is available. Topics are germane to the theories and principles applied to business and industrial practices. See semester class schedule for specific topic.

Eligibility Rules: Permission for GBUS600

GBUS 600G Selected Topics in Business (1-3 Credits)

Course is designed to handle special topics in business administration for which no formal course is available. Topics are germane to the theories and principles applied to business and industrial practices. See semester class schedule for specific topic.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

GBUS 601 Employment Law (3 Credits)

This course is an overview of the laws governing employers' relationships with employees. Employment Law concerns many topics of great interest to managers. The three primary areas of the course concern, (1) the employment relationship and procedures within this relationship, (2) employment discrimination, and (3) employment regulation.

Eligibility Rules: Has completed GBUS204

GBUS 601G Employment Law (3 Credits)

This course is an overview of the laws governing employers' relationships with employees. Employment Law concerns many topics of great interest to managers. The three primary areas of the course concern, (1) the employment relationship and procedures within this relationship, (2) employment discrimination, and (3) employment regulation.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

GBUS 603 Corporate Governance (3 Credits)

This course examines the complex dynamics among boards, executives, and shareholders; the evolving rights and powers of shareholders; the work that boards do and the critical decisions they make; the legal, financial, managerial, and behavioral issues that directors must contend with in order to be effective; the classic dilemmas that boards confront; and the challenges faced by individual directors.

Throughout the course, "good governance" and what it means for boards, executives and companies will be explored. Students will also explore contemporary debates about shareholder activism, board diversity, board leadership, executive compensation, environmental and social factors in governance, hostile takeovers, and the market for corporate control.

Eligibility Rules: Has completed or is currently enrolled in GBUS204 and MGT301

GBUS 672 Readings in Business + (1-3 Credits)

(1) Accounting; (2) management; and (3) marketing. Purpose of the course is to provide an opportunity for in-depth reading and study in one of the fields of business administration. This course will not substitute for any departmental theory course. Permission of Department Chair is required before enrollment. See advisor for details.

Eligibility Rules: Permission for GBUS672

GBUS 672G Readings in Business + (1-3 Credits)

(1) Accounting; (2) management; and (3) marketing. Purpose of the course is to provide an opportunity for in-depth reading and study in one of the fields of business administration. This course will not substitute for any departmental theory course. Permission of Department Chair is required before enrollment. See advisor for details.

GBUS 673 Problems in Business + (1-3 Credits)

(1) Accounting; (2) management; and (3) marketing. The student will work directed problems related to a field of business administration. This course will not substitute for any departmental theory course. Permission of Department Chair is required before enrollment. See advisor for details.

Eligibility Rules: Permission for GBUS673

GBUS 673G Problems in Business + (1-3 Credits)

(1) Accounting; (2) management; and (3) marketing. The student will work directed problems related to a field of business administration. This course will not substitute for any departmental theory course. Permission of Department Chair is required before enrollment. See advisor for details.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

GBUS 674 Independent Studies + (1-3 Credits)

(1) Accounting; (2) management; and (3) marketing. The student will conduct directed, independent work in business topics not treated in-depth in regularly offered by the department. The course will not substitute for any departmental theory course. Permission of Department Chair is required before enrollment. See advisor for details.

Eligibility Rules: Permission for GBUS674

GBUS 674G Independent Studies + (1-3 Credits)

(1) Accounting; (2) management; and (3) marketing. The student will conduct directed, independent work in business topics not treated in-depth in regularly offered by the department. The course will not substitute for any departmental theory course. Permission of Department Chair is required before enrollment. See advisor for details.

GBUS 677 Internship + (3 Credits)

(1) Accounting; (2) management; and (3) marketing. The student will perform meaningful professionally related work. A job in the student's major must be obtained in advance and be approved by the advisor and the Department Chair prior to enrollment. See advisor for details.

Eligibility Rules: Permission for GBUS677

GBUS 677G Internship + (3 Credits)

(1) Accounting; (2) management; and (3) marketing. The student will perform meaningful professionally related work. A job in the student's major must be obtained in advance and be approved by the advisor and the Department Chair prior to enrollment. See advisor for details.

GBUS 801 Survey of Economics (3 Credits)

This course will familiarize students with economic principles and analytical techniques so that modern business practices can be understood, appreciated and implemented. The course combines basic quantitative and financial tools with the fundamental principles of micro and macroeconomics, including the growing importance of international production and distribution.

Eligibility Rules: Permission for GBUS801

GBUS 802 Management and Marketing Concepts (3 Credits)

A survey course addressing the key elements of managerial and marketing theory and practice. Management concepts studied include leadership, organizational design and behavior, environmental and cultural considerations, decision making, planning and control, and strategic management. Marketing concepts studied include the evolution of the marketing function, a survey of the uncontrollable environment, an examination of the marketing mix, and the integration of these topics into the development of a marketing plan.

Eligibility Rules: Permission for GBUS802

GBUS 803 Accounting Theories and Practices (3 Credits)

An overview of accounting and its basic analytical techniques. This course introduces the components of the accounting system, covers how to read and interpret the major financial statements, and shows how to apply accounting information in the most commonly occurring managerial tasks. It serves as a background for the study of management practices in planning, monitoring, and controlling as enterprise.

Eligibility Rules: Permission for GBUS803

GBUS 804 Financial & Quantitative Methods (3 Credits)

An intensive study of the financial decisionmaking of a business. Topics include: financial statement analysis, time value of money, risk and return, valuation, capital budgeting, cost of capital, capital structure decisions, working capital management, and international financial management, basic probability, expected value, the normal probability distribution, interval estimation, hypothesis testing, correlations and regression.

Eligibility Rules: Has completed GBUS803

GBUS 878 Research in Business (3 Credits)

Collection, organization, analysis and interpretation of data; writing style and mechanics; bibliographical principles. A term project is required.

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral

GBUS 899 Thesis (3-5 Credits)

Eligibility Rules: Academic level is Masters, EdS, Grad Non-Degree OR Doctoral