
Undergraduate Studies in the
**HELZBERG SCHOOL OF
MANAGEMENT**

Academic Administration

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Full-time Faculty

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Helzberg School of Management Vision, Mission, and Core Values

The Helzberg School of Management exists to prepare leaders to make a positive difference in the world. Our mission is to be the driving force in the community to educate and develop leaders of competence and conscience, based upon the Jesuit tradition of learning, leadership and service.

We will teach, practice, and be guided by:

- ◆ Reverence for dignity of the human person;
- ◆ Respect for the intellectual and spiritual aspects of education;
- ◆ Commitment to the community and its progress;
- ◆ Honesty, integrity, and ethics in every aspect of the educational endeavor; and
- ◆ Commitment to engaged learning and applied business interactions.

Program Overview

Since 1933, Rockhurst business education and leader development have been characterized by innovation and responsiveness to a changing environment. Significant “firsts” include Kansas City’s first co-educational business degree for working adults (1933), the city’s first part-time MBA program (1976) and first executive MBA program (1978), and participation in the Kansas City University of Medicine and Biosciences’ ground-breaking DO/MBA Dual Degree program featuring a Rockhurst MBA in Health Care Leadership (2001). For more than 70 years, Rockhurst has met the demand for competent, confident leaders with management skills necessary to lead successful organizations in dynamic, rapidly changing environments.

Helzberg School of Management (HSOM) undergraduate programs integrate a broad liberal arts-based education with focused study in specific areas, producing leaders of competence and conscience with the skills necessary to excel professionally and serve others meaningfully. Undergraduate degree programs provide excellent preparation for subsequent study in graduate or professional schools and further the Jesuit ideal of educating men and women for others. The Helzberg School of Management grants the Bachelor of Science in Business Administration (BSBA) and the Bachelor of Arts (BA). The BSBA is offered with a business administration major and concentrations in accounting, finance/accounting, finance/economics, international business, management, management information systems, or marketing. The BA is offered in economics.

The Helzberg School of Management offers a part-time or evening Master of Business Administration (MBA), with focus areas in accounting, finance, health care leadership, international business, management, management information systems, and marketing. Beginning in 2004, a 30-hour “5th Year MBA Option” will be available to Rockhurst graduates with either a BSBA or an 18-hour minor in Business Administration. Rockhurst BSBA students with a concentration in Accounting may use the 5th Year MBA Option to meet CPA exam requirements. For information on the evening MBA and the 5th Year MBA Option, please see Graduate Studies in the Helzberg School of Management in the Graduate Section of this catalog.

The Helzberg School of Management offers a unique focus on executive education within the greater Kansas City area through its executive program, the Executive Fellows MBA. As part of its commitment to lifelong learning within the Catholic, Jesuit tradition, the Helzberg School of Management also provides educational and developmental

programs for managers within the metropolitan area. For information on this program please see Graduate Studies in the Helzberg School of Management in the Graduate Section of this catalog.

Undergraduate Studies in the Helzberg School of Management

Quality in the educational experience is a hallmark of Catholic, Jesuit education. The undergraduate curriculum of the Helzberg School of Management is designed to integrate a broad liberal arts-based education with specialized study within a specific area, resulting in graduates who demonstrate both competence and conscience. The core curriculum is meant to shape the entire undergraduate experience, particularly in the integration of leadership, corporate social responsibility and ethics, information analysis, communication, and globalization. In a variety of classroom settings, students are confronted with “real world” choices in developing business and managerial skills which are relevant to the contemporary business environment.

A Helzberg School of Management degree provides excellent preparation for further study in graduate or professional schools, such as business and law, as well as providing skills for many professional fields. The degrees further the Jesuit educational ideal of educating men and women for others. The Jesuit educational mission emphasizes the combination of liberal and professional education to prepare individuals to be leaders in the contemporary world and to be lifelong learners.

◆ Bachelor of Science in Business Administration

The purpose of the Bachelor of Science in Business Administration is to provide students with an education which will enable them to develop an understanding of both the business enterprise and the role of business as an institution in the modern world.

The basis for developing an appreciation of the role of business as a societal institution is provided by a broad knowledge of business: its history, its impact upon individuals, its economic importance and its social responsibilities. In addition, a full appreciation requires a knowledge of the various environments (financial, economic, technological, governmental, social and cultural, and global) within which firms must operate. An understanding of the complexities of problem solving and the ethical implications of managerial decision-making at the enterprise level is provided through knowledge of business fundamentals (accounting, economics, financial management, marketing, production and operations management) coupled with a knowledge of organizations and behavior in organizations. This broader business understanding provides the essential framework for further study within the concentrations.

The BSBA degree in business administration, with options to concentrate in accounting or management information systems, is also available in the evening through the Evening Program in the School of Graduate and Professional Studies (GPS). Contact the GPS academic advisor at 816-501-4062 for further information.

◆ Bachelor of Arts

This degree is designed to extend the breadth of liberal arts study accomplished through the liberal arts core, and to provide students with an opportunity for further study in economics. The degree provides excellent preparation for further study in graduate or professional schools, such as business and law, as well as providing entry-level skills for many professional fields. The Helzberg School of Management seeks in this degree, as it does in all of its degrees, to further the Jesuit educational ideal of educating men and women for others.

Minor Areas of Study

The Helzberg School of Management offers minors in business administration and economics. The minor in business administration is available to all Rockhurst University majors not seeking a BSBA degree.

Admission

Undergraduate students are admitted to Rockhurst University by the Office of Admission and Financial Aid. Students who are interested in business degrees as freshmen and sophomores are advised in the Helzberg School of Management (HSOM) while they complete the liberal arts core requirements and BSBA prerequisites. Students are eligible to declare a major in the Helzberg School of Management upon completion of 60 semester hours with a minimum 2.0 grade point average. Students are encouraged to designate their interest in the BSBA and BA degrees as early as their freshman year. In order to file a declaration of major, students submit an unofficial transcript and declaration of major form (available from the Registrar) to the Helzberg School of Management Director of Academic Advising. Students must declare their concentration upon completion of 21 hours of HSOM coursework.

Transfer Students

The Helzberg School of Management welcomes transfer students. Students considering transferring to Rockhurst University from another institution should have their academic records evaluated by the Helzberg School of Management Director of Academic Advising to determine the transferability of courses. The Helzberg School of Management requires that at least 50 percent of the business credit hours required for the business degree be earned at Rockhurst University.

Academic Student Services

The Helzberg School of Management Director of Academic Advising assists students by providing information about degree programs, initial credit evaluations and course preregistration. Undergraduates must be advised every semester in order to preregister for classes. Full-time students are assigned faculty advisors in their major area of study. Part-time students are advised by the Helzberg School of Management academic advising staff in the Helzberg School of Management offices with faculty available to assist.

Goppert Cooperative Education Program (Co-op)

Helzberg School of Management students are eligible to participate in the Goppert Cooperative Education Program (Co-op). See section in “College Life.”

Curriculum Requirements

The Helzberg School of Management (HSOM) requires that at least 50 percent of all business credit hours required for the business degree be earned at Rockhurst University. This policy excludes the lower-division economics, mathematics, and statistics courses.

A maximum of all business credit hours earned toward the BSBA may not exceed 50 percent of the total credit hours required for graduation. Upper-division economics courses that are required for any of the BSBA majors cannot be applied towards the BA in Economics and vice versa.

Liberal Core Requirements

All Helzberg School of Management students are required to complete the liberal core requirements of Rockhurst University. See section on “Liberal Core Curriculum.”

Prerequisites for the BSBA Degree

All Helzberg School of Management students pursuing the BSBA degree are required to complete the following prerequisites:

AC 2000	Financial Accounting
AC 2100	Managerial Accounting
BUS 1800	Microcomputer Applications
BUS 1900	Business Leadership and Social Issues
BUS 2200	Applied Business Statistics
EC 2000	Principles of Macroeconomics <i>or</i> EC 2050 Honors Macroeconomics
EC 2100	Principles of Microeconomics <i>or</i> EC 2150 Honors Microeconomics

◆ Bachelor of Science in Business Administration

Helzberg School of Management Core Courses for the Bachelor of Science in Business Administration Degree (BSBA)

The Helzberg School of Management Core courses, which are required for graduation for the BSBA degree, are:

BUS 3350	Business in Global Environments
BUS 3400	Law of Commercial Transactions
DS 3200	Production Operations Management
FN 3000	Essentials of Finance
MG 3300	Leadership and Organizational Behavior*
MG 4940	Business Leadership: Strategy, Policy and Ethics*
MIS 3100	Management Information Systems; students pursuing a concentration in Accounting will take AC 3500 Accounting Information & Control Systems instead of MIS 3100
MK 3000	Principles of Marketing

*Students with concentrations in accounting pursuing the 5th Year MBA Option to meet CPA certification requirements will be waived from these courses at the undergraduate level and will instead take additional upper-level accounting courses. These students will take the Core Managerial Perspective courses MG 6100 and MG 6910 during their graduate work.

Concentration Requirement for the BSBA Degree

Helzberg School of Management Business Administration major course requirements for the Bachelor of Science in Business Administration Degree (BSBA):

The BSBA Business Administration major requires the completion of 15 upper-division Helzberg School of Management hours in addition to all university requirements and BSBA prerequisite requirements and Helzberg School of Management Core courses for the Bachelor of Science in Business Administration degree. The student may choose any additional 15 hours from upper-division courses (six hours must be at the 4000-level or higher) offered by the Helzberg School of Management or the student may pursue a concentration as outlined below.

Concentration in Accounting

Option 1 (15 hours): For students *not* pursuing the 5th Year MBA Option to meet CPA Certification requirements.

AC 3000 Intermediate Accounting I
 AC 3100 Intermediate Accounting II
 AC 3400 Advanced Managerial Accounting
 AC 4650 Individual Taxation

Plus one 3-hour, 4000 or higher level HSOM accounting course elective.

Option 2: For BSBA students with a concentration in accounting pursuing the 5th Year MBA Option to meet CPA Certification requirements.

AC 3000 Intermediate Accounting I
 AC 3100 Intermediate Accounting II
 AC 3400 Advanced Managerial Accounting
 AC 4050 Advanced Accounting
 AC 4201 Intermediate Financial Analysis
 AC 4600 Corporate and Partnership Taxation
 AC 4650 Individual Taxation
 AC 4750 Auditing*

*AC 4750 will satisfy the HSOM undergraduate capstone graduation requirement.

For students pursuing Option 2, please see the Graduate Studies in the Helzberg School of Management section of the catalog for MBA admission requirements. Upon fulfilling the requirements for the BSBA degree as stated, admittance to the MBA program, and completion of all University graduation requirements, the student will receive the BSBA degree.

A sample course of study for students choosing Option 2 follows:

Junior Year	
Fall Semester	Spring Semester
AC 3000 Intermediate Accounting I	AC 3100 Intermediate Accounting II
AC 3400 Advanced Managerial Accounting	AC 3500 Accounting Information & Control Systems
FN 3000 Essentials of Finance	DS 3200 Production Operations Management
MK 3000 Principles of Marketing	Philosophical/Theological Level II
TH 3000 Christianity II: Development	Scientific-Relational Level II
Historical/Literary Level II	
Senior Year	
Fall Semester	Spring Semester
AC 4201 Intermediate Financial Analysis	AC 4050 Advanced Accounting
AC 4650 Individual Taxation	AC 4600 Corporate & Partnership Taxation
BUS 3400 Law of Commercial Transactions	AC 4750 Auditing
AR, MS, or TA	Six hours of electives
Four hours of electives	

Concentration in Finance/Accounting (15 hours total)

AC 3000 Intermediate Accounting
FN 4110 Investments
FN/AC 4201 Intermediate Financial Analysis
Plus six hours of upper-level HSOM accounting and/or finance electives.

Concentration in Finance/Economics (15 hours total)

EC 3000 Intermediate Macroeconomics
EC 3100 Intermediate Microeconomics
FN 4110 Investments
Plus two three-hour Economics or Finance electives from the following:
EC 4000 Forecasting
EC 4200 International Economics
FN 4000 International Finance
FN 4201 Intermediate Financial Analysis
FN 4300 Financial Markets and Institutions

Concentration in International Business (15 hours total)

CT 3850 Intercultural Communication
Plus 12 hours of the following HSOM courses
(six hours must be 4000 level or higher):
AC 4450 International Accounting Issues
EC 4200 International Economics
FN 4000 International Finance
MG 4350 International Management
MK 3350 International Marketing

Concentration in Management (15 hours total)

MG 3010 Principles of Management
MG 3500 Leadership Development
MG 4350 International Management
Choose two of the following electives:
MG 3800 Competitive Analysis
MG 4170 Leadership in the 21st Century
MG 4400 Small Business Management/Entrepreneurship

Concentration in Management Information Systems (16 hours total, 12 upper-division)

CS 1110/1120 Introduction to Programming/Lab (4 hours)
MIS 3110 Database Management
MIS 3120 Networking and Telecommunications
MIS 4110 Systems Analysis and Design
MIS 4900 Management Information Systems Senior Capstone Project

Concentration in Marketing (15 hours total)

MK 3200 Consumer Behavior
MK 3350 International Marketing
MK 4100 Marketing Research
MK 4400 Personal Selling and Sales Management
MK 4500 Marketing Policy

◆ Bachelor of Arts

All Helzberg School of Management students pursuing the BA degree are required to complete the following prerequisites:

EC 2000	Principles of Macroeconomics <i>or</i> EC 2050 Honors Macroeconomics
EC 2100	Principles of Microeconomics <i>or</i> EC 2150 Honors Microeconomics
BUS 1800	Microcomputer Applications
BUS 2200	Applied Business Statistics

Major for the BA Degree

Economics

Upper-division requirements for the Economics major include 18 hours of upper-division hours in economics. These 18 hours include the following:

EC 3000	Intermediate Macroeconomics
EC 3100	Intermediate Microeconomics

Two Global Electives

The student should select two electives in the global area which include any of the following courses:

EC 3400	The Developing World: Economics, Politics, and Culture
EC 4200	International Economics
EC 4300	Political Economy: Economic Systems of the World
EC 4940	Global Economic Issues

Two Policy and Industry Electives

The student should select two electives in the policy and industry area which include any of the following courses:

EC 3225	Health Care Issues: Economics and Policy
EC 3300	Money and Banking
EC 3750	Law and Economics
EC 3800	Competitive Analysis
EC 4000	Forecasting
EC 4400	Industrial Organization

Twelve additional hours of related upper-division courses are also required and are to be chosen under the direction of the major advisor.

Helzberg School of Management Minors

In addition to completing the following course requirements for these minors, students are also subject to the policies governing minors as described in the section “Undergraduate Academic & Administrative Policies.”

Business Administration Minor (18 upper-level credit hours)

Note: BSBA students may not minor in Business Administration.*

AC 4500	Principles of Accounting**
EC 4500	Applied Quantitative Methods**
EC 4550	Principles of Economics**
FN 3000	Essentials of Finance
MIS 3100	Management Information Systems*
MK 3000	Principles of Marketing

**Note: Some lower-level prerequisites are required for certain upper-level courses and must be taken prior to taking the upper-level courses required for the minor.*

***These courses cannot be taken by BSBA majors to fulfill BSBA degree requirements. Students must have junior standing or be a post-baccalaureate pre-MBA student.*

Economics Minor--Global Perspective (12 upper-level credit hours)*

EC 3000	Intermediate Macroeconomics
EC 4200	International Economics
EC 4300	Political Economy: Economic Systems of the World
EC 4940	Global Economic Issues

Economics Minor--Managerial Perspective (12 upper-level credit hours)*

EC 3750	Law and Economics
EC 3800	Competitive Analysis
EC 4000	Forecasting
EC 4940	Global Economic Issues

**Note: Some lower-level prerequisites are required for certain upper-level courses and must be taken prior to taking the upper-level courses required for the minor.*

Graduation Requirements

All Helzberg School of Management (HSOM) degrees require students to earn a minimum cumulative GPA of 2.5 in HSOM upper-level core courses and earn a grade of C or above in the 15 hours of upper-level courses required for the degree or HSOM concentration. In addition, students must successfully complete a senior capstone course with a grade of C or above. This satisfies the senior comprehensive examination requirement of the Helzberg School of Management.

Additional degree requirements and policies are described in the Undergraduate Academic and Administrative Policies section of the catalog.

Course Descriptions

Accounting

AC 2000. Financial Accounting (3)
A study of how organizations capture and use financial information for reporting and analysis. Topics include the accounting cycle, understanding financial statements and their account, and the preparation and analysis of income statements, balance sheets, and statements of cash flows.

AC 2100. Managerial Accounting (3)
A study of accounting information needed for internal planning, decision making and control. Students study cost behavior, cost-volume-profit analysis, product costing methods, budgeting, and variance interpretation. Prerequisite: AC 2000.

AC 3000. Intermediate Accounting I (3)
The Intermediate Accounting sequence provides students with a foundation in the basic theory and principles underlying the preparation of financial statements of business entities. Basic computer and

spreadsheet skills are expected. AC 3000 covers the foundations of financial accounting and reporting, including history of accounting, the conceptual framework and objectives of financial reporting, cash versus accrual basis, elements of financial statements, the complete accounting cycle, revenue and expense recognition, comprehensive income statement, balance sheet and statement of cash flows. Prerequisite: AC 2100, junior standing; prerequisite or concurrent BUS 1800.

AC 3100. Intermediate Accounting II (3)

A study of financial accounting and reporting topics including liabilities, leases, pensions, deferred income taxes, owners' equity and distributions to shareholders and earnings per share. Prerequisite: AC 3000.

AC 3400. Advanced Managerial Accounting (3)

An advanced study of cost and managerial accounting concepts. Course covers beyond the principles level the managerial and cost accounting concepts and application of such topics as cost methods, budgeting, variance analysis, and using information for management decision making. Prerequisite: AC 2100; prerequisite or concurrent: BUS 1800.

AC 3500. Accounting Information and Control Systems (3)

A study of information systems and internal control environments. Course content includes understanding and testing the internal control environments, understanding and documenting the transaction cycles, and establishing and using database systems. Prerequisites: AC 3000, AC 3400.

AC 4050 (AC 6050). Advanced Accounting (3)

Survey of advanced topics in financial accounting and reporting, including business combinations and consolidations, accounting for routine operations of state and local government entities and other nonbusiness entities, partnerships and personal financial statements, and foreign currency translation and transactions. Prerequisite: AC 3000.

AC 4201 (FN 4201). Intermediate Financial Analysis (3)

A second course in corporate finance that deepens the development of the analytical skills and knowledge of the student in analyzing financial information and understanding of the underlying accounting information. The course builds the theory and analysis skills of students in financial statement analysis and other topics including working capital management, capital structure and cost including dividend policy, key financial metrics, and valuation. Students will be expected to complete a major project that analyzes the statements and practices of corporate financial policies on these issues. Prerequisite: FN 3000.

AC 4450. International Accounting Issues (3)

This course examines the accounting and reporting of multinational corporations; the impact of culture and capital markets on countries' accounting concepts and standards; and the development of international accounting standards. Subjects include: International Accounting Standards, reporting requirements for multinational companies, and foreign currency translation, ethical issues related to international business transactions and accounting. Prerequisites: AC 3100, BUS 3350, FN 3000.

AC 4500. Principles of Accounting (3)

Course provides a foundation for students with no prior accounting experience. Financial and managerial basics are taught, but the emphasis is upon attainment of an overall understanding of the field. General topics include the preparation and interpretation of basic financial statements and the use of accounting information for managerial decision-making. Specific topics include the balance sheet, income statement, statement of cash flows, cost behavior, cost-volume-profit analysis, and relevant cost analysis. Waived in lieu of six hours of undergraduate accounting. This course cannot be taken by BSBA majors to apply toward the BSBA degree requirements. Prerequisite: Junior standing or post-baccalaureate pre-MBA student.

AC 4600 (AC 6600). Corporate and Partnership Taxation (3)

A study of major taxes and taxation issues as they pertain to corporations, partnerships and sole proprietorships. Emphasis is given to concepts, practice, research and communication of tax issues. Prerequisite: AC 3000.

AC 4650 (AC 6650). Individual Taxation (3)

A study of federal and state taxation issues as they pertain to individuals. Emphasis is given to concepts, practice, research and communication of tax issues. Prerequisite: AC 3000.

AC 4750 (AC 6750). Auditing (3)

Auditing is the capstone course that integrates accounting practice, business perspectives and environments, and auditing standards and procedures. Upon completion of the course, students will have demonstrated their ability to assess client business risk, perform an industry analysis, gather and evaluate audit evidence, evaluate internal control systems, and prepare audit reports. Analytical, written, and oral presentation skills are essential in this course. Prerequisite: AC 3500 or MIS 3100 or equivalent.

Business Administration

BUS 1000. Freshmen in Business Seminar (1)

This course is designed to provide incoming freshmen with an overview of academic and social adjustment to college. Students are introduced to the missions of the Jesuits, Rockhurst University and the Helzberg School of Management. Additionally, students learn how the Rockhurst liberal arts core curriculum is an integral part of their educational experience, and how the theories, principles, and concepts studied in the core will be applied to life and to the study of the business major. Students also meet formally and informally with faculty and staff, and are introduced to the range of student support services that are available on campus.

BUS 1800. Microcomputer Applications (3)

The course is designed to provide in-depth, hands-on experience with computers, the Internet, and the Microsoft Office suite of application programs. Coursework includes the removal and re-installation of computer hardware components, project-based work with the Microsoft Office suite of application programs including: Word (word processing), PowerPoint (presentation), Excel (spreadsheet), and Access (database), as well as hands-on work with the Microsoft Internet Explorer (IE) web browser, Internet resources and searching strategies, and methods used to determine credibility of Internet-based reference resources. The course also incorporates a general, theoretical orientation to computers. There is substantial exposure to Microsoft Excel equations in the course. Successful completion of the course facilitates computer proficiency with the specified applications. Recommended: A fundamental knowledge of computers evidenced by a high school computer course or equivalent.

BUS 1900. Business Leadership and Social Issues (3)

This course introduces the student to business. First, it will engage students in managerial concepts and skills relating to functional integration and the managerial processes of planning, organizing, and implementing. Second, students will deal with leadership issues, especially at the micro level, of influencing, working in teams, and developing self-awareness. Finally, these skills will be learned in the context of the external environment. That is, there is an emphasis on examining and analyzing social issues as they relate to corporate social responsibility and the firm's role in the macro social and community environment.

BUS 2000. Freshman Seminar Facilitator (1)

Facilitators assist instructors in the Freshman Seminar by working with students in small groups to reinforce the concepts presented in class, discuss journal entries and to provide "tips" for a successful college experience. Prerequisite: Sophomore standing.

BUS 2200. Applied Business Statistics (3)

An introduction to basic statistical techniques, especially for students in business and economics, this course involves understanding scientific method, collecting and analyzing data, inferential statistical procedures used for decision making under conditions of uncertainty and simple regression. Prerequisites: MT 1190, BUS 1800, and sophomore standing.

BUS 3091. Global Issues in Business and Culture (3)

The purpose of this course is for students to develop an understanding of the culture and business practices of other countries. The course involves a 7-10 day trip to other countries. The trip involves cultural and business activities with lectures by government officials, business managers, and university faculty. In addition, the students learn and explore the culture of the country through such activities as city tours, museum visits, and travel tours. The course involves pre- and post-trip studies of the countries' businesses, cultures, and customs as well as specific study of the businesses to be visited.

BUS 3350. Business in Global Environments (3)

This course examines the international and ethical contexts in which trade, investment, and business decisions are made. It introduces the legal, economic, political, and cultural differences among countries and it examines how these differences affect the conduct of international business. It discusses a range of topics including bilateral, regional, and world trade agreements, foreign direct investment, and exchange rates. Finally, it introduces some of the strategic issues surrounding where companies should engage in international business and how they should expand into these markets.

BUS 3400. The Law of Commercial Transactions (3)

An introduction to the study of law as it affects the business enterprise. The focus is on commercial transactions with special emphasis on contracts, contractual liabilities, sales contracts and secured transactions. Where appropriate, the connections between ethics and law are explored. Prerequisite: Junior standing.

Decision Sciences

DS 3200. Production Operations Management (3)

This course provides a study of the production and operations functions within the modern industrial organization. Emphasis is placed on the quantitative techniques needed to improve decision making in the production/operations environment. Prerequisites: BUS 2200.

Economics

EC 2000. Principles of Macroeconomics (3)

A first course in macroeconomics, a social science, that introduces students to theories of how the economy operates and demonstrates the interrelationships of macroeconomic policies, national debt, inflation and unemployment. From primary information sources and educational media, students learn to hypothesize, gather data and test fundamental economic relationships, as well as learn to anticipate the performance of the overall economy. Prerequisite: Sophomore standing. (SRI)

EC 2050. Honors Macroeconomics (4)

A first course in macroeconomics, a social science, that introduces students to theories of how the economy operates and demonstrates the interrelationships of macroeconomic policies, national debt, inflation and unemployment. From primary information sources and educational media, students learn to hypothesize, gather data and test fundamental economic relationships, as well as learn to anticipate the performance of the overall economy. This course takes the place of EC 2000 for honors students. Sophomore standing. (SRI)

EC 2100. Principles of Microeconomics (3)

A first course in microeconomics, a social science, that introduces students to theories of how consumers and producers interact through supply and demand within the economy. This course helps students in developing a scientific approach to studying economic systems such as modern capitalism. Students investigate the structure of market behavior, performance in the marketplace and optimizing behavior regarding consumer demand, revenues, costs and profits. Prerequisite: Sophomore standing. (SRI)

EC 2150. Honors Microeconomics (4)

A first course in microeconomics, a social science, that introduces students to theories of how consumers and producers interact through supply and demand within the economy. This course helps students in developing a scientific approach to studying economic systems such as modern capitalism. Students investigate the structure of market behavior, performance in the marketplace and optimizing behavior regarding consumer demand, revenues, costs and profits. This course takes the place of EC 2100 for honors students. Sophomore standing. (SRI)

EC 3000. Intermediate Macroeconomics (3)

Intermediate Macroeconomics is a social science that focuses on the fundamental determinants of output, employment, prices and interest rates. As an extension of the foundation built in Principles of Macroeconomics, critical economic factors and issues such as technology, the labor force, the capital stock and government policies are investigated. Students gain an understanding of the competing economic analyses explaining macroeconomic

problems and the variety of possible alternatives for fiscal, monetary, investment and labor force policies. Prerequisites: EC 2000 or EC 2050, EC 2100 or EC 2150, statistics.

EC 3100. Intermediate Microeconomics (3)

An advanced study of microeconomics that includes the study of consumer behavior, production theory and general equilibrium. Topics include indifference analysis, costs, isoquants and welfare economics. Prerequisites: EC 2000 or EC 2050, EC 2100 or EC 2150, statistics.

EC 3225. Health Care Issues: Economics and Policy (3)

This class helps students develop an understanding of the public policy formulation and implementation process, as well as an awareness of the critical economic issues in American health care markets. It also provides an exposure to options for health care policy reform. Students are introduced to health service economic issues of access, technology, labor, equity and efficiency from both domestic and international perspectives. A prior course in economics is helpful. (SRII or SRI)

EC 3300 (FN 4300). Money and Banking (3)

Overviews the financial and derivatives markets and the institutional environment in which these markets operate. Instruments traded in these markets (equities, bonds, currencies, options, futures, swaps, etc.) and the principles underlying price determination of these instruments is covered. The course also covers ALM (Asset Liability Management) for financial institutions. Prerequisites: EC 2000 or EC 2050, EC 2100 or EC 2150, statistics.

EC 3400. The Developing World: Economics, Politics and Culture (3)

The Developing World has often been viewed through the lens of theory that evolved in the context of what is known as the Developed World. This seminar course assembles profiles of developing countries and regions from a wide variety of sources to give students a foundation to understand theories focused on the Developing World. Such a foundation includes examinations of the interacting forces of economics, culture, politics, and the natural world. Prerequisite: Sophomore standing. (SRII or SRI)

EC 3501. Leadership: Perspectives from Social Science and the Arts (3)

The purpose of this course is to create a perspective of just one concept, leadership, which is key to Rockhurst's mission and which is greatly valued in any community. Students have an opportunity to integrate what they have learned from many different disciplines in the social sciences and the arts to arrive at this economic perspective. Not only do they learn the substance of what leadership can mean but the different methodologies for learning what leadership is.

EC 3750. Law and Economics (3)

The purposes of government intervention in markets are the focus of the course. The market failures that government is designed to correct are weighed against government failures. Industry studies are used to illustrate public choices about regulation, deregulation, antitrust, and other legal interventions in markets. Students learn the role of property in our legal system and economic analysis. The structure of the U.S. and foreign legal systems are examined from an economic perspective. Students learn to read, interpret, and apply Supreme Court cases to economic analysis of markets. A prior course in economics is helpful. Prerequisite: Sophomore standing or above. (SRII or SRI)

EC 3800 (MG 3800). Competitive Analysis (3)

A comprehensive course applies modern business and economic principles to study a firm's strategic position. The class integrates insights from the theory of the firm, industrial organization, game theory, and complexity analysis which are used in many fields besides Economics. The broad sweep of modern economics and strategy research is organized and presented on a wide variety of issues, such as defining boundaries, "make or buy fallacies," competitor identification, rivalry, commitment, cooperation, and strategic positioning. Prerequisite: Sophomore standing or above and EC 2100 (MK 3000 recommended). (SRII or SRI)

EC 4000. Forecasting (3)

An introduction to the most commonly used methods of forecasting including judgmental, time series and causal approaches. Emphasis is placed on the proper application of these techniques in developing sound forecasts. Prerequisites: EC 2000 or EC 2050, EC 2100 or EC 2150, statistics.

EC 4200. International Economics (3)

This course introduces the student to international trade, with emphasis on the balance of payments, foreign exchange rates and adjustments, the history of trade laws and current directions in free trade and protectionism. Prerequisites: EC 2000 or EC 2050, EC 2100 or EC 2150, statistics, BUS 3350.

EC 4300. Political Economy: Economics Systems of the World (3)

Capturing the essence and dynamism of economic systems is the focus of this course. In this discussion-based course, students will engage in critical reflection of the criteria for comparing economic systems, apply criteria to a self-determined research of particular economy, and examine the different types of economic systems. Particular topics include the role of culture in understanding systems, transitioning systems in Eastern Europe, the emerging role of Islam and issues particular to developing countries. (SRII)

EC 4400. Industrial Organization (3)

The course analyzes the structural characteristics, conduct patterns and social performance of industries with special attention given to major U.S. industries. Prerequisites: EC 2000 or EC 2050, or EC 2100 or EC 2150.

EC 4500. Applied Quantitative Methods (3)

Course introduces applied concepts in mathematical analysis, statistics, and spreadsheet application. The focus is on providing a background in the quantitative methodology used in areas such as economics, finance, operations management, marketing, and management. Major topics include linear and non-linear functions, linear programming and statistical concepts. Waived in lieu of six hours of undergraduate statistics and quantitative analysis. This course cannot be taken by BSBA majors to apply toward the BSBA degree requirements. Prerequisite: Junior standing or post-baccalaureate pre-MBA student.

EC 4550. Principles of Economics (3)

Course examines major topics including role of the price system, the factors which impact prices in resources and product markets, determinants of price level and national income, and the effects of governmental stabilization policies. Waived in lieu of six hours of macro and microeconomics. The course cannot be taken by BSBA majors to apply toward the BSBA degree requirements. Prerequisite: Junior standing or post-baccalaureate pre-MBA student.

EC 4940. Global Economic Issues (3)

A seminar course which examines different economic paradigms to analyze current and controversial economic, environmental, political and social issues from a global perspective. Juxtaposition of the interpretations strengthens students' understanding of competing theories. Research and critical analysis of a chosen issue is presented by students as part of the course. Prerequisite: Junior or senior standing and all lower-division prerequisites of the BA.

Finance**FN 3000. Essentials of Finance** (3)

An introduction to the important areas of corporate managerial finance. Emphasis is placed upon developing an understanding of the tools and methodologies available to the financial manager for decision making in such areas as capital budgeting, working capital management, capital structure and profit planning and control. Prerequisites: AC 2000 and AC 2100, or AC 4500; EC 2000 and EC 2100 (or EC 2050 and EC 2150), or EC 4550; statistics or EC 4500; junior standing.

FN 4000. International Finance (3)

The course addresses both theory and application of international financial and accounting issues. Emphasis is placed on foreign exchange management, including foreign exchange markets and instruments, measuring of foreign exchange positions. International accounting standards as well as multi-national capital budgeting, Eurocurrency and international bond markets are also discussed. Prerequisites: FN 3000 and BUS 3350.

FN 4110. Investments (3)

An introduction to the development of an investment philosophy. The emphasis is on the development of a conceptual framework to implement that philosophy through an analysis of the appropriate analytical tools and methodologies. Specific topics include risk quantification, fundamental and technical analysis, ratio analysis applied to individual equities and the timing of investments. Prerequisite: FN 3000.

FN 4201 (AC 4201). Intermediate Financial Analysis (3)

A second course in corporate finance that deepens the development of the analytical skills and knowledge of the student in analyzing financial information and understanding of the underlying accounting information. The course builds the theory and analysis skills of students in financial statement analysis and other topics including working capital management, capital structure and cost including dividend policy, key financial metrics, and valuation. Students will be expected to complete a major project that analyzes the statements and practices of corporate financial policies on these issues. Prerequisite: FN 3000.

FN 4300 (EC 3300). Financial Markets and Institutions (3)

Overviews the financial and derivatives markets and the institutional environment in which these markets operate. Instruments traded in these markets (equities, bonds, currencies, options, futures, swaps, etc.) and the principles underlying price determination of these instruments is covered. The course also covers ALM (Asset Liability Management) for financial institutions. Prerequisite: FN 3000.

Management**MG 3010. Principles of Management** (3)

Students will be immersed in a Management experience requiring them to make business decisions that involve all functional areas (e.g., finance, marketing, advertising, human resources, etc.). This experience will have students doing the work of managers. Using this common experience as a reference point, students will explore the systemic context of management, including study of contemporary organizations. In addition, students will learn about important contextual variables of man-

agers at various levels (top, middle, low). The traditional functional areas of finance, marketing, production/service, R&D will be explored within the possible organizational structural designs (simple, divisional, combination, virtual) and students will learn the internal and external constraints on managerial decision-making. Further managerial topics include strategy, structure, alignment, and their importance in addressing external environmental uncertainty. Prerequisite: Sophomore standing and BUS 1900.

MG 3300. Leadership and Organizational Behavior (3)

The course investigates how individual and group behavior impacts the performance of an organization. Topics include perception, personality, values, job satisfaction, emotional intelligence, learning, communication, motivation, culture, conflict, stress, and power/politics. The purpose of this course is to increase students' awareness of the impact that these topics have on leadership effectiveness. Prerequisite: Sophomore standing.

MG 3500. Leadership Development (3)

This course will assess the student's level of practical leadership behaviors (some of the behaviors may cross over and include management skills and abilities). The activities and study in this course will build on these existing skills and abilities. The course will also focus students on improving their skill and proficiency in the following leadership areas: decision-making (programmed and non-programmed), conflict resolution for/with others, influencing/persuading others, structuring uncertainty/ambiguity for others, coaching/developing others, delegating/following-up, building effective teams, and negotiating skills. Another outcome of the course will be for students to build self-awareness and acquire tools for life-long learning and self-exploration, including the ability to solicit and give feedback from and to peers. Prerequisite: MG 3010.

MG 3800 (EC 3800). Competitive Analysis (3)

This course applies modern business and economic principles to study a firm's strategic position. The class integrates insights from the theory of the firm, industrial organization, game theory, and complexity analysis which are used in many fields besides economics. The broad sweep of modern economics and strategy research is organized and presented on a wide variety of issues, such as defining boundaries, "make or buy fallacies," competitor identification, rivalry, commitment, cooperation, and strategic positioning. Prerequisite: Sophomore standing and EC 2100 (MK 3000 recommended).

MG 4170. Leadership in the 21st Century (3)

Students will explore leadership issues as they relate to societal and business trends. Topics will include technology, the environment, and globalization as well as economic, political, cultural, and spiritual

trends. The course will use historical and future perspectives to explore ways in which we might improve our world and the contributions business makes to this future. This course will follow a seminar format using a variety of resources including texts (non-business or business), periodicals, guest speakers, films, etc., to help inform the discussions and activities of the course. Prerequisite: MG 3010.

MG 4350. International Management (3)

This course builds upon several key concepts introduced in BUS 3350 Business in Global Environments. It extends the discussion of how political, economic, legal, and technological developments are affecting the management of international business operations. It pays special attention to the role of culture and the challenges inherent in managing employees, operating facilities, and targeting markets across cultures. Finally, it examines the managerial and ethical implications of various international entry modes. Prerequisite: BUS 3350.

MG 4400. Small Business Management/Entrepreneurship (3)

This course focuses on the unique issues facing the small business owner, as well as extensive coverage of unique business functions that the small business owner is likely to deal with. The course also focuses on 1) how to assess a potential business opportunity and 2) how to prepare a business plan for use as both a strategic document and a document for dealing with potential financial backers. Prerequisites: MG 3300, MK 3000, FN 3000, senior standing.

MG 4940. Business Leadership: Strategy, Policy and Ethics (3)

This course is an integrative capstone experience focusing on strategy and policy development for organizations within the context of sometimes conflicting ethical constraints. Strategy implementation challenges are also explored. The course provides an opportunity to integrate the knowledge drawn from functional area courses in the solution of problems discovered by the analysis of both published cases and live interactions with the managers of companies and organizations within the Kansas City region. Prerequisites: BUS 1900, BUS 3350, FN 3000, MG 3300, MIS 3100 (or AC 3500), MK 3000, senior standing.

Management Information Systems

MIS 3100. Management Information Systems (3)

This course provides an historical and evolutionary introduction to management information systems, what they are, how they affect the organization and its employees, and how they can make businesses more competitive and efficient. Managing information requires understanding, designing, and controlling the information processing activities of an organization. This course focuses on the management of information and explores how firms (a)

gather, (b) represent, (c) process, and (d) distribute information and knowledge to employees and customers. A sample of the topics covered in the course includes business intelligence, knowledge management, knowledge-worker productivity, data modeling, and group decision support systems. Prerequisite: BUS 1800 or equivalent.

MIS 3110. Database Management (3)

This course covers the design and implementation of database management systems (DBMS) Topics addressed in this course include: database design methodologies; data modeling tools and techniques; database models including relational, hierarchical, networked and object oriented designs. Prerequisites: BUS 1800 or equivalent, CS 1110/1120, and MIS 3100.

MIS 3120. Networking and Telecommunications (3)

This course covers data communications and networking requirements including networking and telecommunications technologies hardware and software. Emphasis is placed on analysis and design of networking applications in organizations. Management of telecommunications networks, cost-benefit analysis, and evaluation of connectivity options are also covered. Prerequisites: BUS 1800 or equivalent, CS 1100/1120, and MIS 3100.

MIS 3900. Special Topics in Management Information Systems (3)

The course provides the opportunity for students to investigate emerging topics in management information systems. Topics will be selected based on their historic and/or contemporary importance to the continually evolving fields of information systems, leadership in information systems, or the strategic mission of information systems within organizations. Prerequisite: BUS 1800 or equivalent, CS 1100/1120, MIS 3100, junior or senior standing, and instructor approval.

MIS 4110. System Analysis and Design (3)

This course provides an understanding of information systems development and modification processes emphasizing effective communication and cooperation among users, developers and sponsors. The course focuses on effective and efficient management of enterprise-level information systems. The student is introduced to project management tools and technologies. Prerequisites: BUS 1800 or equivalent, CS 1110/1120, MIS 3100, and junior or senior standing.

MIS 4900. Management Information Systems Senior Capstone Project (3)

Students in the senior project course will conceive, research, specify, design and implement a significant project in management information systems. Projects will be of practical interest to real clients and will be presented to external evaluators for approval as a requirement of the class. Prerequisite: MIS 4110, senior standing, and instructor approval.

Marketing

MK 3000. Principles of Marketing (3)

This course briefly covers all the aspects of marketing that are covered in depth in the subsequent marketing courses. The student is introduced to marketing's 4Ps (Product, Price, Promotion, and Physical Distribution)—something that everyone needs to know, no matter the career choice made. In this course you will learn the essential marketing vocabulary, basic principles and concepts, and how to use these principles when running your own business or working in an organization. The text is very important in this course and the student's learning is aided through the use of videos, presentations, class activities and discussions. Prerequisite: Junior standing.

MK 3200. Consumer Behavior (3)

This course is an application of behavioral scientist research into the field of marketing. Research conducted by psychologists, sociologists, social psychologists, economists, cultural anthropologists and other behavioral scientists are used to help us solve marketing problems. Students will learn why they tend to buy the products and services they do; and, how marketing practitioners can anticipate and predict buying behavior. In this course students give oral presentations, participate in team discussions, write short papers, do some critical thinking and view videos that demonstrate the application of marketing principles. Prerequisite: MK 3000 and junior standing.

MK 3300. Advertising and Promotions (3)

Advertisements and promotions use applied communication techniques. Because organizations must tell their story to the public, effective marketers must become proficient in the use of oral and written communications, nonverbal communications, listening skills, music, theatre, art and other techniques to get their message to the target audience. Specifically the students study how advertising, sales promotions, public relations, personal selling, direct marketing, and Internet is used as part of the overall marketing plan. Each student will invent or select an existing product or service and then develop an Integrated Marketing Communication (an advertising campaign) for it. Students then present their IMCs to the class both orally and in writing. Prerequisite: MK 3000 and junior standing.

MK 3350. International Marketing (3)

This course addresses the global issues that impact concepts relevant to companies engaging the international marketplace. It introduces the student to the cultural, economic, geographic, political and legal issues that affect the where, when and how to enter foreign markets. The course uses contemporary materials to expand beyond the text and bring real life problems and solutions into the classroom for student discussion. Prerequisite: MK 3000 and BUS 3350.

MK 3400. Retailing (3)

An analytical introduction to the process of retailing in the American economy. The focus is on the structure of the retail stores and service establishments involved in this important facet of the marketing system. Prerequisite: MK 3000 and junior standing.

MK 4100. Marketing Research (3)

A thorough study of the various types of market research. Problems related to planning research, gathering and summarizing data and interpreting the findings are discussed and analyzed. The emphasis is on the practical use of market research in making market decisions. Actual market research projects are used to further this process. Prerequisites: MK 3000, BUS 2200 and senior standing.

MK 4400. Personal Selling and Sales Management (3)

Assess your own behavioral style and how to adjust it in order to influence others to accept your ideas. Learn the different ways of attracting and retaining customers. Discover how to obtain information from potential customers and use it to create a persuasive and dynamic sales presentation. Use the spin technique so that your customers handle their own objections and close their own sales. This is an experientially based course designed to improve all of your selling skills. Prerequisite: MK 3000 and senior standing.

MK 4500. Marketing Policy (3)

Learn how to run all aspects of a business, including what research is best to determine your customer needs, how finance impacts on marketing, and how does marketing and production need to be integrated to achieve your corporate goals. Compete against other students groups in the exciting microcomputer industry. Develop your own leadership style and learn how to transform your team into a high performing group which will enable them to achieve high profits and exceed customer expectations. Prerequisite: Senior standing, marketing major.