Program Proposal
Form B

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<th>Academic Group (College):</th>
<th>Date of Submission to College Dean:</th>
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<td>Requested Effective: Fall X, Spring __, 2012.</td>
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<th>Academic Organization (Department):</th>
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<td>College of Business Administration</td>
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<th>Department Chair: (Associate Dean)</th>
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<tr>
<td>Russell K.H. Ching</td>
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<th>Title of the Program:</th>
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<th>Type of Program Proposal:</th>
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- [X] Modification in Existing Program:
  - [X] Substantive Change
  - [__] Non-Substantive Change
  - [__] Deletion of Existing Program

- [__] New Programs
  - [__] Initiation (Projection) of New Program on to Master Plan
  - [__] New Degree Programs
    - [__] Regular Process
    - [__] Fast Track Process
    - [__] Pilot Process
  - [__] New Minor, Concentration, Option, Specialization, Emphasis
  - [__] New Certificate Program

PLEASE NOTE: Form B is to be used only as a Cover Form. Additional information is requested for each of the above as noted in the corresponding procedure in the Policies and Procedures for Initiation, Modification, Review and Approval of Courses and Academic Programs found at [http://www.csus.edu/acaf/univmanual/index.htm](http://www.csus.edu/acaf/univmanual/index.htm)
Briefly describe the program proposal (new or change) and provide a justification.
The Business Honors curriculum is a second track in the Business major (BSBA) that is designed to accommodate the College’s academically high achieving students. The curriculum will focus on developing our most capable and motivated students to fill management opportunities through a challenging business curriculum that emphasizes cross-functional integration in enterprise planning, problem solving and decision making. The curriculum will strive to produce balanced students who can successfully manage many aspects of a business fluidly. The success of the curriculum hinges on the relationships the College builds with its students, faculty, and the business community. Nurturing these relationships will ensure that the curriculum of the program stays current and relevant and will ensure the successful placement of our graduates.

The program is comprised of 9 foundation, 6 integration and a practicum course in the business core.

**Proposed Business Honors curriculum**

**Pre-business (18 units)**
- ACCY 1 – Accounting Fundamentals (3)
- ACCY 2 – Managerial Accounting (3)
- ECON 1A – Introduction to Macroeconomics Analysis (3)
- ECON 1B – Introduction to Microeconomics Analysis (3)
- MATH 24 – Modern Business Mathematics (3)
- STAT1 – Introduction to Statistics (3)
- Computer literacy

**Business Honors Core (38 units)**
- Foundation (19 units)
  - BHON 102 – Business Communication (2)
  - BHON 103 – Business Legal Environment (2)
  - BHON 104 – Fundamentals of Organizational Behavior (2)
  - BHON 105 – Introduction to Management Information Systems (2)
  - BHON 106 – Business Data Analysis (2)
  - BHON 107 – Business Finance (2)
  - BHON 108 – Fundamentals in Marketing (2)
  - BHON 109 – Operations Management (2)
  - COMS 103 – Presentational Speaking in the Organization (3)
- Integration – 6 courses (18 units)
  - BHON 120 – Business Intelligence (3)
  - BHON 130 – Value Chain and Supply Chain Management (3)
  - BHON 140 – Enterprise Resource Planning and Infrastructure (3)
  - BHON 150 – Entrepreneurship and Innovation (3)
  - BHON 160 – Project management (3)
  - BHON 170 – Strategy and Leadership (3)
- Practicum – 1 seminar course (1 unit)
BHON 190 – Practicum in Business (1)

**Concentration courses (18-27 units)**

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**Approvals:**

**Department Chair:**

**Date:**

**College Dean:**

**Date:**

**University Committee:**

**Date:**

**Associate Vice President and Dean**

**for Academic Affairs:**

**Date:**
PROPOSED
BUSINESS HONORS PROGRAM

COLLEGE OF BUSINESS ADMINISTRATION
CALIFORNIA STATE UNIVERSITY, SACRAMENTO

OFFICE OF THE ASSOCIATE DEAN FOR THE UNDERGRADUATE PROGRAM
6000 J STREET • SACRAMENTO, CA 95819-6088
PHONE: (916) 278-6463 • FAX: (916) 278-5580

Business Honors Task Force
&
Strategic Planning Task Force

Revised February 28, 2011
Business Honors Program Proposal

I. Introduction

As the Northern California region recovers from the economic downturn, businesses, not-for-profits and government agencies/departments will begin seeking business graduates who are capable of leading their business units as well-qualified managers. The Business Honors Program will focus on developing our best students to fill these opportunities through a challenging business curriculum that emphasizes cross-functional integration in enterprise planning, problem solving and decision making. The program will strive to produce balanced students who can successfully manage many aspects of a business fluidly. The success of the program hinges on the relationships the College builds with our students, our faculty, and the business community. Nurturing these relationships will ensure that the curriculum of the program stays current and relevant and will ensure the successful placement of our graduates. This proposal provides a general description of the program, including the proposed program’s mission, objectives, admissions (targeted student group) and curriculum.

The purpose of this document is to propose a Business Honors Program curriculum. Items that concern the execution of the curriculum, including (but not limited to) the faculty selection criteria and process, and formalizing the student admission criteria, will be deferred to Faculty Council. The Business Honors program is not intended to replace, displace or impose change on any of the College’s current programs and concentrations, but to add to its catalog of curricula. The task force proposes that the integration courses are team-taught, and teaching assignments are offered and compensated as an overload, and not as part of a regular teaching assignment.

II. General Description

A. Mission

The Business Honors Program prepares our most capable and motivated students to become highly-qualified managers through a cross-functional integrated program.

B. Objectives

1. To provide an integrative learning environment that challenges students in enterprise planning, problem solving and decision making.

2. To equip students with managerial skills and knowledge sets that embody the best of business practices.

3. To build camaraderie and promote lifetime networks among students and faculty.

C. Composition

1. Full-time students – All students enrolled in the honors program must be full-time (i.e., minimum 12 units). This would be consistent with the University’s Honor’s Program.
2. Student admission criteria

The recommended minimum GPA is 3.60. This minimum GPA will allow the College to set a semester admission cap to 50 students. Student headcounts for different GPA cutoff points are shown below:

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The 3.6 GPA threshold appears to provide an adequate pool of full-time students from which qualified students can be drawn (see highlighted band in the above table). Based on historical headcounts, the 80-plus pool suggests that not all students (with at least a 3.6 GPA) will be admitted into the program and other factors than GPA can be considered.

3. Student admission – Students would begin the program upon achieving junior class standing and meeting all admission criteria. To remain in the program, students must maintain at least a 3.5 GPA in the business major. Those falling below 3.5 for 2 consecutive semesters should be removed from the program.

Admission criteria can include the student’s overall GPA, an interview with faculty teaching business honors classes, a statement of intent, letters of recommendation as well as others.

Students who have already been admitted to the University’s Honors Program and are in good standing would be admitted without being subjected to the Business Honors admissions criteria.

4. Cohort groups – All students will be assigned to a cohort group and must take classes as scheduled (similar to the EMBA). The cohort group is based on the year and semester the students begin the program. For the convenience of classroom management, the cohort would be divided into 2 equal size sub-groups. Based upon the above table, a GPA threshold of 3.6 would keep the entering cohort group size of 50.

5. Recruitment – In addition to recruiting students from the University’s Honors Program, the College should actively recruit transfer students from the 5 area community colleges (Sierra, American River, Sacramento City, Cosumnes River, Folsom Lake) as well high schools. This will help sustain the program over time.

III. Curriculum Structure

A. Honors Business Core

1. Principles

Principles courses provide the basic tools, similar to the foundation courses for the MBA.

These classes would be paired, such that one would be conducted between the first and eighth week, and the other between the ninth and sixteenth week.

For Example:

<table>
<thead>
<tr>
<th>Weeks 1 through 8</th>
<th>Business Data Analysis</th>
<th>Introduction to MIS</th>
<th>Business Communication</th>
<th>Business Finance</th>
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<tbody>
<tr>
<td>Weeks 9 through 16</td>
<td>Operation Management</td>
<td>Fundamentals in Marketing</td>
<td>Business Legal Environment</td>
<td>Fundamentals of OB</td>
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</tbody>
</table>

- 16 week course (3 units): COMS 103

The course descriptions and learning goals and objectives have been placed in Appendix A.

2. Integration (Core)

Integration courses challenge students and focus on critical thinking, problem solving, decision making, integration of business resources and understanding business as an enterprise.

- Six 16-week courses that focus on managerial decision making, problem solving, critical thinking and integrative skills (18 units).
  For example:

  *Business intelligence* – MIS, business stats, finance
  *Value Chain and Supply Chain Management* – Business stats, OM, business law, business communication
  *Enterprise Resource Planning and Infrastructure* – Finance, Marketing, OB, OM, MIS, accountancy
  *Entrepreneurship and Innovation* – Entrepreneurship, business communication, marketing, finance, accountancy
  *Project Management* – Finance, OM, accountancy, OB
  *Strategy and Leadership (capstone)* – OM, marketing, business stats, OB, MIS

The course descriptions and learning goals and objectives have been placed in Appendix B.

3. Practicum

The practicum seminar brings executive managers from businesses, not-for-profit organizations (e.g., VSP, Sutter Health) and the government sector into the classroom for discussions that focus on practice. Class would meet 2-3 times a semester and a credit/no credit assigned for the final grade (1 unit).

The course description and learning goal and objectives have been placed in Appendix C.

4. Class Sequence
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<tr>
<th>Business Honors Course Sequence</th>
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<tr>
<td></td>
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<td>1st and 2nd Integration classes (6)</td>
<td>3rd and 4th Integration classes (6)</td>
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<tr>
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<td>COMS 103 (3)</td>
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<td>Practicum seminar (1)</td>
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Business concentration classes (18-27)

5. Summary

The courses are categorized into 3 groups:
- Principles courses (19 units)
- Integration courses (18 units)
- Practicum seminar (1 unit)

B. Concentration

Students will declare a concentration just as a regular business undergraduate student would (accountancy, accounting information systems, entrepreneurship, finance, general management, human resources management, international business, management information systems, marketing, operations management, real estate and land use affairs, risk management and insurance).

C. Student Returning to the General Undergraduate Program

Students who are admitted into the honors program may opt for returning to the general undergraduate program. For a student to receive credit towards a general business core course, he/she will have to have completed a pair of related honors foundation and integration courses. The pairing forms an equivalency when both a foundational concepts and principles component, and a proficiency component (i.e., demonstration of understanding and application) are present. A proposed achievement of equivalency appears in Appendix D.

Students who return to general undergraduate program after the first semester will receive one unit for each honors principles course completed. After the second semester, students will be able to fulfill a general business core requirement with the completion of a principles course paired with an integration course. Thus, upon completing the second semester, they will have up to 4 general business core fulfilled (i.e., DS 101 with the completion of BHON 106,120, and 130, FIN 101 with the completion of BHON 107,120, and 150, MIS 101 with the completion of BHON 105,120, 140, and 160, OPM 101 with the completion of BHON 109, 130, and 160).

IV. Learning Objectives Mapping

A mapping of the learning objectives between the current business courses and the proposed Business Honors principles and integration courses is provided in Appendix E. This provides
indications that the learning objectives of proposed curriculum either meet or exceed those of the current general program.

V. Program Assessment

Assessment measures (rubrics) for the Business Honors program will be developed and based on the College’s BSBA learning goals and objectives (Appendix F). A mapping of the possible assignments of rubrics to integration classes is also provided.

VI. Admission Requirements and Criteria

The task force recommends that students applying to Business Honors program should meet or exceed the following requirements:

- Admitted to the CSUS
- Overall CSUS GPA of 3.6
- Completion of all pre-business courses with a GPA of 3.6
- For transfer students, transfer GPA of 3.6
- Junior status at the time of entering the program
- SAT score of 1800

Students who have already been admitted to the University’s Honors Program and are in good standing will be admitted without being subjected to the Business Honors admissions criteria.

Those students who meet the above requirements will be selected according to the following criteria:

- Academic performance based on GPA
- Personal statement of career development and goals
- Experience in team environments and leadership roles (e.g., work, sports, student fraternity/sorority, volunteer work for non-profit organization, etc.)
- Prior awards or recognition based on performance (e.g., scholarships, President’s gifted and talented award, honor society, etc.)

The task force recommends that the above criteria and any further criteria be respectively applied and based on the desired qualities the College seeks in its Business Honors graduates.

VII. Summary

Although the FTES generated through the enrollments may be insufficient to support the program, the Business Honors Program will benefit the College as such:

- Increase the College’s profile in the community and university
- Attract higher quality students to our college
- Provide a more advanced program for our most capable students
- Become an outstanding community resource as the program would prepare graduates to be fast-tracked into management.
Appendix A
Proposed Foundation Course Descriptions, Learning Goals and Objectives

BHON 102 – Business Communication

Provides basic concepts for the understanding and practice of communication for managers and professionals. It examines the use of language and conversations in business settings and their role in coordinating actions, resolving breakdowns in work performance, and providing customer satisfaction. Topics include professional styles and formats of business writing and the development of competence in business conversation skills (written, electronic, and oral).
Prerequisite: Open only to business honors students. Graded: Graded student. Units: 2.0.

Learning Goal: To apply the basic knowledge and skills required to communicate effectively in business.

Learning Objectives:
- Apply professional writing, editing, and oral presentation skills.
- Research, organize, and present critical business information both orally and in writing consistent with the needs of the target audience.
- Apply communication technology to enhance individual communication skills.

Topics Covered:
- Communicating in the 21st century
- Communication principles
- Business writing basics and style techniques
- Managerial communication in the organization
- Communication process
- Managerial writing
- Managing meeting and teams
- Writing routine messages
- Reports and proposals
- Making presentations
- Technology and communication; using technology effectively
- Intercultural communication
- Conducting interviews
- Managerial listening and nonverbal communication; interpreting nonverbal messages
- Speaking interpersonally

BHON 103 – Business Legal Environment

Investigates substantive law and stresses critical thinking and analytical evaluation of contemporary business legal issues. Identifies ethical concerns and addresses potential legal problems. Topics include an introduction to the legal system, court procedures, contracts and
sales, real and personal property, labor and employment law, product liability, and the
government regulation of business. Prerequisite: Open only to business honors students. Graded:
Graded student. Units: 2.0.

Learning Goal: To demonstrate an understanding of the business legal environment.

Learning Objectives:
- Understand the basics of processes and institutions of the US legal system.
- Explain the impact of business law on the business.
- Distinguish and explain the relationship between law and ethics.
- Identify legal issues within business transactions and decisions to minimize disputes and
to ascertain a need for professional assistance.

Topics Covered:
- Dispute and resolution
- Nature of law and litigation process
- Negligence
- Ethics
- Judicial system
- Contracts
- Legality, consent and writing
- Torts
- Property
- Agency
- Administrative law
- Labor law
- Employment law
- Intellectual property

BHON 104 - Fundamentals of Organizational Behavior

The course provides students frameworks to deal and work with members of work organizations,
and focuses on how individual, group and organization-level factors influence employee attitudes
and behaviors. The course further discusses challenges people face in today’s dynamic work
environment and global settings. Prerequisite: Open only to business honors students. Graded:
Graded student. Units: 2.0.

Learning goal: To explain the rationales of individual, group, and organizational level behaviors
within an organization

Learning objectives:
- Understand and appreciate the role of human behavior and attitudes in organizational
  settings
- Explain how employee attitudes and behaviors impact organizations’ overall

9
effectiveness.
- Apply frameworks to analyze employee-related issues and suggest practical solutions to real people issues

Topics Covered:
- Foundations of organizational structure
- Management theory
- Organizational context: design and culture
- Manager’s changing work environment and ethical responsibility
- Organizational change and innovation
- Managing individual differences and behavior
- Motivation and reward systems
- Power, influence and leadership;
- Managing and leading for high performance
- Interpersonal and organizational communication
- Techniques for enhancing organizational effectiveness
- Foundations of individual behavior perception
- Attitudes and job satisfaction
- Personality and values
- Emotions and moods
- Cognitive processing: personality and attitudes
- Decisions and negotiations
- Group behavior and dynamics
- Global-orientation of organizations

BHON 105 – Introduction to Management Information Systems

Course Description: Explores the application of information technology in the organizational environment to assist in managerial decision making. Examines the alignment of IT and business strategy. Prerequisite: Open only to business honors students. Graded: Graded student. Units: 2.0.

Learning Goal: To propose IT applications that support the business.

Learning Objectives:
- Present arguments for the appropriateness of ICT for business applications and the achievement of the business’ strategies and goals.
- Propose ICT and CBIS solutions for the support of business processes.
- Apply ICT for the generation of information to assess alternatives for effective problem solving and decision making.

Topics Covered:
- IS for collaboration and competitive advantage
• Technology innovation
• Database processing
• Data communication
• IS within organizations
• E-commerce and supply chain systems
• Systems development
• IS management
• Information security management

BHON 106 - Business Data Analysis

Applies statistical methods to solve business problems and inform managerial decision making. Topics include data analysis, statistical reasoning, model building and communication of statistical results. A statistical computer package is used in the course. Prerequisite: Open only to business honors students. Graded: Graded student. Units: 2.0.

Learning Goal: Recommend solutions for business problems using statistical analyses.

Learning objectives:
• Plan and execute statistical studies to assist managerial decision making.
• Explain statistical modeling, reasoning, testing, and results.
• Analyze data using appropriate statistical methods to forecast, explain and conclude to develop managerial recommendations.
• Apply statistical techniques to monitor quality control and identify causes of variations.

Topics Covered:
• Presenting data; mean and variance; parameter vs. statistics
• Numerical descriptive measures
• Probability and probability distributions
• Sampling
• Confidence intervals
• Hypothesis testing
• Simple and multiple regressing
• Experimental design
• Chi square testing
• Random walks
• ANOVA
• Statistical quality control

BHON 107 – Business Finance

Study of principles of finance and their application to typical financial problems of business enterprises. Topics include financial analysis, management of working capital, cost of capital,
capital budgeting, long-term financing, dividend policy, internal financing, and time value of money. Prerequisite: Open only to business honors students. Graded: Graded student. Units: 1.0.

Learning Goal: To propose financial alternatives for the evaluation of financial decision making.

Learning Objectives:
- Demonstrate the fundamentals of financial management
- Evaluate financial statements and cash flows
- Assess the financial decisions of managers
- Evaluate capital structures

Topics covered:
- Financial statements
- Time value of money
- Discounted cash flow valuation
- Interest rates and bond valuation
- Equity markets and stock valuation
- Net present value and other investment criteria
- Risk and return
- Cost of capital

BHON 108 – Fundamentals in Marketing

An introduction to marketing concepts and principles. Examines the marketing function, its relationships with other business functions, and its role in the US and global economies. Prerequisite: Open only to business honors students. Graded: Graded student. Units: 2.0.

Learning goal: To recommend marketing initiatives that support marketing strategies.

Learning objectives:
- Explain the value of marketing and its relationship to strategic planning.
- Develop and analyze customer profiles, market segments and product branding.
- Analyze and assess market conditions.
- Assess the globalization of markets, and global and domestic market opportunities.
- Understand the role of relationship marketing
- Effectively apply the 4Ps to the positioning of products and services

Topics Covered:
- Nature of marketing
- Value to consumer, firms and society
- Strategic planning
- Consumer behavior
- Target marketing and market segmentation,
• Market research
• Product and product creation
• Product decisions
• Marketing channels, place and development of channels
• Promotion decisions, advertising and sales promotions
• Pricing decisions
• Evaluating opportunities in the changing market environment
• Distribution
• Global marketing

BHON 109 - Operations Management
Introduces the basic concepts and methods used to analyze and improve operation performance in manufacturing and service organizations. Topics include operations strategy, process design and capacity management, inventory management, supply chain management, and operations planning and control. Prerequisite: Open only to business honors students. Graded: Graded student. Units: 2.0.

Learning Goal: Recommend strategies for improving operations using appropriate techniques.

Learning objectives:
• Explain the relationship between operations management and business performance.
• Formulate solutions to specific problems using quantitative methods.
• Recommend process improvements by applying appropriate analytical techniques.
• Discuss quality and inventory controls.
• Analyze and select an appropriate queuing system using cost and service criteria.
• Provide an assessment for capacity management.

Topics covered:
• Operations strategy in the global economy
• Competitiveness, strategies and productivity
• Project management
• Managing quality
• Location strategies
• Supply chain management
• Managing capacity with the presence of variability
• Forecasting and aggregate planning
• Batch process
• Flow management
• Push and pull systems
• Managing inventory in supply chains
• Risk management in supply chains
• Integrated product/service, process and supply network design
• Product and service design
• Process selection and facility layout
- Inventory management
- Decision analysis tools
Appendix B
Proposed Integration Course Descriptions, Learning Goals and Objectives

BHON 120 – Business Intelligence

Focuses on enterprise problem solving and decision making using information technology, and data and financial analyses for mission critical and integral applications in planning and control. Alternative solutions are examined and evaluated for their effectiveness in achieving results. Prerequisite: Completion of all business honors foundation requirements. Graded: Graded student. Units: 3.0.

Learning Goal: To critically think about and solve business problems to generate business opportunities

Learning objectives:
- Evaluate alternative solutions using statistical analyses
- Determine the feasibility of alternative solutions using financial analyses, including identifying risk and return tradeoffs.
- Apply information technology to aid in problem solving

Topics Covered:
- Business strategy
- Data warehouse
- Data acquisition and cleansing
- Data mining methods and technology
- Data modeling
- Statistical analysis
- Decision making process
  - Identifying, analyzing, interpreting and presenting results
  - Decision making tools, including optimization and simulation
  - Presenting value
- Financial analysis and assessment
- Management issues
  - Organizational factors that can impede or facilitate BI effectiveness
  - Knowledge management

BHON 130 – Value Chain and Supply Chain Management

Methods used for developing effective organizational value chains that integrate strategic planning, procurement, R&D, production, warehousing, distribution, and customer service to support a business strategy. Includes critical decisions surrounding various organizational stakeholders, such as customer and supplier management, and the movement of goods and
information throughout a supply chain network. Prerequisite: Completion of all business honors foundation requirements. Graded: Graded student. Units: 3.0.

Learning Goal: To achieve business goals through logistics systems

Learning objectives:
• Assess the role of a value chain system in supporting business strategy
• Explain the structures and roles of supply chain management in successfully achieving business goals
• Explain logistic issues among supply chain members and provide strategic solutions
• Explain the impact of alternative systems designs on business opportunities
• Propose continuous improvements to existing systems to satisfy changing business environments.
• Identify and assess the legal issues involved in supply chain management
• Provide an assessment of global opportunities and problematic concerns.
• Assess opportunities through statistical reasoning

Topics Covered:
• Supply chain structures and concepts
• Supply chain issues and tradeoffs
  • Logistical issues and tradeoffs
  • Role of information
  • Use of metrics
• Network Design
  • Transportation, warehousing and distribution
  • Models for network design
  • Logistical challenges and tradeoffs
• Inventory management and product availability
• Coordinating and managing supply chain relationships
  • Order management and customer service
  • Sourcing materials and services
• Supply chain performance measurement and financial analysis: analyzing tradeoffs
• IT: Managing information flows
• Global dimensions of supply chains and logistical challenges
• Strategic issues and challenges

BHON 140 - Enterprise Resource Planning and Infrastructure

Examines the design, planning, implementation and impact of enterprise-wide systems on the organization and infrastructure. Focuses on the integration and coordination of all facets of business, including production, accounting, finance, human resources, and marketing, to improve of the organization's resource planning, and management and operational control. Prerequisite: Completion of all business honors foundation requirements. Graded: Graded student. Units: 3.0.

Learning goal: To propose solutions to enterprise-wide planning problems
Learning objections:

- Explain the enterprise and business concepts within it
- Analyze and assess the integration of business processes and the human and technology infrastructures, identify deficiencies and recommend corrective solutions (i.e., process reengineering).
- Design and present an integrated (cross-functional) enterprise process model that involves tracking the flow of transactional data through various business processes, such as accounting, finance, production, and marketing.
- Provide a tool to critically understand markets and an integrated approach to tap the market potential
- Develop a framework to create a value proposition to customers
- Present a concept of strategic and systematic planning and a set of market-based tools to implement the plans

Topics Covered:

- Organizational structures and business processes
  - Identifying, analyzing and designing enterprise activities, processes and workflow
  - Environmental threats and opportunities
  - Reengineer enterprise processes
  - Process optimization
  - Designing and implementing new organizational structures and processes
- People and adoption issues
  - Identify stakeholders
  - Managing change
- Enterprise strategic planning
  - Alignment between the enterprise and business strategic plans
  - Aligning local entities the corporate level
  - Developing an enterprise strategic plan
  - Developing IT initiatives to implement the strategic plan
- Enterprise resource planning (ERP)
- Supply chain management (SCM)
  - Partnering with other business
- Customer relationship management (CRM)
- Knowledge management (KM)
- Portal planning and management

**BHON 150 - Entrepreneurship and Innovation**

An application based course that provides a broad understanding of the new venture creation processes. Discusses fundamental tools and skills necessary to create, run, and grow a successful new venture. Offers a multidisciplinary framework for studying and developing innovative and creative capabilities of entrepreneurs. Prerequisite: Completion of all business honors foundation requirements. Graded: Graded student. Units: 3.0.
Learning goal: To create and develop innovative and creative solutions for new ventures

Learning Objectives:
- Apply entrepreneurial processes to discover, create, and capitalize on business opportunities.
- Integrate functional area knowledge as it applies to new venture creation and growth.
- Connect market needs, environmental changes, and internal processes.
- Provide critical knowledge in creating a new venture, such as marketing research, pricing, and distribution channels.
- Provide a broad understanding of entrepreneurial finance
- Effectively communicate ideas to others across organizational, global and cultural boundaries.
- Understand legal issue involved in entrepreneurial processes.

Topics covered
- Concepts of creativity and innovation and their applications in new venture creation
- Key imperatives in writing a business plan
- Entrepreneurial finance and growth capital
- Venture strategy and its sustainability
- Corporate entrepreneurship and corporate venturing
- Change management and emerging is issues in entrepreneurship

BHON 160 - Project Management

Methods and processes used for planning, controlling and managing projects. Includes project selection and scope, scheduling methodologies, economic analysis, the use of software, and life-cycle costing for managing different phases of projects. Emphasis on effective management of projects to achieve operational, managerial, and strategic goals of organizations. Prerequisite: Completion of all business honors foundation requirements. Graded: Graded student. Units: 3.0.

Learning Goal: To effectively manage business projects to achieve organizational goals

Learning objectives:
- Explain how project selection affects business strategy.
- Prepare schedules and conduct economic analyses using project management tools.
- Explain resources planning, resource allocation, and strategic controls on projects
- Provide an overarching understanding of business operations/processes
- Provide the use of information system and technology to strategically manage projects
- Support managerial decisions using appropriate project management methodologies.
- Assess the business’ legal obligations

Topics covered:
• Developing and comparing feasibility, complexity, scalability and cost of possible solutions and estimating ROI

• Project portfolio
  o Investing in the right projects
  o Assigning the right resources
  o Scheduling for completion at the right time

• Aligning projects, program initiatives and business units to the strategic objectives
  o Identifying strategic objectives and initiatives
  o Designing and implementing the structure and processes
  o Tools for project management
  o Organizational culture issues
  o Impact of changing market demand on the project

• Risk management
  o Risk considerations and factors
  o Contingency planning

• Managing multiple vendors
  o Request for proposal
  o Off-shore and out-sourcing issues
  o Division of responsibilities

• Regulatory and compliance issues

• Managing a project
  o Leveling and allocating resources over projects
  o Assessing project needs and resources, including human financial, technical, etc.
  o Identifying stakeholders
  o Assessing project costs
  o Project planning, execution and scheduling
    • Prioritizing projects
    • Identifying key drivers
    • Defining performance measures
    • Project monitoring and tracking processes to ensure performance to key measures
    • Scheduling resources
    • Change and service controls
    • Quality assurance and testing
  o Adoption issues

• Project leadership
  o Assessing change and change management
  o Communication and organization skills

• Project Management Institute (PMI), Project Management Professional (PMP) and ISO 9000 standards and principles

BHON 170 - Strategy and Leadership

An introduction to traditional and contemporary theories of business strategy, corporate strategy and strategic leadership. Compares and contrasts theories in strategy and styles of strategic leadership through case studies, current research, and conversations with business leaders.
Prerequisite: Completion of all business honors foundation requirements. Graded: Graded student. Units: 3.0.

Learning goal: To be an effective business leader

Learning Objectives:
- Analyze the business environment, core competencies, and roles of strategic leaders.
- Compare and contrast major theories of strategy and leadership and their applications.
- Implement formulated strategies along several dimensions, including vision creation, decision making, change management, and strategic control and leadership.
- Assess societal leadership and the ethical conduct of the business.

Topics Covered:
- Industry analysis
- Identifying and leveraging organizational core values and competencies
- Leading by vision and long-term planning and commitment
  - Vision
  - Mission
  - Strategic planning
- Market and organizational leadership as strategic levers
- Entrepreneurship and innovation
  - Business impact
- Solving business problems
  - Understanding how the organization will strategically adapt
- Developing a sense to win: surviving the food chain
- Understanding enterprise leadership
- Championing organizational change
- Partnering and networking
  - Working in a team environment
  - Inter-organizational and enterprise-level partnerships
  - Cross-cultural management
  - Organizational politics and power
- Developing a sense for the marketplace (business environment)
- Developing and maintaining human resource
  - Staff management, incentives and motivation
- Presenting and selling ideas: honing internal and external communication skills
- Practicum for strategic leadership
Appendix C
Proposed Practicum Course Description, Learning Goal and Objectives

BHON 190 – Practicum in Business

A series of forums that exposes students to practical business issues that have significant impact on the enterprise. Discussions with managers who have effectively led planning and operations. Compares and contrasts business concepts and principles to their practical applications. Prerequisite: Completion of three of the six integration courses. Graded: Credit / No Credit. Units: 1.0.

Learning goal: To gain insight into the problems and issues that challenge managers.

Learning Objectives:
- Discriminate between business concepts and principles and their applications in practice.
- Judge and assess the application of business concepts and principles.
- Demonstrate an understanding of personal leadership style.
# Appendix D

## Achievement of Equivalency

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<tr>
<th>FOUNDATION COURSES</th>
<th>DS 101</th>
<th>FIN 101</th>
<th>HROB 101</th>
<th>MGMT 101</th>
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An equivalency occurs when at least 2 BHON classes (one in the foundation and the other in the integration) are completed as indicated.
Appendix E
Course Learning Objects Mapping
DS 101. Data Analysis for Managers.
Second course in business statistics that focuses on the application of statistical methods to business problems. Emphases are placed on case studies, data analysis, model building techniques, statistical reasoning, and communications of statistical results. A statistical computer package will be used in the course.

Learning Objectives:
• Role of Data Analysis – Explain the importance of data analysis and statistical modeling and reasoning in today's business world
• Statistical Significance - Derive probabilities under a probabilistic distribution (particularly the normal distribution) and identify statistical significance
• Hypothesis Tests - Construct comparative studies, collect and organize data, perform appropriate hypothesis tests using a computer software package, and interpret statistical results.
• ANOVA and DOE - Design statistical experiments, construct and interpret ANOVA tests
• Simple Regression - Perform the beta analysis on stocks using simple linear regression.
• Multiple Regression - Construct multiple regression studies, collect and organize data, perform multiple regression analysis using a computer software package, select variables and build regression models, and interpret statistical results.
• Quality Control - Use control charts to monitor production or service outputs and identify special cause of variation.
• Forecasting - Select appropriate time series analysis models to provide forecasts using time series data.

BHON 106 - Business Data Analysis.
Applies statistical methods to solve business problems and inform managerial decision making. Topics include data analysis, statistical reasoning, model building and communication of statistical results. A statistical computer package is used in the course.

Learning Goal: Recommend solutions for business problems using statistical analyses.

Learning objectives:
• Plan and execute statistical studies to assist managerial decision making.
• Explain statistical modeling, reasoning, testing, and results.
• Analyze data using appropriate statistical methods to forecast, explain and conclude to develop managerial recommendations.
• Apply statistical techniques to monitor quality control and identify causes of variations.

BHON 120. Business Intelligence.
Focuses on enterprise problem solving and decision making using information technology, and data and financial analyses for mission critical and integral applications in planning and control. Alternative solutions are examined and evaluated for their effectiveness in achieving results.

Learning Goal: To critically think about and solve business problems to generate business opportunities

Learning objectives:
• Evaluate alternative solutions using statistical analyses
• Determine the feasibility of alternative solutions using financial analyses, including identifying risk and return tradeoffs
• Apply information technology to aid in problem solving

BHON 130. Value Chain and Supply Chain Management.
Methods used for developing effective organizational value chains that integrate strategic planning, procurement, R&D, production, warehousing, distribution, and customer service to support a business strategy. Includes critical decisions surrounding various organizational stakeholders, such as customer and supplier management, and the movement of goods and information throughout a supply chain network.

Learning Goal: To achieve business goals through logistics systems

Learning objectives:
• Assess the role of a value chain system in supporting business strategy.
• Explain the structures and roles of supply chain management in successfully achieving business goals
• Explain logistic issues among supply chain members and provide strategic solutions
• Explain the impact of alternative
systems designs on business opportunities.
- Propose continuous improvements to existing systems to satisfy changing business environments.
- Identify and assess the legal issues involved in supply chain management.
- Provide an assessment of global opportunities and problematic concerns.
- Assess opportunities through statistical reasoning.
## General Business Curriculum

### Business Core Courses

**FIN 101. Business Finance.** Study of principles of finance and their application to typical financial problems of business enterprises. Special emphasis on financial analysis, management of working capital, cost of capital, capital budgeting, long-term financing, dividend policy, and internal financing.

Learning Objectives:
- Have a broad understanding of financial management;
- Understand basic financial decisions-making;
- Understand basic stocks and bonds valuation; and
- Understand basic risk and return tradeoff.

### Business Honors Curriculum

#### Principles Courses

**BHON 107. Business Finance.** Study of principles of finance and their application to typical financial problems of business enterprises. Topics include financial analysis, management of working capital, cost of capital, capital budgeting, long-term financing, dividend policy, internal financing, and time value of money.

Learning Goal: To propose financial alternatives for the evaluation of financial decision making.

Learning Objectives:
- Demonstrate the fundamentals of financial management
- Evaluate financial statements and cash flows
- Assess the financial decisions of managers
- Evaluate capital structures

**BHON 120. Business Intelligence.** Focuses on enterprise problem solving and decision making using information technology, and data and financial analyses for mission critical and integral applications in planning and control. Alternative solutions are examined and evaluated for their effectiveness in achieving results.

Learning Goal: To critically think about and solve business problems to generate business opportunities

Learning Objectives:
- Evaluate alternative solutions using statistical analyses
- Determine the feasibility of alternative solutions using financial analyses, including identifying risk and return tradeoffs
- Apply information technology to aid in problem solving

### Integrated Courses

**BHON 150. Entrepreneurship and Innovation.** An application based course that provides a broad understanding of the new venture creation processes. Discusses fundamental tools and skills necessary to create, run, and grow a successful new venture. Offers a multidisciplinary framework for studying and developing innovative and creative capabilities of entrepreneurs.

Learning goal: To create and develop innovative and creative solutions for new ventures

Learning Objectives:
- Apply entrepreneurial processes to discover, create, and capitalize on business opportunities.
- Integrate functional area knowledge as it applies to new venture creation and growth.
- Connect market needs, environmental changes, and internal processes.
- Provide critical knowledge in creating
a new venture, such as marketing research, pricing, and distribution channels.
• Provide a broad understanding of entrepreneurial finance
• Effectively communicate ideas to others across organizational, global and cultural boundaries.
• Understand legal issues involved in entrepreneurial processes
General Business Curriculum

Business Core Courses
HROB 101. The Management of Contemporary Organizations. Overview of managerial and organizational theory and practice, including a discussion of the contingencies that influence an organization's effectiveness and efficiency. Focus is on the decision making and problem-solving processes that affect managerial performance in planning, implementing, and controlling the work of contemporary organizations.

Learning Objectives:
• Gain an understanding of the theories of human behavior, and the internal and external forces that influence organizational behavior and organizational effectiveness.
• Gain an understanding of the relationship between organization and society and ethical dilemmas they face.
• Develop students' analytical and problem-solving skills using the framework of human behavior in organizations.
• Improve students' teamwork and team management skills.
• Broaden students' knowledge of the complexity of global operations and its impact on organizations.

Business Honors Curriculum

Principles Courses
BHON 104. Fundamentals of Organizational Behavior. The course provides students frameworks to deal and work with members of work organizations, and focuses on how individual, group and organization-level factors influence employee attitudes and behaviors. The course further discusses challenges people face in today's dynamic work environment and global settings.

Learning goal: To explain the rationales of individual, group, and organizational level behaviors within an organization.

Learning objectives:
• Understand and appreciate the role of human behavior and attitudes in organizational settings.
• Explain how employee attitudes and behaviors impact organizations' overall effectiveness.
• Apply these frameworks to analyze employee-related issues and suggest practical solutions to real people issues.

Integrated Courses
BHON 140. Enterprise Resource Planning and Infrastructure. Examines the design, planning, implementation and impact of enterprise-wide systems on the organization and infrastructure. Focuses on the integration and coordination of all facets of business, including production, accounting, finance, human resources, and marketing, to improve of the organization's resource planning, and management and operational control.

Learning goal: To propose solutions to enterprise-wide planning problems.

Learning objectives:
• Explain the enterprise and business concepts within it.
• Analyze and assess the integration of business processes and the human and technology infrastructures, identify deficiencies and recommend corrective solutions (i.e., process reengineering).
• Design and present an integrated (cross-functional) enterprise process model that involves tracking the flow of transactional data through various business processes, such as accounting, finance, production, and marketing.
• Provide a tool to critically understand markets and an integrated approach to tap the market potential.
• Develop a framework to create a value proposition to customers.
• Present a concept of strategic and systematic planning and a set of market-based tools to implement the plans.

BHON 170. Strategy and Leadership.
An introduction to traditional and contemporary theories of business strategy, corporate strategy and strategic leadership. Compares and contrasts theories in strategy and styles of strategic leadership through case studies, current research, and conversations with business leaders.

Learning goal: To be an effective business leader.

Learning Objectives:
• Analyze the business environment, core competencies, and roles of strategic leaders.
• Compare and contrast major theories of strategy and leadership and their applications.
• Implement formulated strategies along several dimensions, including vision creation, decision making, change management, and strategic control and leadership.
• Assess societal leadership and the ethical conduct of the business.
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<td>MGMT 101. Legal Environment of Business. Study of business law for the business professional. Aside from investigating substantive law, the course stresses critical thinking and analytical evaluation of contemporary business problems. Encourages the identification of ethical concerns along with the ability to anticipate potential legal problems with the goal of preventing them. Covers introduction to the legal system; court procedures; contracts and sales; business organizations; real and personal property; labor and employment law; product liability, and the government regulation of business. OBE 16 or the equivalent is recommended.</td>
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<td><strong>Learning Objectives:</strong></td>
<td>BHON 103. Business Legal Environment. Investigates substantive law and stresses critical thinking and analytical evaluation of contemporary business legal issues. Identifies ethical concerns and addresses potential legal problems. Topics include an introduction to the legal system, court procedures, contracts and sales, real and personal property, labor and employment law, product liability, and the government regulation of business.</td>
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<td>• Provide students with an understanding of basic processes and institutions in the US legal system. Students should be able to explain common court processes and compare alternatives to these processes presenting reasons why and when one might choose a court or an alternative.</td>
<td>Learning Goal: To demonstrate an understanding of the business legal environment.</td>
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<td>• Provide knowledge of legal rules which businesspersons must apply on a day to day basis including tort law, including an ability to define and provide examples of intentional torts, negligence, and strict liability torts, and the common defenses, about the legal requirements of a contract, contract rights and duties, and the nature and consequences of the failure to perform a contract obligation and about basic rules of sales, especially warranties and product liability law, personal and intellectual property, agency, business associations, and employment law.</td>
<td>Learning Objectives:</td>
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<td>• Enable students to define preventive law and identify strategies and approaches to reducing legal problems and expenses. Includes an ability to identify legal aspects to management questions.</td>
<td>• Understand the basics of processes and institutions of the US legal system.</td>
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<td>• Explain the impact of business law on the business.</td>
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<td>• Distinguish and explain the relationship between law and ethics.</td>
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<td>• Identify legal issues within business transactions and decisions to minimize disputes and to ascertain a need for professional assistance.</td>
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<td><strong>Integrated Courses</strong></td>
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<td>BHON 130. Value Chain and Supply Chain Management. Methods used for developing effective organizational value chains that integrate strategic planning, procurement, R&amp;D, production, warehousing, distribution, and customer service to support a business strategy. Includes critical decisions surrounding various organizational stakeholders, such as customer and supplier management, and the movement of goods and information throughout a supply chain network.</td>
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<td>Learning Goal: To achieve business goals through logistics systems</td>
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<td></td>
<td>Learning objectives:</td>
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<tr>
<td></td>
<td>• Assess the role of a value chain system in supporting business strategy.</td>
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<td>• Explain the structures and roles of supply chain management in successfully achieving business goals</td>
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<td>• Explain logistic issues among supply chain members and provide strategic solutions</td>
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<td>• Explain the impact of alternative systems designs on business opportunities.</td>
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<td>• Propose continuous improvements to existing systems to satisfy changing business environments.</td>
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<td>• Identify and assess the legal issues involved in supply chain management</td>
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<td>• Provide an assessment of global opportunities and problematic concerns.</td>
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<td>• Assess opportunities through statistical reasoning</td>
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<td><strong>BHON 160. Project Management.</strong> Methods and processes used for planning, controlling and managing projects. Includes project selection and scope, scheduling methodologies, economic analysis, the use of software, and life-cycle costing for managing different phases of projects. Emphasis on effective management of projects to achieve operational, managerial, and strategic goals of organizations.</td>
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<td>Learning Goal: To effectively manage business projects and processes to</td>
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achieve organizational goals

Learning objectives:
• Explain how project selection affects business strategy.
• Prepare schedules and conduct economic analyses using project management tools.
• Explain resources planning, resource allocation, and strategic controls on projects.
• Provide an overarching understanding of business operations/processes.
• Provide the use of information system and technology to strategically manage projects.
• Support managerial decisions using appropriate project management methodologies.
• Assess the business' legal obligations.
### General Business Curriculum

#### Business Core Courses

MGMT 102. Business Communications. Provides basic concepts for understanding and practice of communication in the changing world of business for managers and professionals. It examines the use of language and conversations in business settings and their role in coordinating actions, resolving breakdowns in work performance, and providing customer satisfaction. Topics include: Practice in professional styles of business writing and formats, preparation of a formal report, development of competence in business conversation skills (written, electronic, and oral), and other selected topics. International, technical, and linguistic developments are integrated into the various applications of business communication.

#### Business Honors Curriculum

#### Integrated Courses

BHON 130. Value Chain and Supply Chain Management. Methods used for developing an effective organizational value chains that integrates strategic planning, procurement, R&D, production, warehousing, distribution, and customer service to support a business strategy. Includes critical decisions surrounding various organizational stakeholders, such as customer and supplier management, and the movement of goods and information throughout a supply chain network.

Learning Goal: To achieve business goals through logistics systems

Learning objectives:
- Assess the role of a value chain system in supporting business strategy.
- Explain the structures and roles of supply chain management in successfully achieving business goals.
- Explain logistic issues among supply chain members and provide strategic solutions.
- Assess the impact of alternative systems designs on business opportunities.
- Propose continuous improvements to existing systems to satisfy changing business environments.
- Identify and assess the legal issues involved in supply chain management.
- Provide an assessment of global opportunities and problematic concerns.
- Assess opportunities through statistical reasoning.

BHON 150. Entrepreneurship and Innovation. An application based course that provides a broad understanding of the new venture creation processes. Discusses fundamental tools and skills necessary to create, run, and grow a successful new venture. Offers a multidisciplinary framework for studying and developing innovative and creative capabilities of entrepreneurs.

Learning goal: To create and develop
innovative and creative solutions for new ventures

Learning Objectives:
• Apply entrepreneurial processes to discover, create, and capitalize on business opportunities.
• Integrate functional area knowledge as it applies to new venture creation and growth.
• Connect market needs, environmental changes, and internal processes.
• Provide critical knowledge in creating a new venture, such as marketing research, pricing, and distribution channels.
• Provide a broad understanding of entrepreneurial finance
• Effectively communicate ideas to others across organizational, global and cultural boundaries.
• Understand legal issue involved in entrepreneurial processes.
General Business Curriculum

Business Core Courses

MIS 101. Computer Information Systems for Management. Explores the application of computers to the organizational environment with a management perspective. Topics may include transaction processing systems, management reporting, decision support systems, strategic planning, security, controls and acquisition of hardware, software and services. The interface between the information systems professional and the manager will be defined. Case studies and use of appropriate software packages may be included.

Learning Objectives:
• Understand the core components of ICT and CBIS.
• Identify different types of CBIS and their roles for organizations.
• Understand the role of information

Principles Courses

BHON 105. Introduction to Management Information Systems. Explores the application of information technology in the organizational environment to assist in managerial decision making. Examines the alignment of IT and business strategy.

Learning Goal: To propose IT applications that support the business.

Learning Objectives:
• Present arguments for the appropriateness of ICT for business applications and the achievement of the business’ strategies and goals.
• Propose ICT and CBIS solutions for the support of business processes.
• Apply ICT for the generation of information to assess alternatives for effective problem solving and decision making.

Business Honors Curriculum

Integrated Courses

BHON 120. Business Intelligence. Focuses on enterprise problem solving and decision making using information technology, and data and financial analyses for mission critical and integral applications in planning and control. Alternative solutions are examined and evaluated for their effectiveness in achieving results.

Learning Goal: To critically think about and solve business problems to generate business opportunities

Learning Objectives:
• Evaluate alternative solutions using statistical analyses
• Determine the feasibility of alternative solutions using financial
technology for collaboration, innovation and competitive advantage.
- Recognize and apply appropriate information and management technologies to achieve organizational goals.
- Review information, circumstances, and outcomes systematically for evaluation purposes.
- Apply information to generate unique and original alternatives for effective problem solving and decision making.

analyses, including identifying risk and return tradeoffs
- Apply information technology to aid in problem solving

BHON 140. Enterprise Resource Planning and Infrastructure. Examines the design, planning, implementation and impact of enterprise-wide systems on the organization and infrastructure. Focuses on the integration and coordination of all facets of business, including production, accounting, finance, human resources, and marketing, to improve of the organization's resource planning, and management and operational control.

Learning goal: To propose solutions to enterprise-wide planning problems

Learning objectives:
- Explain the enterprise and business concepts within it
- Analyze and assess the integration of business processes and the human and technology infrastructures, identify deficiencies and recommend corrective solutions (i.e., process reengineering).
- Design and present an integrated (cross-functional) enterprise process model that involves tracking the flow of transactional data through various business processes, such as accounting, finance, production, and marketing.
- Provide a tool to critically understand markets and an integrated approach to tap the market potential.
- Develop a framework to create a value proposition to customers
- Present a concept of strategic and systematic planning and a set of market-based tools to implement the plans.

BHON 160. Project Management. Methods and processes used for planning, controlling and managing projects. Includes project selection and scope, scheduling methodologies, economic analysis, the use of software, and life-cycle costing for managing different phases of projects. Emphasis on effective management of projects to achieve operational, managerial, and strategic goals of organizations.

Learning Goal: To effectively manage
business projects and processes to achieve organizational goals

Learning objectives:
• Explain how project selection affects business strategy.
• Prepare schedules and conduct economic analyses using project management tools.
• Explain resources planning, resource allocation, and strategic controls on projects
• Provide an overarching understanding of business operations/processes
• Provide the use of information system and technology to strategically manage projects
• Support managerial decisions using appropriate project management methodologies.
• Assess the business' legal obligations
**General Business Curriculum**

**Business Core Courses**

MKTG 101. Principles Of Marketing. Social and economic implications of marketing for profit and nonprofit institutions; market structure and behavior; marketing institutions; channels of distribution for consumer and industrial goods; marketing costs; pricing; public regulations.

Learning Objectives:

*Introduction to Marketing*

1. Define marketing, exchange, marketing strategy, and discuss why studying marketing is important.
2. Compare and contrast the marketing orientation with production-orientation and selling-orientation philosophies, and use examples to demonstrate your understanding of the concepts.
3. Describe the idea of marketing concept and essence of relationship marketing and indicate how organizations practice it.
4. Describe at least three criticisms of marketing.
5. Illustrate with an example how organizations utilize marketing ethics to be more competitive and profitable.

*Marketing Strategic Planning*

1. Explain environmental monitoring (situation analysis) and how organizations adjust their marketing strategy when changes occur in the demographic, economic, social and cultural, political and legal, and technological environments.
2. Illustrate a process of strategic marketing planning. Distinguish between a marketing strategy and a marketing tactic.
3. Define differential advantage and illustrate how it influences a marketing strategy.
4. Define the marketing mix.
5. Compare and contrast marketing strategies in nonprofit and profit organizations, and give an example for each.

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**Business Honors Curriculum**

**Principles Courses**

BHON 108 – Fundamentals in Marketing An introduction to marketing concepts and principles. Examines the marketing function, its relationships with other business functions, and its role in the US and global economies.

Learning goal: To recommend marketing initiatives that support marketing strategies.

Learning objectives:

• Explain the value of marketing and its relationship to strategic planning.
• Develop and analyze customer profiles, market segments, and product branding.
• Analyze and assess market conditions
• Assess the globalization of markets, and global and domestic market opportunities.
• Understand the role of relationship marketing
• Effectively apply the 4Ps to the positioning of products and services

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**Integrated Courses**

BHON 140. Enterprise Resource Planning and Infrastructure. Examines the design, planning, implementation and impact of enterprise-wide systems on the organization and infrastructure. Focuses on the integration and coordination of all facets of business, including production, accounting, finance, human resources, and marketing, to improve the organization's resource planning and management and operational control.

Learning goal: To propose solutions to enterprise-wide planning problems

Learning objectives:

• Explain the enterprise and business concepts within it
• Analyze and assess the integration of business processes and the human and technology infrastructures, identify deficiencies and recommend corrective solutions (i.e., process reengineering).
• Design and present an integrated (cross-functional) enterprise process model that involves tracking the flow of transactional data through various business processes, such as accounting, finance, production, and marketing.
• Provide a tool to critically understand markets and an integrated approach to tap the market potential
• Develop a framework to create a value proposition to customers
• Present a concept of strategic and systematic planning and a set of market-based tools to implement the plans

BHON 150. Entrepreneurship and Innovation. An application based course that provides a broad understanding of the new venture creation processes. Discusses fundamental tools and skills necessary to create, run, and grow a successful new venture. Offers a multidisciplinary framework for studying and developing innovative and creative capabilities of entrepreneurs.

Learning goal: To create and develop innovative and creative solutions for
6. Describe several techniques/portfolio tools that help make strategic planning effective.

7. Define marketing audit, explain why it is important and describe how and when one is conducted.

Ethics and Corporate Social Responsibility
1. Understand the role of ethics in marketing.
2. Identify the stakeholders who are affected by marketing decisions.
3. Describe the role of corporate social responsibility in making marketing decisions.

Global Marketing Environment
1. Discuss the importance of global marketing, and the external environment facing global marketers.
2. Discuss the impact of multinational firms on the world economy.
3. Discuss trade barriers (tariffs, import quotas and local content laws) and their impact on marketing strategies in foreign countries.
4. Compare and contrast major international market entry modes.
5. Compare and contrast standardization and adoption strategies in operating in a global marketplace.
6. Discuss how the Internet is affecting global marketing.

Marketing Research
1. Define and compare marketing research and marketing information systems.
2. Discuss the advantages and disadvantages of primary and secondary data in terms of time, cost, and quality of data.
3. Compare and contrast the major types of marketing research-exploratory, descriptive, and causal research in terms of their purpose and how they are conducted.
4. Discuss the advantages and disadvantages of mail, telephone, and personal interviews in terms of cost, time, response rate, potential sample bias, response bias and ability to get a representative sample illustrate new ventures

Learning Objectives:
• Apply entrepreneurial processes to discover, create, and capitalize on business opportunities.
• Integrate functional area knowledge as it applies to new venture creation and growth.
• Connect market needs, environmental changes, and internal processes.
• Provide critical knowledge in creating a new venture, such as marketing research, pricing, and distribution channels.
• Provide a broad understanding of entrepreneurial finance.
• Effectively communicate ideas to others across organizational, global and cultural boundaries.
• Understand legal issues involved in entrepreneurial processes.
the steps that are used to design and implement a market research study.

5. Discuss the impact of the Internet on marketing research

**Consumer Decision Making**

1. Explain and analyze the components of the consumer decision-making process and post-purchase evaluation process
2. Define reference group and illustrate how it influences consumer purchase behavior.
3. Compare and contrast at least three models that explain consumer behavior (e.g., learning model, Maslow's Hierarchy of Needs)
4. Define the concept of involvement and illustrate how it shapes buyer behavior.
5. Identify and understand the individual, socio-cultural, and psychological factors that affect consumer buying decisions

**Organizational Decision Making**

1. Compare and contrast the characteristics of consumer market and the business-to-business market.
2. Discuss the unique aspects of business buying behavior
3. Define the straight rebuy, modified rebuy and new-task purchase.
4. Define derived demand and illustrate how it influences marketing strategy.
5. Describe the role of the Internet in business marketing

**Market Segmentation and Product Positioning**

1. Define and discuss market segmentation, target market and product positioning.
2. Compare and contrast benefit, psychographic, and geographic based segmentation and identify at least one product that is segmented based on each variable.
3. Compare and contrast the three major market coverage strategies: undifferentiated, differentiated and concentrated, and give an example of a product that is sold with each of these strategies.
4. Compare and contrast positioning by attributes, application, and use.

5. Explain the implementation of positioning strategies and how product differentiation plays a role

*Product/Service Decisions*

1. Define and give one example of consumer goods, industrial goods, convenience goods, shopping goods, specialty goods, and unsought goods.

2. Define product line depth and width, and illustrate each with at least one example.

3. Discuss the differences between manufacturer's branding, private branding and generic branding strategies, and identify a product example for each.

4. Define brand, brand name, brand mark, trademark, servicemark, tradename, and illustrate with at least one example of each.

5. Define brand extension, discuss the advantages and disadvantages of brand extensions, and identify at least three brand extensions.

6. Draw a product life cycle, identify its major stages, and discuss strategies relating to the marketing mix at each stage of the product life cycle.

7. Compare and contrast the characteristics of goods and services in terms of tangibility, perishability, separability and degree of standardization.

8. Identify a process for developing and bringing new products to market.

9. Define the consumer adoption process and how it relates to new product development.

*Pricing Decisions*

1. Define "price."

2. Compare and contrast pure competition, monopolistic competition, oligopolistic competition, and pure monopolies in terms of their implications for pricing strategies.

3. Define price elasticity, and
then draw three demand curves, each representing elastic, unitary, and inelastic demand.

4. When given fixed and variable costs, calculate cost per unit.

5. Define break-even point, and calculate a break-even point when given information about fixed costs, variable costs, and price.

6. Compare and contrast market skimming and market penetration as pricing strategies in terms of their effects on profitability, brand image, positioning and competition.

7. Compare and contrast quantity, trade, cash, seasonal discounts, and promotional allowances, and identify an example of each.

8. Demonstrate how the product life cycle, competition, distribution and promotion strategies, guaranteed price matching, customer demand, the internet, and perceptions of quality can affect price.

9. Identify the legal and ethical constraints on pricing decisions.

Distribution Decisions

1. Define channels of distribution, and describe the functions performed by intermediaries in terms of (a) marketing communication, (b) inventory management, (c) physical distribution, and (d) product positioning and give an example of each.

2. Compare and contrast agent, broker, dealer, distributor, retailer, wholesaler, and give an example for each.

3. Draw four different channels of distribution for consumer goods, identifying the producer, wholesaler, consumer, agent and/or retailer.

4. Describe the differences between intensive, selective, and exclusive market coverage strategies in terms of the effect on brand image, profit margin, sales volume, and give an example of each.

5. Distinguish physical distribution from channels of
distribution.

6. Compare and contrast direct marketing, online marketing and marketing through intermediaries.

7. Discuss the key strategic decisions supply chain managers must make when designing their companies' supply chains.

8. Compare and contrast the major modes of transportation.

9. Compare and contrast direct marketing, online marketing, multi-channel and multi-level marketing and distribution.

Promotion Decisions

1. Describe the AIDA model and discuss how different types of promotion can be used to elicit varying consumer responses within the context of the AIDA model.

2. Compare and contrast the major elements of the promotion mix (advertising, personal selling, sales promotion, publicity) in terms of their ability to reach customers, cost, flexibility, exposure time, cost per contact, ability for immediate feedback, ability to stimulate short or long-term demand, and believability by consumers.

3. Discuss the advantages and disadvantages of developing a promotional budget based on: percentage of sales, competition, affordability and objective-task.

4. Define integrated marketing communications and give an example of it.

International Marketing

1. Compare and contrast exporting, contract manufacturing and joint venture as methods of organizing an international marketing effort, and identify one example of each.

2. Illustrate how social customs, language differences and level of education impact marketing strategies in foreign countries.

3. Describe how different kinds of trade barriers (tariffs, import quotas and local content laws) impact marketing strategies in foreign countries.

4. Compare and contrast standardization and adoption
strategies in operating in a global marketplace.

The Role of Technology in Marketing Strategy

1. Describe the impact of technology on all of the elements of the marketing mix.
2. Discuss the development of social media and give examples.

General Business Curriculum

Business Core Courses

OPM 101. Operations Management. Introduction to the basic concepts and methods used to analyze and improve performance of operations in manufacturing and service organizations. Decisions and problems presented are related to operations strategy, job design, process design and layout, forecasting, inventory management, operations planning and control, material requirements planning, quality management, and just-in-time manufacturing.

Learning Objectives:
- Explain the basic concepts of inventory management, select appropriate models for managing inventory, and analyze the results from applying inventory models.
- Summarize the concepts of quality management, relate them to operations management, and evaluate and interpret data using quality tools in order to make recommendations for quality improvements.
- Construct work breakdown structures, project networks, and Gantt charts.
- Identify the critical path(s) in a project and compute path completion.

Principles Courses

BHON 109. Operations Management. Introduces the basic concepts and methods used to analyze and improve operation performance in manufacturing and service organizations. Topics include operations strategy, process design and capacity management, inventory management, supply chain management, and operations planning and control.

Learning Goal: Recommend strategies for improving operations using appropriate techniques.

Learning Objectives:
- Explain the relationship between operations management and business performance.
- Formulate solutions to specific problems using quantitative methods.
- Recommend process improvements by applying appropriate analytical techniques.
- Discuss quality and inventory controls.
- Analyze and select an appropriate queuing system using cost and service criteria.
- Provide an assessment for capacity management.

Integrated Courses

BHON 130. Value Chain and Supply Chain Management. Methods used for developing effective organizational value chains that integrate strategic planning, procurement, R&D, production, warehousing, distribution, and customer service to support a business strategy. Includes critical decisions surrounding various organizational stakeholders, such as customer and supplier management, and the movement of goods and information throughout a supply chain network.

Learning Goal: To achieve business goals through logistics systems

Learning Objectives:
- Assess the role of a value chain system in supporting business strategy.
- Explain the structures and roles of supply chain management in successfully achieving business goals.
- Explain logistic issues among supply chain members and provide strategic solutions.
- Explain the impact of alternative systems designs on business opportunities.
- Propose continuous improvements to
times.
• Demonstrate an understanding of time-cost tradeoffs.
• Explain the basic concepts of waiting lines, select appropriate models for a queuing system, and analyze a queuing system based on cost and service requirements in order to improve or select a system.
• Identify bottleneck processes in operational systems and compute appropriate capacity metrics.
• Identify management objectives and explain benefits for popular operations strategies and control mechanisms such as Lean Manufacturing and Six-Sigma Strategy for Continuous Improvement.
• Explain the role of supply chain management in a firm's competitive strategy.
• Understand the relationships between different echelons and partners. Identify sources of risk and uncertainty, and suggest appropriate mitigation strategies.
• Demonstrate the ability to apply various quantitative methods to support managerial decisions and allocate operational resources.

existing systems to satisfy changing business environments.
• Identify and assess the legal issues involved in supply chain management
• Provide an assessment of global opportunities and problematic concerns.
• Assess opportunities through statistical reasoning

BHON 160. Project Management.
Methods and processes used for planning, controlling and managing projects. Includes project selection and scope, scheduling methodologies, economic analysis, the use of software, and life-cycle costing for managing different phases of projects. Emphasis on effective management of projects to achieve operational, managerial, and strategic goals of organizations.

Learning Goal: To effectively manage business projects and processes to achieve organizational goals

Learning objectives:
• Explain how project selection affects business strategy.
• Prepare schedules and conduct economic analyses using project management tools.
• Explain resources planning, resource allocation, and strategic controls on projects
• Provide an overarching understanding of business operations/processes
• Provide the use of information system and technology to strategically manage projects
• Support managerial decisions using appropriate project management methodologies.
• Assess the business' legal obligations

BHON 120. Business Intelligence.
Focuses on enterprise problem solving and decision making using information technology, and data and financial analyses for mission critical and integral applications in planning and control. Alternative solutions are examined and evaluated for their effectiveness in achieving results.
Learning Goal: To critically think about and solve business problems to generate business opportunities
Learning Goal: To critically think about and solve business problems to generate business opportunities

Learning objectives:
• Evaluate alternative solutions using statistical analyses
• Determine the feasibility of alternative solutions using financial analyses, including identifying risk and return tradeoffs
• Apply information technology to aid in problem solving
### General Business Curriculum

#### Business Core Courses

**GM 105. Strategic Management.**
Theory and practices of strategic planning for organizations, analysis of cases from a general management perspective which integrates accounting, financial, marketing, personnel, and production policies in relation to the environment within a framework of balance between profit or cost-effectiveness and social responsibility. Case studies, term project.

**Learning Objectives:**
- Integrating the knowledge previously gained in the CBA (Capstone Course)
- Critically understand external environments and internal resource capabilities
- Analyzing strategic formulation & implementation (Management Process Approach)
- Thinking strategically – developing managerial judgment (strategic behavior approach)
- Recognize that organizations have economic, legal, ethical, and

### Business Honors Curriculum

#### Principles Courses

(None)

#### Integrated Courses

**BHON 160. Project Management.**
Methods and processes used for planning, controlling and managing projects. Includes project selection and scope, scheduling methodologies, economic analysis, the use of software, and life-cycle costing for managing different phases of projects. Emphasis on effective management of projects to achieve operational, managerial, and strategic goals of organizations.

**Learning Goal:** To effectively manage business projects and processes to achieve organizational goals

**Learning objectives:**
- Explain how project selection affects business strategy.
- Prepare schedules and conduct economic analyses using project management tools.
- Explain resources planning, resource allocation, and strategic controls on projects
- Provide an overarching
discretionary responsibilities to their stakeholders and understand the importance of personal and company values and socially responsible management practices

understanding of business operations/processes
• Provide the use of information system and technology to strategically manage projects
• Support managerial decisions using appropriate project management methodologies.
• Assess the business' legal obligations

BHON 170. Strategy and Leadership. An introduction to traditional and contemporary theories of business strategy, corporate strategy and strategic leadership. Compares and contrasts theories in strategy and styles of strategic leadership through case studies, current research, and conversations with business leaders.

Learning goal: To be an effective business leader

Learning Objectives:
• Analyze the business environment, core competencies, and roles of strategic leaders.
• Compare and contrast major theories of strategy and leadership and their applications.
• Implement formulated strategies along several dimensions, including vision creation, decision making, change management, and strategic control and leadership.
• Assess societal leadership and the ethical conduct of the business.

BHON 190. Practicum in Business. A series of forums that exposes students to practical business issues that have significant impact on the enterprise. Discussions with managers who have effectively led planning and operations. Compares and contrasts business concepts and principles to their practical applications.

Learning Objectives:
• Discriminate between business concepts and principles and their applications in practice.
• Judge and assess the application of business concepts and principles.
• Demonstrate an understanding of personal leadership style.
Appendix F
Program Assessment

The learning goals for the business major (BSBA) have been defined as follows:

**BSBA Learning Goals:**
1. **Communication Skills**: Our BSBA graduates will communicate effectively in a professional environment.
2. **Teamwork Skills**: Our BSBA graduates will be productive team members.
3. **Business Analyses and Applications**: Our BSBA graduates will have relevant knowledge and skills from multiple business functional areas to perform analyses and applications leading to effective problem solving and decision making.
4. **Business Context**: Our BSBA graduates will analyze ethical, social, and economic factors leading to effective problem solving and decision making.
5. **Information Acquisition**: Our BSBA graduates will acquire appropriate information via a variety of channels and formats for effective business research, problem solving, and decision making.
6. **Thinking Skills**: Our BSBA graduates will think in reflective and innovative ways leading to effective problem solving and decision making.

**BSBA Learning Objectives:**
1. **Communication Skills**
   1.1 **Oral Communication**: Present information in a persuasive, logical, and organized manner using supportive visual aids and professional oral communication.
   1.2 **Written Communication**: Write informational, analytical, and technical documents, which are organized, precise, and relevant.
2. **Teamwork Skills**
   2.1 **Team Membership Skills**: Meet task demands and role assignments, and collaborate with other team members to successfully accomplish collective goals.
3. **Business Analyses and Applications**:
   3.1 **Quantitative Analyses**: Understand when, why, and how to use quantitative analyses including statistical models and mathematical techniques for areas such as accounting, finance, human resource, operations, and/or marketing.
   3.2 **Analytical Process**: Solve a managerial problem by identifying the factors contributing to the problem, formulating alternative solutions, evaluating the pros and cons, conducting cost and benefit analyses of alternative solutions, and selecting a solution.
   3.3 **Technology Applications**: Recognize and apply appropriate information and management technologies to achieve organizational goals.
4. **Business Context**
   4.1 **Ethical Decision**: Consider ethical issues when making decision to achieve individual and organizational responsibilities in business context.
   4.2 **Diversity**: Analyze the implications of ethnic and cultural diversity for effective problem solving and decision making.
   4.3 **Legal and Professional Regulation**: Analyze the implications of legal and professional regulation for effective problem solving and decision making.
4.4 Global and Domestic Economy: Analyze the implications of global and domestic economic systems for effective problem solving and decision making.

5. Information Acquisition
   5.1 Electronic Information: Know how to effectively search for electronic information for business research, problem solving, and decision making.
   5.2 Oral Information: Know how to effectively acquire information from face-to-face communication for problem solving and decision making.
   5.3 Printed Information: Know how to effectively search for printed information for business research, problem solving, and decision making.

6. Thinking Skills
   6.1 Reflective Thinking Skills: Review information, circumstances, and outcomes systematically for evaluation purposes.
   6.2 Innovative Thinking Skills: Apply information to generate unique and original alternatives for effective problem solving and decision making.
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<td>Sub-objectives:</td>
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X = Possible to measure learning objective; Y = Supportive of learning objective

1.1 Oral Communication 2.1 Team Membership Skills 3.1 Quantitative Analyses 4.1 Ethical Decision 5.1 Electronic Information 6.1 Reflective Thinking Skills
1.2 Written Communication 3.2 Analytical Process 4.2 Diversity 5.2 Oral Information 6.2 Innovative Thinking Skills
3.3 Technology Applications 4.3 Legal and Professional Regulation 4.4 Global and Domestic Economy 5.3 Printed Information

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