

Brown, Cheryl (1975) BA, MA, Utah State U., 1967, 1971; TESL Cert., Brigham Young U., 1974; PhD, U. of California, Los Angeles, 1983.
 Cox, Soren F. (1955) BA, MA, Brigham Young U., 1952, 1956; PhD, U. of Minnesota, Minneapolis, 1964.
 Luthy, Melvin J. (1971) BS, Utah State U., 1962; PhD, Indiana U., Bloomington, 1967.
 Norton, Don E. (1967) BA, MA, Brigham Young U., 1959, 1961.
 Probst, Glen W. (1980) BA, MA, Brigham Young U., 1961, 1966; PhD, Ohio State U., 1969.

Associate Linguists

The following are linguists in other departments who frequently teach linguistics courses in their own department or in the Department of Linguistics and English Language and who also serve on graduate and other committees for the department.

Asay, Devin (Humanities Research Center)
 Belnap, R. Kirk (Asian and Near Eastern Languages)
 Bourgerie, Dana (Asian and Near Eastern Languages)
 Brown, Tony (Germanic and Slavic Languages)
 Bush, Charles D. (Humanities Research Center)
 Christensen, Matthew (Asian and Near Eastern Languages)
 Clegg, J. Halvor (Spanish and Portuguese)
 Fails, Willis (Spanish and Portuguese)
 Hart, David Kay (Germanic and Slavic Languages)
 Hendricks, Harold (Humanities Research Center)
 Larson, Jerry W. (Humanities Research Center)
 Lund, Randall J. (Germanic and Slavic Languages)
 Meredith, R. Alan (Spanish and Portuguese)
 Parkinson, Dilworth B. (Asian and Near Eastern Languages)
 Preto-Bay, Ana (Spanish and Portuguese)
 Russell, Robert A. (Asian and Near Eastern Languages)
 Smith, Laura Catharine (Germanic and Slavic Languages)
 Smith, Melvin R. (Humanities Research Center)
 Turley, Jeffrey S. (Spanish and Portuguese)
 Warnick, Paul (Asian and Near Eastern Languages)
 Watabe, Masakazu (Asian and Near Eastern Languages)

Lithuanian

See See Germanic and Slavic Languages.

Malay

See Center for Language Studies.

Malagasy

See Center for Language Studies.

Marriott School of Management

Dean: Ned C. Hill
 730 TNRB, (801) 422-4121

Associate Dean: W. Steve Albrecht
 730 TNRB, (801) 422-3154

Associate Dean: Michael Thompson
 730 TNRB, (801) 422-2794

Undergraduate Director: Joan Young
 460 TNRB, (801) 422-2435

Marriott School of Management Advisement Center
 460 TNRB, (801) 422-4285

Admission to Degree Program

The degree programs in the Marriott School of Management carry special enrollment limitations. Please see the advisement center for specific details.

Graduation Requirements

To receive a BYU bachelor's degree a student must complete, in addition to all requirements for a specific major, the following university requirements:

- The university core, consisting of requirements in general and religious education (See the University Core section of this catalog for details. For a complete listing of courses that meet university core requirements, see the current class schedule.)
- A minimum of 30 credit hours in residence
- A minimum of 120 credit hours
- A cumulative GPA of at least 2.0

Undergraduate Programs and Degrees

BS	Management Emphases: General Business Entrepreneurship Finance Global Supply Chain Management Marketing Management Organizational Behavior/HR Management Strategy
Minors	Management Strategy
Cert	Global Management Retailing Sales

For information on accounting or information systems degrees, see School of Accountancy or Department of Information Systems.

Students should see their college advisement center for help or information concerning the undergraduate programs.

Graduate Programs and Degrees

MAcc	Professional Accountancy
MAcc	Tax
MBA	Business Administration
MISM	Information Systems Management
MPA	Public Administration

Individual program brochures are available from the Marriott School of Management, 730 TNRB, Brigham Young University, Provo, UT 84602-3113. Also, refer to the BYU 2007–2008 Graduate Catalog.

The Discipline

Courses are designed to create opportunities for students to develop and apply their analytical and decision-making abilities. For this reason, the Marriott School programs make extensive use of faculty expertise, case studies, student projects, and internships.

Career Opportunities

Specific job descriptions are many and varied. Some examples are: banker, consultant, financial analyst, credit analyst, real estate developer, financial planner, human resource specialist, employee benefit specialist, personnel officer, business systems consultant/analyst, sales representative, account executive, research specialist, marketing analyst, management trainee, buyer, merchandiser, production manager, technical sales person, inventory manager, logistics manager, materials supervisor.

General Information

This is a limited-enrollment program requiring departmental admissions approval. Please see the college advisement center for information regarding requirements for admission to this major.

Students are encouraged to apply to the Marriott School of Management during their sophomore year, as soon as they have completed the pre-management core courses.

Because of controlled enrollments in management programs, the competition for acceptance is keen. Those choosing to enter these majors should decide early, plan their schedules carefully, be aware of all the requirements, and stay informed about any changes by checking often with the Marriott School of Management Advisement Center.

Students interested in management as a major must make application for the management major. A separate application to the School of Accountancy or Department of Information Systems is necessary for those seeking an accounting or information systems major. Students not accepted into the program should work closely with advisement personnel to select a new major outside the Marriott School.

Requirements for application are:

1. Cumulative GPA must be at least 3.0 in the pre-management courses, with no more than one repeat for each class. No grade lower than a C- will be acceptable.

Not every student meeting the minimum requirements is guaranteed acceptance into the undergraduate program.

2. Demonstrate a knowledge of computer skills, including PowerPoint and spreadsheet analysis.

Students may demonstrate PowerPoint and spreadsheet skills with either a minimum grade of B in an equivalent transfer course or a P grade in I Sys 100 and 101.

Major Requirements for All Management Emphases

1. No more than 12 semester hours of upper-division transfer credit will be accepted toward the major and only 6 hours beyond the Integrated Management Core. No transfer courses will be accepted for the Integrated Management Core courses.
2. Only courses sufficient for a single emphasis are permitted.
3. Complete the following Premanagement Core courses:
 - Acc 200.
 - Econ 110.
 - I Sys 100, 101.
 - Math 119.
 - Stat 221.

Note: Premanagement Core courses must be completed or in concurrent process of being completed before a student enrolls in Management Core 1 courses.

Note: Before registering for Management Core 1 courses, students must complete and submit the "continuance" form to

the college advisement center. Based on student performance to date, permission may be granted to take some restricted major-only Management Core 1 courses.

4. Apply and be formally accepted into the program.
5. Complete the following Management Core 1 courses:
 - Acc 210.
 - Bus M 301, 320, 321.
 - I Sys 201.
 - M Com 320.

Note: Management Core 1 courses must be completed or in concurrent process of being completed before a student enrolls in the Integrated Management Core.
6. Complete the following Integrated Management Core courses:
 - Bus M 341, 361, 390.
 - Org B 321.

And complete one course from the following:
ManEc 300, 358, 376, 387.
7. Complete the following additional courses:
 - Acc 241.

And complete one course from the following:
Bus M 371R, 380, 382, 384.

And complete one course from the following:
ManEc 301, 453.
8. Complete the following after Bus M 301 has been completed:
Bus M 498.
9. Complete the requirements for *one* emphasis from those listed below.
10. Complete Marriott School exit survey online.

BS Management: General Business Emphasis

(63–64 hours*)

The general business, or open, emphasis is available to students wishing to design their own program to meet specific goals such as working in a family business or preparing for a graduate program.

Emphasis Requirements

1. Complete the major requirements listed above.
2. Complete four Marriott School 300- and 400-level major courses that meet specific student needs.

*Hours include courses that may fulfill university core requirements.

BS Management: Entrepreneurship Emphasis

(66–67 hours*)

The entrepreneurship emphasis is designed to acquaint students with the problems commonly encountered when starting, growing, and harvesting business ventures. Emphasis is on the entrepreneurial career and perspective, not on one-shot ventures.

Emphasis Requirements

1. Complete the major requirements listed above.
2. Complete the following emphasis courses:
 - Bus M 472, 475, 479.

Note: Bus M 472 and 475 must be completed before taking 479.
3. Complete two courses from the following:
 - Bus M 454, 462, 538.

*Hours include courses that may fulfill university core requirements.

BS Management: Finance Emphasis (66–67 hours*)

Emphasis Requirements

- Complete the major requirements listed above.

Note: Finance students are to select ManEc 453 in item 7 of the major requirements listed above to fill that requirement and item 2 below.
- Complete the following finance junior core courses within the same semester:
 - Acc 440.
 - Bus M 401, 410.
 - ManEc 453.
- Complete at least two finance elective courses from the following. Suggested options are as follows:
 - Corporate Finance:* Bus M 407, 432.
 - Asset Management:* Bus M 411, 415R (two enrollments required).
 - Entrepreneurial Finance:* Bus M 475, 479.
 - Financial Institutions:* Bus M 405, 412.
 - International Finance:* Bus M 430, 432.
 - Investment Banking:* Complete two of the following courses: Bus M 411, 412, 415R (two enrollments required).
 - Personal Financial Planning:* Bus M 406, 418.
 - Real Estate:* Complete two of the following courses: Bus M 413, 414, 419.
 - General Finance:* Complete two electives from above except for Bus M 430 and 479.

*Hours include courses that may fulfill university core requirements.

BS Management: Global Supply Chain Management Emphasis (66–67 hours*)

Supply chain management involves the control and coordination of materials and services from the original point of origin to the final point of consumption. Increasing competitiveness through higher quality, lower cost, greater responsiveness, and unique innovation is a critical aspect of supply chain management. Likewise, managing across boundaries within the firm and throughout the channel is emphasized. Course work is designed to prepare students for managerial positions in manufacturing and service industries in the areas of purchasing, operations, logistics, customer service, and supply chain management.

Emphasis Requirements

- Complete the major requirements listed above.
- Complete the following emphasis courses:
 - Bus M 466, 468, 469.
- Complete two courses from the following:
 - Bus M 430, 450, 462, 463, 565.

*Hours include courses that may fulfill university core requirements.

BS Management: Marketing Management Emphasis (66–67 hours*)

The marketing emphasis is designed to prepare students for marketing management responsibilities, product/brand management, industrial and consumer products sales management, market analysis, and entrepreneurial activities both in the U.S. and in other areas of the world.

Emphasis Requirements

- Complete the major requirements listed above.
- Complete the following emphasis courses:
 - Bus M 442, 459.
- Complete three courses from the following:
 - Bus M 431, 440, 441, 444, 448, 450, 454, 455, 456, 457, 458R, 463, 469, 472.

*Hours include courses that may fulfill university core requirements.

BS Management: Organizational Behavior/Human Resource Management Emphasis (66–67 hours*)

Emphasis Requirements


- Complete the major requirements listed above.
- Complete the following emphasis courses:
 - Org B 327, 330, 347.
- Complete two courses from the following:
 - Org B 428, 429, 431, 490R (3 hours required).
 - M B A 547.

*Hours include courses that may fulfill university core requirements.

BS Management: Strategy Emphasis (63–64 hours*)

Emphasis Requirements

- Complete the major requirements listed above.

Note: Strategy students do not need to take Bus M 498. 
- Complete the following:
 - Bus M 480, 481, 482.
- Complete two courses from the following:
 - Bus M 401 or 475; 448, 479.

*Hours include courses that may fulfill university core requirements.

Minor Management (22 hours*)

Minor Requirements

- D credit will be allowed in courses for the management minor, although a 2.25 GPA in minor courses is required.
- Complete the following prerequisite courses:
 - Acc 200 or 201.
 - Econ 110 (or equivalent).
 - Math 110 (or 112 or 119).
 - Stat 221.

Note: students should complete prerequisite courses before taking functional courses.
- Complete the following Marriott School functional courses:
 - Bus M 300, 340.
 - Org B 320.
- Complete one course from the following:
 - Bus M 371R, 380, 382, 384.
- No more than one transfer class will be accepted as a substitute for Org B 320, Bus M 300, 340.

*Hours include courses that may fulfill university core requirements.

Minor Strategy (27–28 hours*)

Minor Requirements

1. Complete one course from the following:
Math 110, 112, 119.
2. Complete one course from the following:
Acc 200 or 201.
3. Complete the following:
Bus M 300, 480, 481, 482.
Econ 110.
ManEc 387.
Stat 221.

Recommended Courses

Bus M 401, 479.

*Hours include courses that may fulfill university core requirements.

Certificate Global Management (12 hours*)

The global management certificate is intended to provide a theoretical and practical understanding of global business issues and enhance international career opportunities. The certificate is available to students admitted to the Marriott School of Management.

Certificate Requirements

1. Complete the following:
Bus M 430.
2. Complete one course from the following:
Bus M 431, 432, 465, 495R.
Org B 551.
3. Complete the following business language course:
Bus M 596R (available in Arabic, Chinese, English, French, German, Italian, Japanese, Korean, Portuguese, Russian, or Spanish).
4. Complete the international business experience in the form of an international internship, international field study, or business Study Abroad program.

Business Management

Michael J. Swenson, Chair
660-A TNRB, (801) 422-3088

Accessibility of Business Management Courses

1. Bus M 200-level courses are open to all students.
2. Bus M 300, 313R, 340, 371R, 372, 380, 382, 384, 430, and 456 are open to all students. All other Bus M 300-level courses are closed except to students who have been formally accepted into the Marriott School, the School of Accountancy, or the Department of Information Systems or who have written approval from the undergraduate management director.
3. Non-Marriott School students may take 400-level courses for which they have proper prerequisites and the undergraduate management director's written permission.

Business Management (Bus M)

Undergraduate Courses

199R. Academic Internship. (1–3:Arr.:Arr. ea.) Prerequisite: consent of both department associate director and cooperative education coordinator; declared Marriott School major.
Supervised experience for nonbusiness students either in service or business-related work.

200. Personal Finance. (3:3:0) Independent Study also.
Practical course in money management and utilizing savings.

205R. Planning for Financial Security at Retirement. (1:1:0)
Fundamentals of good financial management necessary for successful retirement.

300. Financial Management. (3:3:0) For nonmanagement majors. Independent Study also. Prerequisite: Acc 200 or equivalent.
Emphasizes financial statement analysis, financial planning, sources of financing, working capital management, risk and return, and valuation.

301. Financial Management. (3:3:1.5) Prerequisite: Premanagement and Management cores and full acceptance into the Marriott School upper-division major.
Financial management from the viewpoint of the business manager emphasizing profitability, liquidity, and long-range financial planning.

313R. Topics in Real Estate. (2:2:0 ea.)
Selected current topics in real estate.

320. Career Orientation and Preparation. (0.5:1:0) Prerequisite: acceptance into Marriott School.
Student orientation and preparation for careers in management. Must be taken first semester in Marriott School.

321. Mentor Program. (0.5:0:0) Prerequisite: acceptance into Marriott School.
Discussions with outside mentor about career opportunities. Must be taken first semester in Marriott School.

322. Management Suite. (1:1:0) Prerequisite: acceptance into Marriott School.
Readings and ethics course combining spiritual and secular business topics.

340. Marketing Management. (3:3:0) For nonmanagement majors. Independent Study also.
Emphasizes marketing's role in society and the firm, marketing opportunities, the consumer market, and management of the marketing mix.

341. Marketing Management. (3:3:0) Prerequisite: Premanagement and Management 1 cores and full acceptance into the Marriott School upper-division major.
Market segmentation, product service, promotion, channel, pricing strategies. Marketing principles in consumer and industrial markets, profit and nonprofit organizations, domestic and international companies, and small and large firms.

361. Supply Chain, Services, and Operations Management. (3:3:0) Prerequisite: Premanagement and Management 1 cores and full acceptance into the Marriott School upper-division major.
Control and coordination of materials and services from point of origin to final point of consumption to meet customer needs efficiently.

371R. Entrepreneurship Lecture Series. (1:1:0 ea.)
Lectures by successful entrepreneurs on subjects significant to entrepreneur-type opportunities.

372. Basic Entrepreneurship Skills. (3:3:0) For non-Marriott School of Management students.
Practical aspects of business formation and growth; key skills and principles needed to successfully start up and grow a business.

373R. Entrepreneur Field Studies. (1–3:Arr.:0 ea.) F, W
Prerequisite: completion of department core courses.

380. Executive Lectures. (1:1:0)
Lectures by top executives on subjects significant to executive leadership.

382. Financial Services Lecture Series. (1:1:0)
Lectures by executives on financial services topics.

384. E-Business Lecture Series. (1:1:0)
Lectures by e-business leaders on subjects significant to e-business-type opportunities.

389R. Current Topics in Leadership. (1:15:0 ea.)

Lectures by leading experts (top executives, faculty, etc.) on current leadership topics dealing with business, organizations, communities, and families.

390. Ethics for Management. (3:3:0) Prerequisite: Management Core

Analyzing ethical dilemmas and understanding ethical theories as they apply to decision making in management.

401. Advanced Financial Management. (3:3:0) Prerequisite: Bus M 301; major status.

Capital budgeting, cost of capital, capital structure/dividends, mergers and acquisitions, and current financial problems.

402. Managerial Finance. (3:3:0) Prerequisite: accounting junior core; major status.

Overview of financial management issues including capital budgeting, cost of capital, capital structure/dividends, and long-term financial planning.

405. Management of Financial Institutions. (3:3:0) Prerequisite: Bus M 301; major status.

Management problems of commercial banks and nonbank financial institutions, emphasizing balance sheet management, regulation, and the process of intermediation.

406. Insurance and Financial Services Academy. (3:3:0) Prerequisite: major status, Bus M 301.

The process of identifying, measuring, and dealing with personal risk. Introduction to property/casualty as well as life and health insurance issues and products.

407. Risk Management. (3:3:0) F, W Prerequisite: Bus M 301; major status.

Management of risk exposures in a business setting. The process of identifying, measuring, and dealing with risk. Coverage includes both traditional insurable risks and financial risks.

410. Investments. (3:3:0) Prerequisite: Bus M 301; major status.

Security markets, security analysis, and portfolio management.

411. Advanced Investments. (3:3:0) Prerequisite: Bus M 301, 410; major status.

Current investment literature, efficient markets, modern portfolio theory, capital assets pricing, options pricing theory.

412. Investments Academy. (3:3:0) F Prerequisite: Bus M 301; major status.

Applying financial principles to practical investment problems; insights into the investment banking profession.

413. Real Estate Finance and Investment. (3:3:0) F, W Prerequisite: Bus M 301; major status.

Terminology, concepts, principles, and analytical techniques related to financing of and investment in real estate.

414. Real Estate Development. (3:3:0) F Prerequisite: major status, Bus M 301.

Applying financial and real estate principles to practical property investments; insights into the real estate profession.

415R. Portfolio Management. (1.5:Arr.:Arr. ea.) F, W Prerequisite: Bus M 401, 410, Acc 440, ManEc 453; by application only.

Team management of actual investment portfolio for a full school year. Responsibility for economic forecasts, security selection, and portfolio strategy.

418. Financial Planning. (3:3:0) Prerequisite: Bus M 301; major status.

Applying financial principles to household decision making, stressing integration between areas. Income tax and estate planning, retirement, investments, portfolio management, and risk management.

419. Advanced Real Estate Analysis. (3:3:0) F, W Prerequisite: Bus M 413; finance junior core.

Real estate financial investment and valuation analysis incorporating contemporary case studies; advanced analytical techniques, including simulation analysis and advanced valuation and portfolio analysis.

430. Introduction to International Business. (3:3:0)

Complexities confronting U.S. firms and their management in international environments. Emphasizes functional and planning areas, including organization, market research, financial analysis.

431. International Marketing. (3:3:0) Prerequisite: Bus M 341, 430; major status.

International market entry strategies, export marketing, joint ventures, and other market entry modes. Regional/National markets; cultural, political, legal environments. Negotiations, trade financing, marketing mix.

432. International Corporate Finance. (3:3:0) Prerequisite: Bus M 301, 430; major status.

Financial aspects of multinational corporations operating within an international environment; direct foreign investment, foreign exchange regulations, capital markets, etc.

440. Database Marketing: Mining and Analysis. (3:3:0) Prerequisite: Bus M 341; major status.

Key issues in managing and developing online marketing databases for segmenting markets and developing marketing tactics. In-depth development of data mining techniques and advanced statistical analysis.

441. High-Tech Marketing. (3:3:0) Prerequisite: Bus M 341; major status.

Strategies in managing high-tech products and services, including the role of promotion, target selection, pricing, product development, and connecting to customers.

442. Marketing Research. (3:3:0) Prerequisite: Bus M 341; major status.

Concepts and methodology for conducting marketing research. Emphasis on solving problems faced by the marketing manager. Consulting research project required.

444. Consumer Behavior. (3:3:0) Prerequisite: Bus M 341; major status.

Mental and emotional processes and physical actions that people engage in when selecting, purchasing, using, and discarding products and services to satisfy consumer needs and desires.

448. Competitive Intelligence. (3:3:0) Prerequisite: major status.

Overview of the intelligence process including information collection, intelligence analysis, dissemination, ethics, and establishing the process from a managerial perspective.

450. International Negotiations. (3:3:0) W Prerequisite: major status.

Developing an effective negotiation framework for cross-national/cultural negotiation techniques relative to business and other life situations.

454. Professional Selling and Sales Management. (3:3:0) Prerequisite: Bus M 341; major status.

Concepts of professional selling and sales management including personal selling skills; strategic role of personal selling; organizing, directing, controlling, and evaluating the sales force.

455. Promotion Management. (3:3:0) Prerequisite: Bus M 341; major status.

Strategies in promoting business and nonbusiness products, services, and institutions, including the role of promotion, target selection, media and copy decisions, and marketing research.

456. Retailing Management. (3:3:0) Prerequisite: Bus M 341 (340 for nonmajors).

Selection, location, and management of retail stores and systems, emphasizing profitability and integration of accounting, finance, and economic concepts and tools.

457. Internet Marketing of Products and Services. (3:3:0)

Prerequisite: major status.

Integrates product, research, sales, and promotional strategy and concepts into an overall marketing plan for developing an Internet business. Term project developing an Internet business required.

458R. Seminar in Marketing Management. (3:3:0 ea.)

Prerequisite: Bus M 340 or 341.

Selected marketing issues, quantitative techniques and forecasting, advertising management, and industrial management.

459. Marketing Strategy. (3:3:0) Prerequisite: Bus M 301, 341, 442; major status.

Integration of finance, marketing, and case studies in economic concepts and techniques in marketing decision making and planning.

461. Operations Analysis and Problem Solving. (3:3:0)

Prerequisite: Bus M 361; major status.

Methods and tools necessary for analyzing and solving problems associated with operations, services, and supply chain management.

462. Services Management. (3:3:0) Prerequisite: introductory operations management course or instructor's consent; major status.

Management principles and characteristics of service industries and service aspects of supply chains: sources of strategic advantage; process analysis and tools; quality.

463. Quality Management. (3:3:0) Prerequisite: Bus M 361; major status.

Concepts of quality management, strategic issues, philosophies, and tools used to implement and control quality.

464. Integrated Product Development. (3:3:0) Prerequisite: major status.

Strategies, processes, tools, and methods in product and process development, emphasizing initial stages of market and competitive assessment to concept development.

466. Purchasing and Supply Management. (3:3:0) Prerequisite:

Bus M 361; major status.

Focuses on upstream supply chain activities of supplier selection, management, and development. Negotiation, costing, product development, and commodity analysis.

468. Supply Chain Logistics. (3:3:0) Prerequisite: Bus M 361;

major status.

Integration of materials management (inbound transportation), physical distribution (outbound transportation), inventory, warehousing, facility location, customer service, packaging, and materials handling.

469. Integrated Supply Chain Management. (3:3:0) Prerequisite:

major status.

Integrative and creative problem solving in designing and managing cohesive value-added conversion/transformation systems.

471. Entrepreneurial Perspective. (3:3:0) Prerequisite: major

status.

Living case study contrasting entrepreneurial with managerial perspective. Topics include making entrepreneurial vision a reality, ethics/integrity, startups/acquisitions, spouse/children, associates, professionals, dealmaking, entrepreneurship myths.

472. Entrepreneurial Marketing. (3:3:0) F, W

Marketing strategies for start-up companies. Topics include marketing to investors, internal marketing, and how to market products/services without a marketing budget.

475. Financing New Ventures. (3:3:0) Prerequisite: Bus M 301, 341, 361, Org B 321; major status.

Concepts and skills of entrepreneurship, emphasizing how new and emerging companies are financed. Applying functional tools to case situations.

478. E-Business Technology and Entrepreneurship. (3:3:0)

Prerequisite: major status.

Key issues and problems facing managers in start-up e-business and IT companies. Team-taught by professors and entrepreneurs; particularly helpful for students starting IT businesses.

479. (Bus M-Mfg) Creating and Managing New Ventures. (3:3:0)

Prerequisite: for management majors: Bus M 301, 341, 361; major status. For engineering and technology majors: management minor status; senior status.

Key issues and problems facing managers in start-up companies. Team-taught by professors and entrepreneurs; particularly helpful for students starting businesses.

480. Strategy 1. (3:3:0) W Prerequisite: Acc 200, Math 110, Econ 110, Stat 221.

Structured problem solving, strategic thinking, and basic strategy concepts to prepare students to analyze and understand the sources of competitive advantage and superior firm performance.

481. Strategy 2. (3:3:0) W Prerequisite: Acc 200, Math 110, Econ 110, Stat 211.

Advanced strategy topics such as growth and diversification strategy, pricing strategy, game theory and competitor analysis, strategy as real options, and strategic flexibility and commitment.

482. Strategy Implementation. (3:3:0) W Prerequisite: Acc 200, Math 110, Econ 110, Stat 221.

Integrative course on strategy formulation and implementation, including a field study. Topics include organizational alignment (structure and processes that fit the strategy), change management, and strategic leadership.

488. Agribusiness Management 1. (3:3:0) Prerequisite: Acc 200, Econ 110; Bus M 300 or 340 or concurrent enrollment.

Concepts, tools, and approaches to understanding competitive forces and the development of sustainable competitive advantage for firms in the food, fiber, and horticulture industries.

489. Agribusiness Management 2. (3:3:0) Prerequisite: Acc 200 (or equivalent), Econ 110 (or equivalent), Bus M 340.

Developing and implementing marketing plans and programs for companies participating in the value chain of agribusiness industries.

490R. Topics in Business Management. (0.5–3:Arr.:0 ea.)

Current business-related topics varying by semester and section.

495R. E-Business Projects. (3:3:0) Prerequisite: instructor's consent.

Consulting/Field studies projects in e-business.

496R. Academic Internship. (1–3:Arr.:Arr. ea.)

Supervised experience for business majors either in service or business-related work. Opportunity to link learning with practical field applications.

498. Strategic Management. (3:3:0) F, W, Sp, Su Prerequisite: Bus M 301; major status.

Concepts, tools, and approaches to understand competitive forces and to systematically and consistently develop sustainable competitive advantages.

500-Level Graduate Courses (available to advanced undergraduates)

538. Managing Entrepreneurial Firms and Family Businesses. (3:3:0)

Issues and problems facing managers of entrepreneurial enterprises and leaders of family-owned businesses. Includes start-up growth, and exit strategies. Consulting project required.

565. Global Supply Chain. (3:3:0) F

The emerging rules of a global marketplace and their influence on key supply chain activities and processes.

571. Entrepreneurial Perspective. (3:3:0) F

Developing awareness of and ability to apply existing knowledge about entrepreneurship to make better decisions when starting, growing, and harvesting business ventures.

596R. Business Language. (3:3:0)

For experienced speakers of the language being taught. Emphasizes business concepts; practice and case study including conversing, reading, and presenting, while enriching business vocabulary.

Business Management Faculty**Professors**

- Bryson, Phillip J. (1983) BA, U. of Utah, 1964; PhD, Ohio State U., 1967.
- Fawcett, Stanley E. (1996) BS, MBA, MA, Brigham Young U., 1985, 1987, 1988; PhD, Arizona State U., 1990.
- Geurts, Michael D. (1975) BS, MBA, U. of Utah, 1963, 1965; PhD, U. of Oregon, 1972.
- Giauque, William C. (1977) MBA, DBA, Harvard U., 1968, 1972; BS, California Inst. of Technology, 1963.
- Heaton, Hal B. (1982) BS, MBA, Brigham Young U., 1975, 1977; MA, PhD, Stanford U., 1978, 1982.
- Hill, Ned C. (1987) BS, U. of Utah, 1969; MS, PhD, Cornell U., 1971, 1976.
- Longmore, Dean (2001) BS, Brigham Young U., 1967; MBA, U. of Utah, 1968; PhD, U. of Missouri, Columbia, 1980.
- McQueen, Grant R. (1989) BA, MBA, Brigham Young U., 1981, 1984; PhD, U. of Washington, 1989.
- Nadauld, Stephen D. (1976) BA, Brigham Young U., 1967; MBA, Harvard Business School, 1969; PhD, U. of California, Berkeley, 1978.
- Pinegar, J. Michael (1988) BA, Brigham Young U., 1973; MBA, PhD, U. of Utah, 1979, 1982.
- Rhoads, Gary K. (1992) BS, MBA, Idaho State U., 1978, 1982; PhD, Texas Tech. U., 1988.
- Smith, Scott M. (1981) BS, Brigham Young U., 1971; MBA, Michigan State U., 1973; PhD, Pennsylvania State U., 1979.
- Stone, Bernell K. (1986) BS, Duke U., 1964; MS, U. of Wisconsin, 1966; PhD, Massachusetts Inst. of Technology, 1968.
- Swenson, Michael J. (1989) BS, Brigham Young U., 1980; MBA, U. of Utah, 1981; PhD, U. of Oregon, 1989.
- Thorley, Steven R. (1991) BS, MBA, Brigham Young U., 1979, 1982; PhD, U. of Washington, 1991.
- Whitlark, David B. (1989) BA, U. of Utah, 1978; MBA, Cornell U., 1985; PhD, U. of Virginia, 1988.
- Wilson, Brent D. (1982) BA, Weber State Coll., 1969; MBA, Northwestern U., 1971; DBA, Harvard U., 1979.

Associate Professors

- Brau, James (1999) BS, U.S. Military Academy, West Point, 1991; PhD, Florida State U., 1999.
- Crawford, Robert G. (1972) BA, Brigham Young U., 1967; MS, PhD, Carnegie-Mellon U., 1971, 1975.
- Dishman, Paul (2001) BFA, Trinity U., 1977; MBA, PhD, U. of North Texas, 1987, 1992.
- Foster, S. Thomas, Jr. (2005) BA, Brigham Young U., 1984; MBA, U. of Missouri, 1989; PhD, U. of Missouri, Columbia, 1993.
- Holmes, Andrew L. (1996) BBA, MS, Texas A&M U., 1986, 1988; PhD, U. of Houston, 1992.
- Koller, Roland H. (1976) BS, U. of Utah, 1962; MA, PhD, U. of Wisconsin, 1968, 1969.
- Merrill, Craig B. (1993) BA, Brigham Young U., 1989; MA, PhD, U. of Pennsylvania, 1992, 1994.
- Mitton, Todd V. (2000) BA, MBA, Brigham Young U., 1990, 1993; PhD, Massachusetts Inst. of Tech., 2000.
- Money, R. Bruce (2004) BA, Brigham Young U., 1983; MBA, Harvard, 1988; PhD, U. of California, Irvine, 1995.
- Nelson, Ray D. (1985) BA, Brigham Young U., 1975; MA, PhD, U. of California, Berkeley, 1979, 1981.
- Sampson, Scott E. (1996) BA, Brigham Young U., 1988; MBA, PhD, U. of Virginia, 1991, 1993.

- Sawaya, William J., Jr. (1978) BS, U. of Wyoming, 1967; MS, PhD, Arizona State U., 1969, 1971.
- Slade, Barrett A. (2000) BS, MS, Brigham Young U., 1983, 1989; PhD, U. of Georgia, 1997.
- Sudweeks, Bryan L. (2000) BA, MBA, Brigham Young U., 1980, 1982; PhD, George Washington U., 1987.
- Vorkink, Keith P. (2000) BA, Brigham Young U., 1994; MA, PhD, U. of Rochester, 1997, 2000.

Assistant Professors

- Allred, Chad R. (2002) BS, MBA, Brigham Young U., 1985, 1987; PhD, Purdue U., 2002.
- Bone, Sterling A. (2006) BS, MBA, Utah State U., 2000, 2001; PhD, Oklahoma State U., 2006.
- Boyer, Brian (2004) BA, Brigham Young U., 1996; PhD, U. of Michigan, 2004.
- Christensen, Glenn L. (2002) BA, MBA, Brigham Young U., 1994, 1997; PhD, Pennsylvania State U., 2002.
- Couch, Robert (2005) BA, BS, Brigham Young U., 1997; MS, PhD, Carnegie Mellon U., 2000, 2004.
- DeRosia, Eric D. (2002) BS, Brigham Young U., 1994; PhD, U. of Michigan Business School, 2002.
- Wallin, Cynthia (2006) BS, MBA, Brigham Young U., 1989, 1994; PhD, Arizona State U., 2006.

Associate Teaching Professors

- Daniels, Lee (2005) BS, Brigham Young U., 1981; MA, Sophia U., 1990.
- Gibson, Stephen W. (2001) BS, Brigham Young U., 1973.
- Lindorf, Ronald S. (2005) BS, MA, Brigham Young U., 1982, 1991.
- Williams, Gary (2000) BA, Brigham Young U., 1973; MBA, Arizona State U., 1974.

Emeriti

- Andrus, Roman R. (1976) BS, Brigham Young U., 1958; MS, PhD, Columbia U., 1959, 1965.
- Barnes, Howard W. (1964) AB, Harvard Coll., 1955; MBA, U. of Southern California, 1963; Dr rer pol, Technische Universität Braunschweig, Federal Republic of Germany, 1968.
- Blood, Dwight M. (1980) BS, U. of Wyoming, 1953; MS, Montana State U., 1955; MA, PhD, U. of Michigan, 1958, 1963.
- Call, Ivan T. (1963) BS, Brigham Young U., 1958; MBA, DBA, Indiana U., Bloomington, 1959, 1969.
- Clarke, Darral G. (1985) BS, U. of Utah, 1965; MS, Ohio State U., 1967; PhD, Purdue U., 1972.
- Cox, Charles M. (1965) BS, Brigham Young U., 1955; MBA, Harvard U., 1961; PhD, U. of Washington, 1978.
- Daines, Robert H. (1959) BS, Utah State U., 1956; MBA, Stanford U., 1959; DBA, Indiana U., Bloomington, 1966.
- Davies, J. Kenneth (1953) BS, Marquette U., 1945; MS, Brigham Young U., 1950; PhD, U. of Southern California, 1960.
- Hunt, H. Keith (1975) BS, MBA, U. of Utah, 1961, 1962; PhD, Northwestern U., 1972.
- Lambert, William R. (1962) BS, U. of Utah, 1953; MBA, Harvard U., 1962; DBA, Indiana U., Bloomington, 1968.
- Lee, Terry Nels (1970) BS, U. of Utah, 1963; MBA, Brigham Young U., 1966; PhD, U. of Washington, 1973.
- McKinnon, Gary F. (1969) BS, MBA, U. of Utah, 1962, 1963; PhD, U. of Texas, Austin, 1968.
- Murray, Robert B. (1985) BS, Utah State U., 1951; MBA, Harvard U., 1957.
- Oveson, Richard M. (1976) BA, Brigham Young U., 1955; MPA, PhD, Harvard U., 1965, 1969.
- Pearce, Wayne E. (1982) BS, MBA, U. of Utah, 1960, 1961.
- Pritchett, Michael B. (1969) BS, Brigham Young U., 1965; MS, PhD, Purdue U., 1967, 1970.
- Rickenbach, J. Dean (1957) BS, Brigham Young U., 1954; MS, Stanford U., 1957; PhD, Indiana U., Bloomington, 1963.
- Schill, Ronald Lynn (1971) BS, MBA, U. of Utah, 1962, 1963; PhD, U. of Oregon, 1971.
- Smith, Milton E. (1966) BA, MBA, PhD, U. of Utah, 1951, 1961, 1981.
- Swinyard, William R. (1978) BS, Brigham Young U., 1965; MBA, U. of Michigan, 1967; PhD, Stanford U., 1976.

Managerial Economics (ManEc)

Undergraduate Courses

- 300. Economics of Market Systems.** (3:3:0) Independent Study also. Prerequisite: Econ 110.
Decision making, price formation, and economic organization of the firm in market environments.
- 301. Macroeconomics for Business Decisions.** (3:3:0) Independent Study also. Prerequisite: Econ 110.
Models of aggregate economic fluctuations, economic growth, inflation, and interest rates.
- 358. International Economics.** (3:3:0) Prerequisite: Econ 110.
International trade theory and issues, economic integration, trade and development, contemporary trade problems.
- 376. Government and Business.** (3:3:0) Prerequisite: Econ 110.
Interaction of political and economic forces in determining product and asset prices and the distribution of income and wealth.
- 387. Economics of Strategy.** (3:3:0) Prerequisite: major status.
Economic tools influencing the success of strategy (creation and appropriation of value), emphasizing application of economic theory to management of practice.
- 453. Money, Banking, and Business.** (3:3:0) Prerequisite: Econ 110; Bus M 301 or Accounting Junior Core.
Economic analysis of effects of money, banking, and financial institutions on business decisions and aggregate economic activity.

Engineering/Technology Management Degree Programs

See Marriott School of Management in the BYU 2007–2008 Graduate Catalog and the Ira A. Fulton College of Engineering and Technology Advisement Center.

Organizational Leadership and Strategy

William Gerard Sanders, Chair
790 TNRB, (801) 422-2794

Management Communication (M Com)

Undergraduate Courses

- 320. Communication in Organizational Settings.** (3:3:0) F, W, Sp, Su Honors also. Prerequisite: GE First-Year Writing requirement. To be taken before senior year. Not for freshmen.
Developing written and oral communications for professional organizations, including composing and designing employment communications. Incorporates oral presentations. Fulfills GE Advanced Written and Oral Communication requirement.
- 321. Presenting in Organizational Settings.** (1:1:1) Prerequisite: acceptance into a Marriott School major program.
Developing and delivering informative and persuasive presentations for professional organizations. Employment interviewing. Presentations will be videotaped.
- 490R. Special Topics in Management Communication.** (1–3:Arr.:Arr. ea.) Prerequisite: M Com 320, 321.
Special subjects as announced before each semester.

Organizational Behavior (Org B)

Undergraduate Courses

- 320. Organizational Effectiveness.** (3:Arr.:2) Taught online. Independent Study also.
Theories and concepts for creating effective organizations, e.g., individual, group, and organizational processes and human resource functions, including selection, compensation, and performance management.
- 321. Organizational Effectiveness.** (3:2:2) Prerequisite: for Marriott School of Management majors only.
Theories and concepts for creating effective organizations, e.g., individual, group, and organizational processes and human resource functions, including selection, compensation, and performance management.
- 327. Human Resource Management.** (3:3:0) Independent Study also.
Functions of human resource management: employee selection, wage and salary administration, training and development, employee relations, and human resource planning.
- 330 Organizational Development and Change.** (3:3:0) F, W
Macro topics in organizational behavior, including organizational structure, culture, design, change management, strategic implementation, and HR training and development.
- 347. Managerial Leadership Development.** (3:3:0) F, W
Principles and practices needed to serve as effective leaders in families, church, community, and work settings—planning, decision making, self-awareness, effective human influence, and community building.
- 400. Business Ethics.** (2:2:0) Independent Study only.
Moral leadership, character development, and multiple perspectives for making ethical decisions in organizations.
- 428. Talent Management.** (3:3:0) W
Topics related to managing highly skilled employees: succession planning, attracting and retaining employees, employment brand, labor market competition, executive recruiting and talent metrics.
- 429. Compensation, Benefits, and Performance Management.** (3:3:0) W
Wage and salary administration, incentives, employee benefits, grievance and discipline systems, performance appraisal.
- 431. Managing Global Human Capital.** (3:3:0) F Prerequisite: admittance to organizational behavior/human resource management emphasis.
International policies and practices in organizational behavior and human resource management.
- 490R. Professional Development Seminar.** (1–3:Arr.:0 ea.)
Special topics in organizational behavior. Course content varies from year to year.

Graduate Courses

For 500-, 600-, and 700-level courses, see Business Administration in the BYU 2007–2008 Graduate Catalog.

Organizational Leadership and Strategy Faculty

Professors

- Baker, William H. (1970) BS, Southern Utah U., 1969; MS, Brigham Young U., 1970; EdD, Oklahoma State U., 1974.
- Cherrington, David J. (1973) BS, Brigham Young U., 1966; MBA, DBA, Indiana U., Bloomington, 1970, 1970.
- Derr, C. Brooklyn (2001) BA, U. of California, Berkeley, 1967; EdD, Harvard U., 1971.
- DeTienne, Kristen B. (1991) BA, California State U., 1987; MA, PhD, U. of Southern California, 1990, 1991.
- Dyer, Jeffrey H. (1999) BS, MBA, Brigham Young U., 1982, 1984; PhD, U. of California, Los Angeles, 1993.
- Dyer, W. Gibb, Jr. (1984) BS, MBA, Brigham Young U., 1977, 1979; PhD, Massachusetts Inst. of Technology, 1984.

Mills, Gordon E. (1971) BA, MA, Brigham Young U., 1966, 1967; PhD, Pennsylvania State U., 1970.
 Perry, Lee T. (1985) BS, MOB, Brigham Young U., 1974, 1977; PhD, Yale U., 1982.
 Timm, Paul Roy (1979) BA, State U. of New York, 1968; MA, Ohio U., 1969; PhD, Florida State U., 1977.
 Whetten, David A. (1994) BS, MS, Brigham Young U., 1970, 1971; PhD, Cornell U., 1974.
 Wilkins, Alan L. (1978) BA, MBA, Brigham Young U., 1972, 1974; PhD, Stanford U., 1979.
 Woodworth, Warner P. (1976) BS, MS, Brigham Young U., 1967, 1969; PhD, U. of Michigan, 1974.

Associate Professors

Godfrey, Paul C. (1994) BS, U. of Utah, 1983; MBA, PhD, U. of Washington, 1989, 1994.
 Jackson, W. Burke (1973) BS, Yale U., 1963; MBA, Rutgers U., 1964; MS, PhD, Stanford U., 1968, 1978.
 Kirkham, Kate L. (1978) BS, U. of Utah, 1966; MA, George Washington U., 1973; PhD, Union Graduate School, 1977.
 LeBaron, Curtis D. (2001) BA, Brigham Young U., 1989; MA, U. of Utah, 1993; PhD, U. of Texas, Austin, 1998.
 Meek, Christopher B. (1984) BS, MOB, Brigham Young U., 1973, 1975; PhD, Cornell U., 1983.
 Sanders, Wm. Gerard (1996) BS, Brigham Young U., 1980; PhD, U. of Texas, Austin, 1996.
 Thompson, Michael P. (1988) BA, Brigham Young U., 1975; MS, PhD, Rensselaer Polytechnic Inst., 1978, 1985.

Assistant Professors

Bingham, John B. (2005) BA, MS, U. of Utah, 1998, 2000; PhD, Texas A&M U., 2005.
 Bryce, David J. (2002) BS, MAcc, MBA, Brigham Young U., 1991; PhD, U. of Pennsylvania, 2003.
 Felin, Teppo T. (2005) BA, MBA, Brigham Young U., 1997, 1999; PhD, U. of Utah, 2005.
 Gardner, Timothy M. (2002) BA, Bowling Green State U., 1990; MS, Ohio State U., 1996; PhD, Cornell U., 2002.
 Hansen, Mark H. (1996) BS, MBA, Brigham Young U., 1990; PhD, Texas A&M U., 1996.
 Hanson, Kaye T. (1989) BA, MA, PhD, Brigham Young U., 1964, 1967, 1983.
 Hatch, Nile (2000) BS, MS, Brigham Young U., 1988, 1989; PhD, U. of California, Berkeley, 1995.
 Madsen, Peter M. (2006) BS, Brigham Young U., 2001; PhD, U. of California, Berkeley, 2006.

Emeriti

Ashby, Nadine T. (1960) BA, Brigham Young U., 1936; MA, Colorado State Coll., 1959; PhD, U. of North Dakota, 1971.
 Bell, R. DerMont (1957) BS, MS, Brigham Young U., 1955, 1956; PhD, U. of Southern California, 1960.
 Covey, Stephen R. (1957) BS, U. of Utah, 1953; MBA, Harvard U., 1957; DRE, Brigham Young U., 1976.
 Hanson, Garth A. (1982) BS, MS, Utah State U., 1963, 1965; PhD, U. of Nebraska, 1973.
 Hartman, Larry D. (1984) BA, MS, Brigham Young U., 1962, 1963; EdD, Oklahoma State U., 1973.
 Howard-Tuten, Janet M. (1969) BS, MS, Northwestern State U., 1965, 1968; EdD, Brigham Young U., 1985.
 Moffitt, J. Weldon (1953) BS, Brigham Young U., 1949; MS, U. of Utah, 1950; PhD, U. of Illinois, 1953.
 Nelson, George Edward (1968) BS, MS, U. of Utah, 1965, 1966; EdD, Arizona State U., 1968.
 Pace, R. Wayne (1978) BS, U. of Utah, 1953; MS, Brigham Young U., 1957; PhD, Purdue U., 1960.
 Perry, Devern J. (1963) BS, MS, Brigham Young U., 1958, 1962; EdD, U. of North Dakota, 1968.
 Peterson, Brent D. (1972) BA, MA, Brigham Young U., 1967, 1968; PhD, Ohio U., 1970.
 Stephan, Eric G. (1968) BS, PhD, U. of Utah, 1961, 1966.
 Stoddard, Ted D. (1969) BS, MS, Brigham Young U., 1962, 1963; EdD, Arizona State U., 1967.

Romney Institute of Public Management

Gary C. Cornia, Director
 760-A TNRB, (801) 422-4221

Public Management (P Mgt)

Undergraduate Course

321. Public and Not-for-Profit Finance. (3:3:0)

Introduction to fund accounting, budgeting processes, and sources of revenue such as taxes, municipal bonds, user fees, donations, grants, dues, and ticket sales.

Graduate Courses

For 500-, 600-, and 700-level courses, see George W. Romney Institute of Public Management in the BYU 2007–2008 Graduate Catalog.

Romney Institute of Public Management Faculty

Professors

Adolphson, Donald L. (1980) BA, U. of California, Berkeley, 1966; MS, PhD, U. of Wisconsin, Madison, 1968, 1973.
 Brady, F. Neil (1993) BS, MPA, Brigham Young U., 1970, 1980; PhD, U. of Texas, Austin, 1978.
 Cornia, Gary C. (1980) BS, Weber State U., 1972; MS, Utah State U., 1974; PhD, Ohio State U., 1979.
 Walters, Lawrence C. (2005) BA, Brigham Young U., 1981; PhD, U. of Pennsylvania, 1987.
 Wheeler, Gloria E. (1978) BS, Montana State U., 1965; MA, MS, PhD, U. of Michigan, 1966, 1968, 1972.

Associate Professor

Seawright, Kristie K. (1993) BS, Brigham Young U., 1977; BS, MBA, PhD, U. of Utah, 1987, 1989, 1994.

Assistant Professors

Arbon, Chyleen (2003) BA, MPA, Brigham Young U., 1994, 1996; PhD, U. of Utah, 2004.
 Facer, Rex L. (2001) BA, MPA, Brigham Young U., 1991, 1993; DPA, U. of Georgia, 2002.
 Hart, David W. (2000) BA, MPA, Brigham Young U., 1989, 1991; PhD, State U. of New York, Albany, 1997.
 Thompson, Jeffery A. (2003) BA, MBA, Brigham Young U., 1992, 1995; PhD, U. of Minnesota, 1999.
 Wadsworth, Lori L. (2001) BS, MPA, Brigham Young U., 1982, 1995; PhD, U. of Utah, 2003.

Instructor

Manwaring, Todd M. (2003) BS, MOB, Brigham Young U., 1987, 2001.

Emeriti

Buckwalter, Doyle W. (1968) BA, MA, Brigham Young U., 1963, 1964; PhD, U. of Michigan, 1968.
 Hart, David Kirkwood (1983) BS, Brigham Young U., 1957; MA, U. of California, Berkeley, 1960; PhD, Claremont Graduate School, 1965.
 Knighton, Lennis M. (1971) BA, MAcc, Brigham Young U., 1962, 1964; CPA, 1964; PhD, Michigan State U., 1966.
 Parsons, Robert J. (1970) BS, MS, Brigham Young U., 1964, 1966; PhD, U. of California, Riverside, 1971.
 Ritchie, J. Bonner (1973) BS, PhD, U. of California, Berkeley, 1960, 1968.
 Snow, Karl N., Jr. (1962) BS, Brigham Young U., 1956; MA, U. of Minnesota, 1958; MPA, DPA, U. of Southern California, 1965, 1972.
 Wright, N. Dale (1968) BA, MS, Brigham Young U., 1964, 1966; PhD, U. of Southern California, 1972.

Institute of Marketing

David S. Alcorn, Managing Director
Scott M. Smith, Faculty Director
435 TNRB, (801) 422-2709

The Institute of Marketing offers a marketing management emphasis through the business management program. It also sponsors the Fred G. Meyer Chair of Retailing, established to enhance the understanding and advancement of the industry and to promote successful business principles. Among the goals of the institute are:

1. Increase the quantity and quality of young people entering the retail, sales, and service fields of marketing management.
2. Increase student participation and training in supervised field studies and directed research projects.
3. Produce research that meets the demands of technological and management progress in marketing.
4. Produce workshops and seminars to further educate students in marketing management and to increase their understanding of current management problems through sound marketing research practices.

The institute, in cooperation with the Marriott School of Management's Undergraduate Programs Office, places a large number of students in internship programs in leading companies across the United States. Internships are available to students of any major.

Certificate Sales and Certificate Retailing Programs

The institute sponsors two certificate programs, one in sales and one in retailing, for business management majors with an emphasis in marketing management. The requirements for both certificates are structured such that students simultaneously satisfy the requirements for the marketing management emphasis.

Certificate Sales (15 hours)

The certificate in sales prepares students for positions in sales and sales management, including consumer product sales, industrial sales, product/brand management, market analysis, and Internet marketing.

Certificate Requirements

1. Complete the following:
Bus M 442, 454, 459.
2. Complete one course from the following:
Bus M 441, 457.
3. Complete an academic internship (Bus M 496R, 3 hours) while working for a major national or regional business-to-business (B2B) sales company.

Certificate Retailing (15 hours)

The certificate in retailing prepares students for positions in retailing management, including merchandising, financial control, sales promotion, personnel, store operations, electronic data processing, and Internet marketing.

Certificate Requirements

1. Complete the following:
Bus M 442, 456, 459.
2. Complete one course from the following:
Bus M 448, 457.
3. Complete an academic internship (Bus M 496R, 3 hours) while working for a major national or regional retail company.

Management Communication

See Organizational Leadership and Strategy in Marriott School of Management section of this catalog.

Mandarin

See Asian and Near Eastern Languages.

Manufacturing Engineering

See Mechanical Engineering.

Manufacturing Engineering Technology

See School of Technology.

Maori

See Center for Language Studies.

Marshallese

See Center for Language Studies.