

# BUSINESS ADMINISTRATION (BUS)

PROFESSORS DEAN, KESTER  
VISITING PROFESSOR CULPEPPER  
ASSOCIATE PROFESSORS **GARVIS**, BALLENGER,  
BOWER, HOOVER, SCHWARTZ, STRAUGHAN  
VISITING ASSOCIATE PROFESSOR GIBBS  
ASSISTANT PROFESSOR REITER  
VISITING ASSISTANT PROFESSORS HERBERT,  
PRATT, SIMMONS

## MAJOR

A **major in business administration** leading to a Bachelor of Science with Special Attainments in Commerce requires at least 50 credits total, including at least 24 credits in business administration and 26 credits not in business administration, as follows:

1. ACCT 201, 202; BUS 205, 211, 217, 221; ECON 101 and 102; INTR 201, 202
2. BUS 340 or 375
3. *International Business*: one course chosen from ACCT 396; BUS 305, 330, 357, 359, 364, 390; ECON 270, 271, 272, 274, 275, 280, 317, 356, 382
4. *Information Systems*: one course chosen from ACCT 310; BUS 306, 310, 315, 320, 325
5. Business Administration electives: at least nine credits, chosen from Business Administration courses numbered 300 or above, but excluding BUS 401, and 402. Credits awarded in these courses that also satisfy requirements 3 and 4 may be counted in this category.
6. Non-Business Administration electives: at least nine credits, including the courses from requirements 3 and 4, chosen from Accounting courses above 202; Economics courses above 200; or JOUR 225, 242, 371, 372, 377.

*HONORS: An Honors Program in business administration is offered for qualified students; see department head for details.*

### BUS 101: Business in a Changing World (3)

This course provides an overview of the field of management and its relationship to the changing business environment. Topics include financial analysis, marketing, production/operations, human resource management, business ethics, leadership and managerial psychology, and personal career management. *Staff.*

*Offered when interest is expressed and departmental resources permit.*

### BUS 105: Life Finance (4)

*Prerequisite: Junior or senior standing. Not open to majors in accounting and business administration, business administration, economics, or public accounting.* This course applies finance theory to topics in personal finance. Readings focus on personal-finance topics, financial-data sources, and other items in the financial press. Students begin the class focusing on their life's goals: family, career, service to others, lifestyle. After considering personal goals, we explore

the tools needed to achieve those goals. A computer lab component enables students to build spreadsheet models useful in making decisions in areas such as financial mathematics, household financial planning, financial markets, investments, and retirement planning. The class is intended for students with an interest in money matters but without a background in finance or economics.

*Schwartz.*

*Offered when interest is expressed and departmental resources permit.*

### BUS 110: Leadership Themes in Classic Films (3)

This course is based on the fundamental belief that there is much to be learned about management and leadership from mankind's greatest texts and films. We examine leaders in context—their qualities and courses of action reveal individuals at the iron moment of decision, going beyond illustrations and models to look at perennially important issues of management and leadership from a more theoretical perspective. To achieve this objective, we watch a diverse selection of classic films, such as *The Bridge on the River Kwai*, *Norma Rae*, *Citizen Kane*, and *Twelve Angry Men*. *Dean.*

*Offered when interest is expressed and departmental resources permit.*

### BUS 195: Selected Topics in Business Administration (3)

Topical coverage of areas in management, based on the interests of the instructor and students. Topics vary from year to year and are announced prior to registration. May be repeated for degree credit with permission and if the topics are different. *Staff.*

*Offered when interest is expressed and departmental resources permit.*

### BUS 196: Williams Investment Society (0)

*Pass/fail basis only. Prerequisite: Permission of the department head. Students must participate in a competitive application process in order to participate.* This cocurricular educational student organization manages a portion of Washington and Lee's endowment. Students meet in formal and informal sessions conducted by faculty advisers and attend presentations made by outside speakers hosted by the Williams School. The experiential learning that occurs in this setting is grounded in fields such as accounting, economics, and finance, as well as the practice of investments and banking. *Culpepper, Schwartz.*

*Fall, Winter*

### BUS 197: Washington and Lee Student Consulting (0)

*Pass/fail basis only. Prerequisite: Permission of the instructor. Students must participate in a competitive application process in order to participate.* This cocurricular student organization provides pro bono consulting services to businesses and not-for-profits. Experiential learning draws from business fields, such as marketing, finance, accounting, e-commerce, database management, business strategy, and human resources. In addition to working on various projects, students gain experience managing the organization. *Straughan, Oliver.*

*Fall, Winter, Spring*

**BUS 205: Private Law in a Market Economy (3)**

*Prerequisite: Junior standing.* This course studies the law governing the relations between individuals in day-to-day commerce. The emphasis is on how individuals and firms organize their voluntary agreements in markets, a process governed by the law of contracts. The course covers this process, ranging from the sale of goods, through the securing and payment of debt, to the creation of large corporations. Both the Common Law and the Uniform Commercial Code are analyzed. The course accents procedural and managerial techniques and stresses economic and ethical issues. Writing assignments apply legal theories to literary masterworks and hypothetical situations. *Culpepper.*

*Fall, Winter*

**BUS 211: Marketing Management (3)**

*Prerequisites: ECON 101 and 102, ACCT 201; INTR 202 or equivalent, and junior standing.* An exploration of strategic marketing. The focus of the course is on the analysis of a firm's current marketing strengths and weaknesses and the development of a strategic plan to capitalize on key opportunities. Topics include environmental analysis, market segmentation, targeting and positioning, and management of the marketing mix. Throughout the course, significant attention is devoted to international issues, the interrelationships between marketing and other disciplines, and the role of ethically and socially responsible marketing. *Bower, Simmons, Straughan.*

*Fall, Winter*

**BUS 217: Management and Organizational Behavior (3)**

*Prerequisite: Junior standing.* A study of management in modern organizations. This course examines the factors which influence individual, group, and firm behavior in the context of the workplace. Topics covered include individual differences, motivation, leadership, business ethics, group behavior, decision making, and organizational design and change. *Dean, Herbert.*

*Fall, Winter*

**BUS 221: Managerial Finance (3)**

*Prerequisites: ECON 101 and 102; ACCT 201 and 202; INTR 202 or equivalent; and junior standing.* A study of finance from a managerial perspective emphasizing the primary goal of the firm as stockholder wealth maximization. Emphasis is on decisions relating to the acquisition of assets and funds and internal management—financial analysis, planning and control, working capital management, capital budgeting, sources and forms of long-term financing, financial structure and the cost of capital, and valuation. *Hoover, Kester, Schwartz.*

*Fall, Winter*

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**SEMINARS IN BUSINESS ADMINISTRATION**—The following courses are offered from time to time when there is interest expressed and departmental resources permit. *All courses in this series require the permission of the instructor and are open only to juniors and seniors.* Any additional prerequisites are indicated.

**BUS 301: Seminar in Organizational Behavior (3)**

*Prerequisite: BUS 217.*

**BUS 302: Seminar in Finance (3)**

*Prerequisite: BUS 221.*

**BUS 303: Seminar in Marketing (3)**

*Prerequisite: BUS 211.*

**BUS 304: Seminar in Management (3)****BUS 305: Seminar in International Business (3)****BUS 306: Seminar in Management Information Systems (3)****BUS 310: Management Information Systems (3)**

*Prerequisite: Junior standing.* The objective is to build an understanding of the value and uses of information systems for business operations, management decision making, and strategic advantage. Topics include basic systems concepts and major roles of information systems; computer, telecommunications, and database management concepts; and management issues in the implementation of information systems, including international, security, and ethical considerations. *Bal-lenger, Pratt.*

*Fall, Winter*

**BUS 315: Database Management for Business (3)**

*Not open to students who have received credit for CSCI 317. Prerequisite: At least junior standing.* An introduction to the theories, concepts, features, and capabilities of database management systems in a business environment. This course provides a greater understanding of how to design, develop and access database-driven business applications and emphasizes the use of database-management systems in real-world business settings and how this technology can be applied effectively to solve business problems. In this project-oriented course, students acquire the skills to document, design, create, test, and access a fully functional Oracle business database application. No prior programming or application development experience is assumed. *Ballenger.*

*Winter*

**BUS 320: E-Commerce Management (3)**

*Prerequisites: ECON 101 and 102 and at least junior standing.* This course examines historical, entrepreneurial, strategic, social, and legal aspects of using the Internet for business purposes. Emphasis is on a managerial perspective, rather than a technical perspective, of e-commerce. Topics include Internet infrastructure, innovation, change, competition, intellectual property, and privacy. Case studies are used extensively, and students prepare written and oral case discussions and present collaborative research projects. *Garvis.*

*Offered when interest is expressed and departmental resources permit.*

**BUS 325: E-Commerce Development (3)**

*Prerequisite:* At least junior standing. An introduction to the benefits, capabilities and related information technologies which comprise the current state of e-commerce. This course provides a greater understanding of how to design, develop and implement e-commerce transaction-processing applications, such as dynamic Web page generation, interactive database updates, and virtual shopping carts. In this project-oriented course, students acquire the skills to design, create, test, and debug a fully functional, Web-based transaction processing e-commerce application. No prior programming or application development experience is assumed. *Bal-lenger.*

*Spring*

**BUS 330: Global Human-Resource Management (3)**

*Prerequisite:* BUS 217. Human-resource management (HRM) is concerned with how to best attract, select, develop, and retain employees in organizations. This course examines HRM in the global context. Topics include employee selection, training, performance management, compensation, health, safety, and security, and termination. We focus on designing HRM practices in the context of the global social, legal, and technological environments. *Dean.*

*Fall, Winter*

**BUS 340: Entrepreneurship and Small Business Management (3)**

*Prerequisites:* BUS 211 and 221 or permission of the instructor. A study of entrepreneurs, creation of new ventures, and the management of smaller enterprises. Emphasis is on the characteristics of successful entrepreneurs, identification and analysis of opportunities for new ventures, special legal and tax considerations, acquisition of capital, and the traditional requirements of successful management as they apply to smaller enterprises. Extensive use is made of case studies and a major research/case analysis project involving a potential or actual business is required.

*Offered when interest is expressed and departmental resources permit.*

**BUS 345 (INTR 345): Business Ethics (3)**

An examination of the moral and ethical issues associated with management policy and executive decisions. The course examines the basic approaches to moral reasoning, macro-moral issues concerning the justice of economic systems, and micro-moral issues, such as the following: conflict of interest, whistle blowing, discrimination in employment, product safety, environment, and advertising. *Reiter.*

*Winter*

**BUS 350: Negotiation and Dispute Resolution in a Business Environment (4)**

*Prerequisite:* BUS 205 or permission of the instructor. This course is designed to give students the abilities to negotiate successfully in a commercial environment and to create business solutions when a problem or dispute arises. Lectures, written materials, group projects, video, and role-play are utilized to explore the various theories of negotiation and types of dispute resolution, and to equip students with practical skills for forming and preserving

business relationships and resolving business disputes as they occur. *Culpepper.*

*Spring 2010*

**BUS 354: Advanced Business Law (3)**

*Prerequisites:* BUS 205 and senior standing. A survey of specialized legal relationships, such as negotiable instruments and corporations, and an introduction to legal thought at the philosophical and policy level. *Staff.*

*Offered when interest is expressed and departmental resources permit.*

**BUS 355: Cases in Corporate Finance (3)**

*Prerequisite:* BUS 221. Through use of the case method of learning, this course focuses on applied corporate finance strategy, including financial forecasting, financing sales growth, short-term versus long-term financing, commercial bank borrowing, leasing, and capital structure policy. Classroom participation is emphasized. *Kester.*

*Offered when interest is expressed and departmental resources permit.*

**BUS 357: Multinational Business Finance (3)**

*Prerequisite:* BUS 221. A study of the critical aspects of managerial finance in a multinational setting, covering both theoretical and practical issues. Emphasis is placed on identifying the unique risk-return opportunities faced by corporations that maintain business units across national borders. Topics included are foreign exchange and exchange rate determination, international capital markets, the environment of multinational corporate finance, risk management, and cross-border investment decisions. Text, readings, and projects. *Hoover.*

*Winter*

**BUS 358: Corporate Mergers, Leveraged Buyouts, and Divestitures (4)**

*Prerequisite:* BUS 221. This course focuses upon company valuation, mergers, leveraged buyouts, and divestitures. The interactive course makes extensive use of the case method in developing an understanding of business valuation methodologies and corporate financing decisions. Advanced-level finance concepts, models, and techniques are applied by students in the development of situational problem formulation, analysis, evaluation, and decision-making skills necessary to solve the unstructured problems faced in the practice of financial and business management. Classroom participation and group presentations are emphasized. *Kester.*

*Spring*

**BUS 359: International Production/Operations Business Administration (3)**

*Prerequisite:* INTR 202. A study of the production/operations function in manufacturing and service companies with emphasis on systems and processes necessary to compete in global markets. Case analysis and site visits are used to examine topics, such as operations strategy, total quality management, statistical process control, just-in-time systems, and project management. *Garvis.*

*Offered when interest is expressed and departmental resources permit.*

**BUS 364: Cross-Cultural Issues in Marketing (3)**

*Prerequisite: Either ANTH 101, 210, BUS 211 or 217.* A study of cultural theories and their effects on a variety of international management and international marketing practices. The course uses extensive readings and discussions of various cross-cultural theories and methods of inquiry from the social sciences, general management, marketing, and consumer/organizational behavior literature. Emphasis is placed on understanding both the theoretical dimensions of culture and the impact these dimensions have on a variety of business activities. Students develop and lead seminar sessions and develop an in-depth research proposal applying their understanding of cultural theories to some unexplored phenomena within marketing, or another functional area of management. Readings, discussion, written project, and presentation. *Straughan.*

*Offered when interest is expressed and departmental resources permit.*

**BUS 365: Investments (3)**

*Prerequisites: INTR 202 and BUS 221 or permission of the instructor.* A study of investments and investment management from a practical and theoretical point of view, including the institutional and economic environment relevant to common stocks, preferred stocks, bonds, puts, calls, and commodity future contracts. These assets are studied in terms of the markets in which they are traded, governing regulations, taxes, valuation, risk, characteristic line, and construction of a portfolio. Capital market theory and the Markowitz portfolio model are explored. Text, readings, and projects. *Schwartz.*

*Fall, Winter*

**BUS 370: Integrated Marketing Communications (3)**

*Prerequisites: At least junior standing and permission of the instructor.* Nature and contributions of the elements of marketing communications (e.g., advertising, sales promotions, the Web) in creating brand equity and generating demand stimulation. A project-oriented course with an emphasis on the strategic application of concepts related to integration and organization of promotional effort to facilitate communication programs for products and/or services. *Bower.*

*Winter*

**BUS 375: Strategic Management (3)**

*Prerequisite: Senior standing.* A capstone course designed to expose students to a strategic perspective on global issues that impact the firm. Integrative in that it draws on concepts from functional disciplines (e.g., finance, marketing, accounting) in the diagnosis, analysis, and resolution of complex business situations. Practical problem-solving skills are emphasized. Case analysis and/or computer simulation are used extensively in oral presentations and written cases. *Garvis, Gibbs, Reiter.*

*Fall, Winter*

**BUS 390: Supervised Study Abroad (4)**

*Prerequisites: Permission of the instructor, other prerequisites as specified by the instructor, and approval of the International Education Committee.* These upper-level courses cover topics of current interest in business administration for which international travel provides a unique opportunity for enhancing understanding. Emphasis changes from year to year and is announced well in advance of registration. *Staff.*

*Spring (when interest is expressed and departmental resources permit)*

**BUS 401, 402: Directed Individual Study (1,2)**

The objective is to permit students to follow a course of directed study in some field of management not presented in other courses or to emphasize a particular field of interest. Credits may not be used toward the major requirements in business administration. *Staff.*

**BUS 403, 406: Directed Individual Study (3,6)**

*Prerequisites: Senior standing and permission of the instructor.* The objective is to permit students to follow a course of directed study in some field of management not presented in other courses or to emphasize a particular field of interest. *Staff.*

**BUS 453: Internship (3)**

*Prerequisites: Junior standing, Williams School major, and permission of the department.* A limited number of off-campus, summer positions open to Williams School majors. Selection is competitive, based on academic performance and personal interviews. Each intern is closely supervised by a member of the business administration department. Students register for the credits as part of a normal class load for the following Fall Term, during which they write an in-depth research paper related to their intern experiences.

*Fall*

**BUS 493: Honors Thesis (3-3)**

*Fall-Winter*

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