

SCHOOL OF BUSINESS

DEAN OF THE SCHOOL OF BUSINESS

Jennifer R. Madden, Ph.D.

Associate Deans of the School of Business

Denise Farag, J.D. (Associate Dean for Graduate Programs and New Initiatives)

Virlena Crosley, D.B.A. (Associate Dean for Undergraduate Programs)

SCHOOL OF BUSINESS FACULTY

Faculty are listed under each Department/Program with which they are associated.

The mission of the School of Business is to cultivate future leaders who will positively impact business and society. We are inspired to foster integrity, ethical behavior, intellectual curiosity, business-relevant knowledge and skills, and a mindset that is both inclusive and global.

Students may pursue a business major in Accounting, Finance, International Business, Management or Marketing. Business minors are offered in Accounting, Entrepreneurship and Management. The interdisciplinary major and minor in Sport Management also include a business core and are housed in the School of Business. Graduates typically enter graduate study or professional careers in business, government, or non-profit institutions.

The School of Business also houses the interdisciplinary major and minor in Wine Studies.

ACADEMIC DEPARTMENTS AND INTERDISCIPLINARY PROGRAMS

- **Business**
- **Sport Management**
- **Wine Studies**

UNDERGRADUATE MAJORS

Students may earn only one business major in the following: finance, management, marketing, international business, or sport management. Students may earn a double major in any business major and accounting. Students who earn the OCE business information systems major may not also earn an accounting, finance, management, marketing, international business, or sport management major.

- Accounting Major (<http://catalog.linfield.edu/programs-az/business/business/accounting-major/>)
- Finance Major (<http://catalog.linfield.edu/programs-az/business/business/finance-major/>)
- International Business Major (<http://catalog.linfield.edu/programs-az/business/business/international-business-major/>)
- Management Major (<http://catalog.linfield.edu/programs-az/business/business/management-major/>)
- Marketing Major (<http://catalog.linfield.edu/programs-az/business/business/marketing-major/>)

- Sport Management Major (<http://catalog.linfield.edu/programs-az/business/sport-management/sport-management-major/>)
- Wine Studies Major (<http://catalog.linfield.edu/programs-az/business/wine-studies/wine-studies-major/>)

UNDERGRADUATE MINORS

The management and entrepreneurship minors are open to all Linfield degree-seeking students except management majors.

- Accounting Minor for Business and Sport Management Majors (<http://catalog.linfield.edu/programs-az/business/business/accounting-minor-business-majors/>)
- Accounting Minor for Students not Earning a Business Major (<http://catalog.linfield.edu/programs-az/business/business/accounting-minor-students-not-earning-business-major/>)
- Entrepreneurship Minor for Business and Sport Management Majors (<http://catalog.linfield.edu/programs-az/business/business/entrepreneurship-minor-accounting-finance-international-business-marketing-sport-management-majors/>)
- Entrepreneurship Minor for Students not Earning a Business Major (<http://catalog.linfield.edu/programs-az/business/business/entrepreneurship-minor-students-earning-business-major/>)
- Management Minor (<http://catalog.linfield.edu/programs-az/business/business/management-minor/>)
- Sport Management Minor (<http://catalog.linfield.edu/programs-az/business/sport-management/sport-management-minor/>)
- Wine Studies Minor (<http://catalog.linfield.edu/programs-az/business/wine-studies/wine-studies-minor/>)

GRADUATE Degree PROGRAMS

- Business - Design and Innovation Track (M.S.) (<http://catalog.linfield.edu/programs-az/business/masters/design-and-innovation-track/>)
- Business - Sport Leadership Track (M.S.) (<http://catalog.linfield.edu/programs-az/business/masters/sport-leadership-track/>)
- Business - Wine Business Leadership Track (M.S.) (<http://catalog.linfield.edu/programs-az/business/masters/wine-business-leadership-track/>)

Graduate Certificate Programs

- Design and Innovation Certificate (<http://catalog.linfield.edu/programs-az/business/design-innovation-certificate/>)
- Sport Leadership Certificate (<http://catalog.linfield.edu/programs-az/business/sport-leadership-certificate/>)
- Wine Business Leadership Certificate (<http://catalog.linfield.edu/programs-az/business/wine-business-leadership-certificate/>)

COURSES

General Business Courses

BNSS 040 COMMUNITY SERVICE (1-2 credits)

Applied learning experience in business related activities involving volunteer work in a variety of community, social service agencies, or nonprofit organizations. Requires 35 hours of service per credit. May be repeated for credit. Prerequisite: consent of instructor.
(*EXPERIENTIAL LEARNING*)

BNSS 041 PERSONAL FINANCE (2 credits)

Financial techniques of the household in allocating resources and planning expenditures. Lifetime perspective in financial management, encompassing financial budgeting and planning; credit management; Federal tax preparation and planning; home and automobile purchasing; automobile, homeowners, health insurance planning; and stock, bond, and mutual fund investing. Not applicable toward a major.

(EXPERIENTIAL LEARNING)

BNSS 098 SENIOR TUTORING (1 credit)

Service as tutors and review-session leaders for introductory courses and other projects by senior students with sufficient course backgrounds and superior academic achievements.

Prerequisites: 3.000 GPA overall, 3.500 GPA in major, and selection by the Chair of the Business Department.

(EXPERIENTIAL LEARNING)

BNSS 141 BUSINESS TOPICS (2-4 credits)

Special topics in business. Course credit may not be applied to business major.

BNSS 150 MICROSOFT EXCEL FOR BUSINESS (2 credits)

Build from foundational to expert proficiency in the Excel environment. Create and manage worksheets and workbooks, create tables, perform operations with formulas and functions, create charts and objects. Use graphic element to represent data visually. This tutorial-based course is designed to prepare students to take and pass the Microsoft Excel certification exams. Graded Satisfactory/Unsatisfactory only.

BNSS 198 SPECIAL TOPICS: JAN TERM TRAV (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Typically offered: January Term

BNSS 240 FUNDAMENTALS OF FINANCE (2 credits)

The course provides an overview of the quantitative finance tools, as well as finance theories used in financial management. Topics include, but are not limited to: time value of money, interest rates, risk and return, equity evaluation, fixed income security evaluation, cost of capital, and capital budgeting.

BNSS 250 CONTEMPORARY BUSINESS (4 credits)

Introduction to the basic functions of management and business. Business as an integrated entity, both in the U.S. and global environments. Forms of business ownership, business ethics, production, human resources, marketing, accounting, and finance.

Prerequisites: Not open to declared accounting, finance, international business, management, or marketing majors. Not open to students with 8 or more credits in business courses.

BNSS 255 DATA MANAGEMENT AND ANALYSIS W/ PYTHON (4 credits)

Introduction to the basics of Python programming: command line, writing and running scripts, debugging errors, variables, data types, and control structures. Emphasis is placed on reading, writing, modifying, and aggregating datasets within a business setting for analysis. Consideration of automating of repeated tasks.

BNSS 265 FUNDAMENTALS OF BUSINESS REPORTING (2 credits)

Introduction to fundamentals of business reporting and financial statement analysis. Study of fraud and its prevention through internal control in accounting systems. Exploration of cost classification and how managers use budget variances to inform planning decisions. Identification of performance measures through the Balanced Scorecard. Examination of sustainability accounting.

BNSS 281 BUSINESS ANALYTICS (4 credits)

Introductory business concepts in descriptive, predictive, and prescriptive analytics. Techniques and methods covering spreadsheet modeling, databases, data visualization, business statistics, forecasting, and statistical inference.

Prerequisites: MATH 140.

Typically offered: Fall and Spring Semesters, Annually

BNSS 298 SPECIAL TOPICS: JAN TERM TRAV (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Typically offered: January Term

BNSS 340 BUSINESS LAW I (4 credits)

The legal environment of business, torts and crimes, contracts and e-contracts, and property law. An introduction to business entities.

Prerequisites: BNAC 259, ECON 210, completion of 30 credits at time of registration, and 45 credits by the start of class.

BNSS 398 SPECIAL TOPICS: JAN TERM TRAVEL (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Typically offered: January Term

BNSS 435 INTERNATIONAL BUSINESS LAW (4 credits)

Fundamental concepts, principles, and rules of law that apply to international transactions. The study of contracts, financial instruments, trade laws including GATT and European Union, criminal law, and laws relating to transportation of cargo by sea and air, intellectual property law, political risk and international environmental issues.

Prerequisites: Junior Standing or consent of instructor.

BNSS 439 PEER INSTRUCTION (1-4 credits)

Advanced opportunity for outstanding students to assist faculty members in the classroom or laboratory. Focus on course content and pedagogy.

Prerequisites: Senior standing, application and consent of instructor.

(EXPERIENTIAL LEARNING)

BNSS 440 BUSINESS LAW II (4 credits)

Sales and lease contracts, negotiable instruments, creditors' rights and bankruptcy, agency and employment law, business organizations, business organizations, and government regulation. Particular attention will be paid to provisions of the Uniform Commercial Code ("UCC").

Prerequisites: BNSS 340.

BNSS 480 INDEPENDENT STUDY (1-5 credits)

Advanced study in a particular topic of business chosen by the student and supervised by a departmental teacher. Repeatable as long as the subject matter is different.

Prerequisites: cumulative GPA of at least 2.750 and approval of both the supervising instructor and the Business Department Chair.

BNSS 485 SEMINAR (2-5 credits)

Selected topics using small group discussion. Student participation. Open to advanced students. May be repeated for credit with a different topic.

Prerequisites: Consent of instructor.

BNSS 486 INTERDISCIPLINARY SEMINAR (2-5 credits)

Selected topics using small group discussion. Student participation. Open to advanced students. May be repeated for credit with a different topic. (Listed as BNSS 486 and IDST 486)

Prerequisites: Consent of instructor.

BNSS 487 INTERNSHIP (1-10 credits)

Intensive applied learning experience in a private, public, or nonprofit organization under the supervision of an experienced professional.

Prerequisites: For Sport Management major and minor, cumulative GPA of at least 2.000 and approval of advisor and departmental internship coordinator before starting the internship. For all other business majors and minors, GPA of at least 2.500 or higher in business major courses with 4 credits in the Business Department completed or in progress; and approval of advisor and departmental internship coordinator before starting the internship.

(EXPERIENTIAL LEARNING)

BNSS 490 RESEARCH (2-5 credits)

Individual research, reading, and study in field of accounting, business, or finance under the guidance of a faculty member. Open to advanced students.

Prerequisites: Approval of the supervising instructor and the Business Department Chair.

BNSS 491 THESIS (3-5 credits)

Written report of research or study on a problem in the student's major field. To be completed during the final year before graduation.

Prerequisites: Approval of the supervising instructor and the Business Department Chair.

BNSS 495 STRATEGIC MANAGEMENT (4 credits)

Integrated study of business strategy formulation and implementation. Value chain and case analyses used to explore environmental factors, resource allocation, and competition. Role of a management team in a competitive simulated business; developing strategic plan, devising strategies to gain competitive advantage, using analytic tools and feedback, communicating outcomes. Capstone course for business majors.

Total Course fees: \$10.00

Prerequisites: Senior standing, BNMK 321 and BNFN 341.

(MAJOR WRITING INTENSIVE)

BNSS 498 SPECIAL TOPICS: JAN TERM TRAVEL (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Typically offered: January Term

BNSS 500 INNOVATIVE LEADERSHIP & DESIGN THINKING (3 credits)

Build management and leadership capabilities. Explore personal and organizational aspects of leadership and management. Examine theoretical perspectives and models for innovative leadership and pathways for innovation. Study key tools for effective management and leadership to manage risk, challenges, building consensus and collaboration. Guided pathway of personal leadership development. Interactive learning environment using readings, lecture, group discussion, reflection, assessment, planning and application.

Prerequisites: Admission to the M.S. in Business Program or the Design & Innovation Certificate

BNSS 501 DESIGNING & DEVELOPING HIGH IMPACT TEAMS (3 credits)

Develop skills in team assessment, team development, team leadership, team coaching, facilitation of diverse teams, and project management skills. Learn to enhance the collective experience of teams to achieve greater levels of performance, productivity, flexibility and innovation. Team project work, group decision-making exercises, learning situations, conflict resolution, strengths and weaknesses of working in teams.

Prerequisites: Admission to the M.S. in Business Program or the Design & Innovation Certificate

BNSS 502 BUSINESS INTELLIGENCE & AND CULTURE OF ANALYTICS (3 credits)

Introduction to basic concepts, assessment techniques, score-carding approaches, and critical key performance metrics to assess overall business performance. Study Business Metrics from both an overall corporate perspective and within each business functional unit (with particular focus on Marketing, Finance, Sales, Human Resources, and Operations).

Prerequisites: Admission to the M.S. in Business Program or the Design & Innovation Certificate

BNSS 503 ETHICS & SOCIAL JUSTICE ANALYTICS (3 credits)

Ethical challenges facing employees in modern business and nonprofit organizations. Exploration of moral issues at every organizational level-personal, interpersonal, group, and system wide. Topics include identifying personal mission and values; developing character; faith in the workplace; ethical perspectives; moral reasoning and decision-making formats; ethical organizational communication and influence; ethical group behavior and leadership/followership; functional ethical issues; creation of ethical organizational climates; and global corporate social responsibility.

Prerequisites: Admission to the M.S. in Business Program or the Design & Innovation Certificate

BNSS 595 INTERNATIONAL CAPSTONE (4 credits)

Capstone course for the master's program, integrating knowledge acquired in the curriculum with practical application. Focus on the areas of innovation, design, and development at the individual, organizational, and team levels. Students are presented with a real-world problem by an international organization and must design, propose, and deliver a master's thesis, containing a solution publicly presented to the organization at their international location.

Prerequisites: Admission to the M.S. in Business program.

BNSS 598 WORKSHOP TOPICS COURSE (3 credits)

Selected workshops in design, innovation, or specialty disciplines. In-depth exploration of current issues and trends. Course to be repeated four times for credit with different content and subject to approval of the program coordinator.

Prerequisites: Admission to the M.S. in Business Program or the Design & Innovation Certificate

Accounting Courses**BNAC 259 FINANCIAL AND MANAGERIAL ACCOUNTING I (4 credits)**

Introduction to the analysis of financial transactions and their impact on the fundamental accounting equation; creation and analysis of financial statements including calculation and interpretation of financial ratios; and managerial concepts including budget controls, variance analysis, standard costing, relevant costing, and performance measurement, and cost-volume-profit analysis and variable costing. Students who have earned credit for BNAC 260 and 261 may not enroll in this course.

Typically offered: Fall and Spring Semesters, Annually

BNAC 262 FINANCIAL AND MANAGERIAL ACCOUNTING II (4 credits)

Required course for accounting majors and available to all other majors. Further study of financial transaction analysis including a deep dive into the nine-step accounting cycle, double entry bookkeeping, and cost accounting systems for manufacturing and service industries.

Prerequisites: BNAC 259.

Typically offered: Spring Semester, Annually

BNAC 361 INTERMEDIATE ACCOUNTING I (4 credits)

Accounting principles, conventions, and rules as reflected in the pronouncements of leading professional and accounting research organizations. Valuation of assets and current liabilities and the impact of valuation procedures on income determination.

Prerequisites: BNAC 262, MATH 140, MATH 160, and junior standing. BNSS 281 must be taken concurrently or prior.

BNAC 362 INTERMEDIATE ACCOUNTING II (4 credits)

Continuation of 361. Liabilities, shareholders' equity, dilutive securities, and investments. Issues related to income determination and the preparation and analysis of financial statements.

Prerequisites: BNAC 361.

BNAC 461 COST ACCOUNTING (4 credits)

Accounting to meet internal management needs for planning and control. Cost accounting systems and procedures, analyses of costs and variances, and the integration of cost accounting into the overall accounting system.

Prerequisites: BNAC 262, BNSS 281, MATH 140, and MATH 160.

BNAC 463 TAXES FOR BUSINESS & INVST PLANNING (4 credits)

The federal income tax system and its impact on management in the decision-making environment.

Prerequisites: BNAC 262, ECON 210, MATH 140, MATH 160.

BNAC 464 GOVERNMENT & NOT FOR PROFIT ACCOUNTING (4 credits)

Essential characteristics of financial operations and accounting for state and local governments, voluntary health and welfare organizations, health care organizations including hospitals, and college and university accounting. Includes audit and financial management requirements of these entities.

Prerequisites: BNAC 361.

BNAC 466 ADVANCED ACCOUNTING (4 credits)

Advanced topics in financial reporting, including partnerships, business combinations, consolidated financial statements, and segment and interim financial reporting. Essential characteristics of financial operations and accounting for state and local governments, private not-for-profit entities, estates, and trusts. Includes audit and financial management requirements of these entities.

Prerequisites: BNAC 362.

Typically offered: Spring Semester

BNAC 467 ACCOUNTING TOPICS (3 credits)

Special problems in accounting, including foreign operations, segmental and interim reporting, insolvency, partnerships, and not-for-profit entities. May be repeated for credit with different content and approval of instructor and faculty advisor.

BNAC 468 FEDERAL INCOME TAX (4 credits)

Theory, policies, and procedures regarding federal taxation of individuals, corporations, partnerships, and fiduciaries.

Prerequisites: BNAC 262, MATH 140, and MATH 160.

Typically offered: Fall Semester

BNAC 469 AUDITING (4 credits)

Introduction to the field of auditing. Essential characteristics of the business and legal environment of auditing, the recognition and assessment of audit risk, and the detail process of audit execution and reporting of the results of the audit.

Prerequisites: BNAC 362.

Business Design and Innovation**BNDI 520 DESIGN, INNOVATION & SUSTAINABILITY (3 credits)**

Exploration of design thinking methods and strategies. Theory and practice of innovation, complexity, and systems thinking. Strategies driving organizational change and new value propositions. Development of actionable and sustainable plans and strategies.

Prerequisites: Admission to the MS Design & Innovation Track or the Design & Innovation Certificate

BNDI 521 CHANGE MANAGEMENT FOR COMPETITIVE ADVANTAGE (3 credits)

Develop, design, and create ideas. Explore the entrepreneurial mindset, creativity and idea generation, assessing entrepreneurial opportunities. Focus on creative and innovative solutions to both business problems and business opportunities.

Prerequisites: Admission to the MS Design & Innovation Track or the Design & Innovation Certificate

BNDI 522 DISRUPTIVE INNOVATION & SYSTEMS THINKING (3 credits)

Skill development as diagnosticians and designers of unique interventions. Strategies, tactics, and issues relevant to successful organizational change. Selection of appropriate change-management intervention, modifications of preexisting intervention strategies, role assignment for consultants and clients, and outcomes assessment. Development of negotiation skills and strategies.

Prerequisites: Admission to the MS Design & Innovation Track or the Design & Innovation Certificate

BNDI 523 COMPETITIVE FINANCIAL ANALYSIS (3 credits)

Develop basic understanding of financial transactions. Understand financial statement production. Utilize publicly available information to analyze financial health. Use metrics to increase efficacy and efficiency of operations.

Prerequisites: Admission to the MS Design & Innovation Track or the Design & Innovation Certificate

Business Sport Leadership**BNSL 530 SPORT LEADERSHIP (3 credits)**

Principles of leadership and management within the sports industry. Foundations of sport management and leadership, along with the functions of planning, organizing, leading, and controlling (or directing) as applied to a sports enterprise. Application of core management principles (including ethics) as a basis for understanding the development and governance of the sports industry as well as for addressing contemporary problems and issues.

Prerequisites: Admission to the MS Sport Leadership Track or the Sport Leadership Certificate or permission of Sport Leadership Coordinator

BNSL 531 SPORT SALES & MARKETING (3 credits)

Advanced study of sales and marketing in a sports environment. Examination of the principles of marketing, promotion, sponsorship, and consumer behavior as applied to the sport industry. Theory, principles, current issues, and unique aspects of sales in the field of sport. Prerequisite

Prerequisites: Admission to the MS Sport Leadership Track or the Sport Leadership Certificate or permission of Sport Leadership Coordinator

BNSL 532 SPORT LAW (3 credits)

Legal issues in a sports context. Examination of contract law, antitrust, labor relations, intellectual property, constitutional law, tort law, equity (including Title IX) and other areas of law through the lens of sport. Lecture/Discussion.

Prerequisites: Admission to the MS Sport Leadership Track or the Sport Leadership Certificate or permission of Sport Leadership Coordinator

BNSL 533 SPORT ANALYTICS (3 credits)

Theories and concepts in sport analytics. Examine and interpret sport data through analytical procedures. Survey of the tools and methods used in sport data acquisition, processing, analysis, visualization, and implementation.

Prerequisites: Admission to the MS Sport Leadership Track or the Sport Leadership Certificate or permission of Sport Leadership Coordinator

Finance Courses**BNFN 341 FINANCIAL MANAGEMENT (4 credits)**

Financial management analytical techniques for financial decision-making. Formulation of financial objectives and policies; financial analysis, planning and control; asset management; securities valuation; capital budgeting; and capital structure strategies.

Prerequisites: BNAC 259, ECON 210, MATH 140 and MATH 160.

BNFN 441 FINANCIAL INSTITUTIONS (4 credits)

Financial intermediaries, the money and capital markets, determination of interest rates, bank asset/liability management, nonbank financial institutions, and the regulation of financial markets.

Prerequisites: BNFN 341, BNSS 281.

Typically offered: Fall Semester

BNFN 443 INTERNATIONAL FINANCE (4 credits)

Application of analytical techniques to financial decision making for multinational firms. Managing transaction exposure, trade finance techniques, short- and long-term financing, capital budgeting, strategic financial planning.

Prerequisites: BNFN 341.

BNFN 444 FINANCIAL THEORY (4 credits)

Financial theory using case problem-solving and spreadsheet modeling to: assess and manage risk; value stocks and bonds; forecast financial need; to make decisions regarding long term asset acquisition and financing; and to evaluate dividend policy.

Prerequisites: BNFN 341. BNSS 281 must be taken concurrently or prior.

Typically offered: Fall Semester

BNFN 447 INVESTMENTS (4 credits)

Formulation of investment policies, security analysis, and portfolio strategy with focus on examination of equity and fixed income investing. Consideration of mutual funds and alternative assets.

Prerequisites: BNFN 341, BNSS 281.

Typically offered: Spring Semester

BNFN 448 SEMINAR IN CORPORATE FINANCE (4 credits)

Advanced seminar in principles and practices of corporate finance. Tenets of finance; financial analysis; operational control; capital budgeting; enterprise valuation; and ethics. Emphasis on the study and extensive discussion of contemporary cases to assess operational control, financial and investment decision-making, and corporate strategy, all within the framework of cash-flow valuation models. Excel financial spreadsheet modeling and data management will be integral to case analysis, conclusions, and presentations.

Prerequisites: Senior standing, BNFN 444, BNSS 281, and consent of instructor.

BNFN 449 TOPICS IN FINANCE (2-5 credits)

Selected topics in finance using small group discussion. Open to advanced students. May be repeated with consent of instructor when finance topic is substantially different.

Prerequisites: BNFN 341 and instructor consent.

Typically offered: Annually

Management Courses**BNMG 310 ORGANIZATIONAL BEHAVIOR AND MANAGEMENT (4 credits)**

Introduction to human behavior in organizations, and management of business and organizational behavior within global and ethical contexts. Management theory; attitudes and values; communication, motivation, planning, decision making, evaluation, and feedback; leadership and power; group and team dynamics; organizational culture and change. Not open to students who have completed BNMG 301 with a passing grade.

Prerequisites: BNSS 250 or BNAC 259, and sophomore standing.

BNMG 380 INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY (4 credits)

Psychological principles applied to business. Employee attitudes, job analysis, employee recruiting and selection, performance evaluation, design and evaluation of training systems, and organizational change and development.

Prerequisites: BNMG 310 or PSYC 101.

BNMG 405 HUMAN RESOURCE MANAGEMENT (4 credits)

Administration of human resource strategies in the attainment of organizational goals. Staffing, employee and labor relations, safety and health, compensation, training and organization development, career planning, and performance management functions. Culture, values, ethical issues, and global influences on staff and organizations. Statistical analysis of compensation issues.

Prerequisites: BNMG 310 and MATH 140.

BNMG 409 LEADERSHIP (4 credits)

Advanced seminar in leadership studies. Views on leadership from management and behavioral science theories; historical, political, philosophical, and literature-based perspectives; and the study of leaders in action. Self-assessment, skill development and production of a leadership development plan.

Prerequisites: BNMG 310.

BNMG 410 INTERNATIONAL MANAGEMENT (4 credits)

Examination of cross-cultural issues in the management of the multinational firm. Sociocultural context, broad environmental issues, legal and political aspects, operational and strategic considerations, social responsibility and ethical issues.

Prerequisites: BNMG 310.

(GLOBAL PLURALISM)

BNMG 411 TEAM DYNAMICS (4 credits)

Development and functioning of groups and teams in organizations. Characteristics of successful teams; group and team processes; team leadership, power, and social influence; facilitation of team success, organizational and cultural contexts. Emphasis on analyzing the functioning of teams in work settings. Experiential work to self-assess and develop skills in teamwork and team facilitation.

Prerequisites: BNMG 310.

BNMG 415 BUSINESS, ETHICS AND SOCIETY (4 credits)

Ethical concepts relevant to resolving moral issues in business. Analytic skills for applying ethical concepts to business decisions. Moral issues in management related to social and environmental issues.

Prerequisites: BNMG 310 and BNSS 340.

BNMG 416 GLOBAL SUPPLY CHAIN MANAGEMENT (4 credits)

Examination of global supply chain management activities and practices in domestic and international business. Includes supply chain design, strategy and processes; lean manufacturing; quality control; sourcing and logistics; inventory management; and supply chain relationships.

Prerequisites: BNMG 310.

BNMG 423 ENTREPRENEURSHIP (4 credits)

Understanding the skills and motivation required for entrepreneurial success. Examination of start-up requirements; organization structure; legal, financial and human resources considerations. Emphasis on formulation of an effective business plan in a small business environment.

Prerequisites: BNMG 310, BNMK 321 and MATH 140.

BNMG 436 TOPICS IN MANAGEMENT (4 credits)

Selected topics in management designed to provide a more detailed examination of a specific facet of management studies. Course uses small group discussion and intensive class participation. Open to juniors and seniors pursuing a major or minor in business. May be repeated with consent of instructor when the management topic is substantially different.

Prerequisites: BNMG 310.

Marketing Courses**BNMK 321 MARKETING (4 credits)**

The elements of marketing emphasizing the managerial considerations in planning market strategies. Target markets, buyer behavior, product parameters, price, promotion, and distribution.

Total Course fees: \$20.00

Prerequisites: BNAC 259, ECON 210. Completion of 30 credit hours at time of registration and 45 credits by start of class. BNSS 281 must be taken concurrently or prior.

BNMK 420 SALES AND SALES MANAGEMENT (4 credits)

Introductory study in sales management, exploring the variables of sales motivation and performance to specify their interrelationships.

Prerequisites: BNMK 321, MATH 140 and MATH 160.

BNMK 421 PROMOTIONS MANAGEMENT (4 credits)

Examines all the tools within the promotional mix—advertising, public relations, sales promotion, direct marketing, internet and sales channels. Analysis of the pros/cons of each and how the creation and execution of consistent brand development throughout the promotional mix is key to building and maintaining brand equity.

Prerequisites: BNMK 321, MATH 140 and MATH 160.

BNMK 426 INTERNATIONAL MARKETING (4 credits)

International marketing for multinational enterprise; economic, political, and cultural environments; international marketing research, product adaptation, pricing strategies, communications and distribution channels; international logistics, promotion, organization and control; marketing services and countertrade.

Prerequisites: BNMK 321, MATH 140 and MATH 160.

(GLOBAL PLURALISM)

BNMK 427 TOPICS IN MARKETING (4 credits)

Selected topics in marketing using small group discussions. Student participation. Open to juniors and seniors pursuing a major or minor in business. May be repeated with consent of instructor when the marketing topic is essentially different.

Prerequisites: BNMK 321.

Nonprofit Management**BNPM 370 MANAGING NONPROFIT ORGANIZATIONS (4 credits)**

This course examines key topics for effective management and governance of nonprofit organizations including the scope and structure of the nonprofit sector, theories of nonprofit organizations, performance measurement, strategic planning, marketing, financial management, earned income strategies, nonprofit lobbying and advocacy, social entrepreneurship, social innovation, needs assessment, building collaborations, program planning, program evaluation as well as the respective roles of board, staff and volunteers. The course is developed using theory, research, practitioner literature and current cases. Open to OCE Students Only.

BNPM 371 SOCIAL ENTREPRENEURSHIP & ENTERPRISES (4 credits)

This course engages students in the process of exploring significant global problems and developing innovative solutions that drive transformative social change. The course helps students understand some of the strategies that social entrepreneurs employ to create high-impact ventures, highlighting unique models for social problem-solving that offer bold solutions to complex and entrenched societal issues. Open to OCE Students Only.

BNPM 372 NONPROFIT LAW & GOVERNANCE (4 credits)

Fundamentals of nonprofit law. Survey of the legal structures that define and regulate the nonprofit sector. Exploration of the roles of the nonprofit governing board and executive leadership in supporting the mission of the nonprofit organization. Practical overview of legal requirements for establishing and maintaining a tax-exempt nonprofit. Additional topics include the fiduciary duties of nonprofit directors and trustees, liability and risk management, employment law for nonprofits, and alternative legal structures. Open to OCE Students Only.

BNPM 373 FISCAL MANAGEMENT & ACCOUNTING FOR NPOS (4 credits)

This course focuses on planning and financial decision-making in nonprofit organizations. Students will learn the fundamentals of budgeting, accounting, and financial management. Included in this course are appropriate management control, long and short-range planning, financial statement analysis and preparation, performance monitoring, and financial decision-making tools. The goal of this course is to prepare students for future leadership roles within nonprofit organizations. Successful financial management enables mission attainment! Open to OCE Students Only.

BNPM 470 NONPROFIT MARKETING & SOCIAL MEDIA (4 credits)

This course examines the marketing principles of mission-driven organizations. It provides insight on market research, and a rationale for market segmentation creating a foundation for why brand development for a nonprofit organization (e.g., name, guidance to inform logo design) as well as detailed positioning messages including brand promise and story are critical for nonprofit organizations. The course will also describe the marketing mix (e.g., product, price, place, promotion). The course also introduces the use of social media in marketing, public relations, and fundraising for nonprofits. It explores the major social media platforms as vehicles for nonprofits to reach their members, volunteers, and donors. Open to OCE Students Only.

BNPM 471 FUNDRAISING & RESOURCE DEVELOPMENT (4 credits)

This course examines the important aspects of the fundraising process as carried out by nonprofit organizations—its value base, preparation of the case, implementation of relevant strategies and techniques, assessment of potential sources of support, utilization of human resources, and overall process management. The course will include theory to undergird practice, examination and analysis of current practice, proposal of practice standards, and discussion of ethical problems. Open to OCE Students Only.

BNPM 472 NONPROFIT STRATEGY & STRATEGIC PLANNING (4 credits)

Strategy is actualized with effective strategic planning. Strategic planning is widely used by public, private, and nonprofit organizations. Strategic planning can help organizations build capacity, increase organizational adaptability to environmental changes, improve organizational decision making, set up organizational priorities, and develop/enhance relationships with key stakeholders. Strategic planning can initiate a change in mission, structure, board, and management roles. Other benefits include thinking strategically, clarifying the direction of the organization, improving performance, building teamwork and expertise, solving problems, and decision-making. Open to OCE Students Only.

BNPM 473 GRANT WRITING GRANT WRITING (4 credits)

The course delivers practical grant research/writing skills and knowledge necessary to assist arts and nonprofit organizations secure funding. Participants will gain knowledge in four key areas: First, learn how to identify viable federal, foundation, and corporate funding sources. Second, the importance of research, data, and creating a sense of urgency including insight on where to look (e.g., census data, think tanks, university-based research) and how to utilize the information. Third, exposure to critical tools (e.g., logic models, SWOT analysis, design thinking, grant-related business plans) for grant proposal development. Fourth, the key components of the grant proposal (e.g., summary, introduction, needs statement, objectives, methods, evaluation, sustainability, budget, partners/letters of support). Open to OCE Students Only.

(MAJOR WRITING INTENSIVE)

BNPM 495 NONPROFIT MANAGEMENT CAPSTONE (2 credits)

The capstone course is a method of summative evaluation in which the student is given an opportunity to demonstrate integrated knowledge and growth in the nonprofit management major. The course will assess the growth in the nonprofit management major and the overall academic learning experience in the nonprofit sector. This Capstone Project is framed as a Call to Action proposal and corresponding presentation. The Call for Action is grounded in research, readings, and insight gained learning about the nonprofit organization profiled, and knowledge gained in the major. Open to OCE Students Only.

Prerequisites: Senior Standing, BNPM 472 or BNPM 473

(MAJOR WRITING INTENSIVE)

Sport Management Courses**BNSM 040 COMMUNITY SERVICE ACTIVITIES (1 credit)**

Applied learning experience in sport related activities involving volunteer work in a variety of community, social service agencies, or nonprofit organizations. Requires 35 hours of service per credit. May be repeated for credit.

Prerequisites: Consent of the instructor required.

(EXPERIENTIAL LEARNING)

BNSM 350 THE MANAGEMENT OF SPORT (4 credits)

Marketing, financial, legal, and ethical principles to the field of sport management.

Prerequisites: BNSM 250 or BNAC 259.

BNSM 450 INTRODUCTION TO SPORT LAW (4 credits)

Introduction to sport-related legal issues and concepts. Focus on providing an overview of the major legal issues associated with sports, sports management, and the sports industry.

Prerequisites: BNSM 340.

BNSM 451 SPORT MARKETING (4 credits)

Marketing techniques and strategies applied to sport industry. Uniqueness of sport marketing, sport industry segmentation, market research in identifying sport consumer, data-based sport marketing plans, and development of sponsorship and endorsement packages.

Prerequisites: BNSM 321.

BNSM 457 TOPICS IN SPORT MANAGEMENT (4 credits)

In-depth exploration of special topics, current issues, and trends in sport management. May be repeated once for credit with different content.

Prerequisites: BNSM 350, junior standing, and consent of instructor.

Wine Leadership Courses**BNWL 540 STRATEGIC WINE PRODUCTION (3 credits)**

Develop and execute a profitable and sustainable strategic plan for producing wines. Prepare product plans, including compliance and fully allocated cost of goods. Topics include grape procurement, including owner or estate grown, contracted, and spot market for wine grapes; facilities requirements and personnel; job functions and areas of responsibility; timing, costs and procurement of production materials and supplies; legal compliance and financial key-points; and volume forecasting for winery operations.

Prerequisites: Admission to Wine Business Leadership Track or the Wine Business Leadership Certificate

BNWL 541 WINE SALES (3 credits)

Advance study of the domestic and international wine sales process, including wholesale distribution within the U.S., direct to consumer sales across the U.S., and global sales challenges between and within countries around the world. Understand the challenges of distribution management, retail and restaurant chain calls, and independent accounts, compliance, pricing, margin, and mark up within all the channels. Write sales plans, forecasts, and budgeting required to deliver on a sales plan, and learn how the different channels effect financial results.

Prerequisites: Admission to Wine Business Leadership Track or the Wine Business Leadership Certificate

BNWL 542 WINE MARKETING AND HOSPITALITY (3 credits)

Marketing, public relations, and hospitality in the wine business. Exploration of marketing strategy, consumer marketing, trade marketing, digital marketing, wine club development, and tasting room management. Public relations focus on press releases, and how wine writers and scores influence the consumer perceptions of wine. Develop comprehensive wine marketing plan.

Prerequisites: Admission to Wine Business Leadership Track or the Wine Business Leadership Certificate

BNWL 543 WINE BUSINESS AND FINANCE (3 credits)

Forecasting, budgeting, financial modeling, and capital planning in the wine industry. Utilize data tools and software to inform financial decision-making. Focus on problem solving methods that reveal outliers and foster innovative outcomes and entrepreneurial behavior in a wine business setting.

Prerequisites: Admission to Wine Business Leadership Track or the Wine Business Leadership Certificate

Wine Studies Courses

WINE 101 THE GEOGRAPHY OF WINE (4 credits)

This complex commodity will be examined through its economic, social, political and ideological impacts in different parts of the world throughout history, and up to the present. Particular emphasis will be focused on place as an agent in defining and developing regional traditions in the production and consumption of wine. Introduction to geographic origins, diffusions, distributions, and patterns of global viticulture and wine production.

Total Course fees: \$20.00

(GLOBAL PLURALISM)

WINE 112 MICROBIOLOGY OF GRAPES AND WINE (3 credits)

Role of microorganisms in the growth of grapes and production of wine. Exploration of both beneficial and harmful microbes, and the mechanisms by which microbes interact with their hosts and each other. For the non-science major; assumes no biology or chemistry. (Listed as BIOL 112 and WINE 112)

Total Course fees: \$20.00

(NATURAL WORLD)

WINE 205 FUNDAMENTALS OF WINE (4 credits)

Introduction to the multi-faceted world of wine, including cultural and business aspects. A liberal arts perspective involving theory and application to the Oregon wine industry within a global context. Focus on developing research skills and examination of scholarly texts, as related to the wine industry. Discussion of wine history, viticulture, winemaking, marketing, sales, and wine appreciation.

WINE 211 INTRODUCTION TO VITICULTURE (4 credits)

This course introduces students to where and how grapes are grown. Emphasis will be given to understanding how site and variety selection influence wine quality stemming from the concept of terroir. Topics will include vine phenology and development, trellising, vine pest and diseases, challenges posed by climate change, and the practice of vineyard management.

Total Course fees: \$20.00

Typically offered: Fall Semester, Annually

WINE 212 INTRODUCTION TO WINEMAKING (4 credits)

This course introduces students to the art and science of winemaking. It investigates the steps and processes needed to make wine, including harvest decisions, fermentation, handling, storage, and bottling methods used in commercial production. Students will get hands-on experience with winemaking tasks in the classroom and at local wineries. It introduces the basic chemistry and microbiology of wineries. This class also discusses the legal framework for wine production and how it changes from region to region.

Total Course fees: \$20.00

Typically offered: Fall Semester, Annually

WINE 213 INTRODUCTION TO WINE BUSINESS (2 credits)

This seminar course is designed to help students develop an appreciation of the realities of wine production as a business and come to understand the steps required for getting from the vineyard and into the consumer's glass. The student will acquire a general background on wine business principles and strategies applicable to the growing of grapes and the making, distribution, and marketing of wine. Additional topics include organizational, human resource, family business and financial management, government regulation, and social responsibility.

WINE 214 INTRODUCTION TO WINE SENSORY EVALUATION (4 credits)

This seminar course is designed to introduce students to wine sensory evaluation, including different wine types and styles; sensory distinctions, sensory testing techniques; identification of wine traits and food and wine combinations. Sensory evaluation of representative wines will be done. Students must be at least 18 years of age.

Total Course fees: \$20.00

Prerequisites: WINE 211 and 212 (completed or in progress).

Typically offered: Spring Semester, Annually

WINE 234 DIVERSE VOICES ACROSS THE WINE INDUSTRY (4 credits)

Emphasis on communication within and across dominant cultures and co-cultures in the wine industry. Discussion of privilege, marginalization, opportunity, and social justice at the intersection of race, gender and class. Acquisition of foundational knowledge and skills to create understanding and effective communication among individuals from diverse backgrounds. (Listed as COMM 234 and WINE 234)

Total Course fees: \$20.00

Typically offered: Fall Semester, Even Years

(U.S. PLURALISM)

WINE 259 WINE ACCOUNTING AND FINANCE (4 credits)

This course explores the basics of wine industry accounting, including financial statements, the flow of product costs through the various stages of wine production, inventory management, allocation methods, and cost of goods sold. Students will also learn the basics of financial management in the wine industry including time value of money, cost of capital, leverage and capital structure, raising capital, short term financing, and working capital management.

Typically offered: Fall Semester, Annually

WINE 290 CAREER EXPLORATION IN THE WINE INDUSTRY (4 credits)

Structured experiential process for learning about careers in the wine industry. Development of goal setting, self-marketing, information gathering, and job and internship search strategies and skills. Site visits, informational interviewing, and guest speakers offering meaningful interaction with employers in the wine industry.

Total Course fees: \$250.00

WINE 298 SPECIAL TOPICS: JAN TERM TRAVEL (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Prerequisites: IDST 098 previous fall.

Typically offered: January Term

WINE 300 THE ART AND SCIENCE OF WINEMAKING (4 credits)

Focuses on the scientific principles of wine production. Covers the physiology of grape berry development, wine grape processing, wine microbiology, chemical composition of juice and wines, wine stabilization and clarification, maturation, aging, and bottling.

Total Course fees: \$50.00

Prerequisites: WINE 101, 211 and 212 and completion of an NW.

Typically offered: Spring Semester, Annually

WINE 325 SPECIAL TOPICS IN WINE (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Prerequisites: Must have completed WINE 101, 211, 212 and 214.

Typically offered: Annually

(MAJOR WRITING INTENSIVE)

WINE 326 TOPICS IN WINE CULTURE AND HISTORY (4 credits)

Selected topics focused on social, cultural and historical aspects of wine. Topics may include wine as a cultural phenomenon in the past and present, wine and food traditions, wine in art and literature, social sustainability of the wine industry (e.g., cultivating consumers and industry workers), inequality, power and labor rights, wine sales and hospitality, and communicating about wine. May be repeated with consent of coordinator when the topic is essentially different.

Prerequisites: Must have completed and/or have in progress at least three of WINE 211, WINE 212, WINE 213, and WINE 214.

(MAJOR WRITING INTENSIVE)

WINE 330 WINE SALES AND MARKETING (4 credits)

This course examines the pathways to sales open to wineries via distribution, export, e-commerce, and the cellar door. Students will explore how marketing plans target the needs and desires of consumers at retail, restaurant, tasting room, and e-commerce to identify opportunities to increase sales. Wine is also one of few products for which the consumer chose to visit the site of manufacture not only to make a purchase but also for the purpose of leisure or tourism.

Prerequisites: Must have completed WINE 101, 211 and 212.

Typically offered: Spring Semester, Annually

WINE 335 HOSPITALITY AND EVENT MANAGEMENT (4 credits)

This course is designed to introduce students to the rewarding world of hospitality and its multiple opportunities. This course will explore the soft skills and hard skills needed to execute elevated, authentic experiences. It will also illustrate the importance hospitality plays in the wine industry, tourism and beyond. Students will understand how to properly manage events and the impact they can have towards strengthening brand identity and business profitability. Students will also learn contract negotiating and how to create sponsorship agreements.

Prerequisites: Sophomore standing or higher.

Typically offered: Spring Semester, Annually

WINE 398 SPECIAL TOPICS: JAN TERM TRAVEL (4 credits)

Topics vary according to faculty availability and interest. May be repeated for credit with different topics.

Prerequisites: IDST 098 previous fall.

Typically offered: January Term

WINE 439 PEER INSTRUCTION (1-4 credits)

Opportunity for outstanding students to assist faculty in the classroom and laboratory. May not be repeated for credit.

Prerequisites: Application and consent of instructor.

(EXPERIENTIAL LEARNING)

WINE 480 INDEPENDENT STUDY (1-3 credits)

Supplemental work in wine-related studies for advanced students with adequate preparation for independent work. Repeatable once.

Prerequisites: Application and consent of instructor.

(EXPERIENTIAL LEARNING)

WINE 485 SEMINAR (1-3 credits)

Group study and discussion of contemporary issues in wine, food and beverages. May be repeated for up to 6 credits with a different topic.

Prerequisites: Junior or senior standing with 12 credits in Wine Studies completed or in progress; and approval of advisor and program internship coordinator.

WINE 487 INTERNSHIP (1-5 credits)

Opportunity to gain practical experience in a wine-related business. Repeatable once.

Prerequisites: Junior or senior standing with 12 credits in Wine Studies including WINE 290 completed or in progress; and approval of advisor and program internship coordinator.

(EXPERIENTIAL LEARNING)

WINE 490 RESEARCH/THESIS (4 credits)

Intensive research and writing on a wine-related topic of special interest to the student under the direction of a member of the faculty. Thesis and public oral presentation required. Repeatable once.

Prerequisites: Application and approval of supervising faculty member and program coordinator.

WINE 495 WINE STUDIES SENIOR CAPSTONE (4 credits)

A culmination of the wine studies program. Students use tools, skills and knowledge acquired throughout their studies and apply them to real world challenges that the wine industry faces today. Produce a research paper diving deep into a region and industry obstacle and analyze how the issue is treated and what the proposed solutions are and how they might work. Produce a Brand or Business concept that present a solution to the industry problem produced through your analysis. Present your findings to a panel of industry experts and utilize their feedback to produce a final, publishable work.

Prerequisites: Senior standing.

Typically offered: Spring Semester, Annually

(MAJOR WRITING INTENSIVE)