BUSINESS & ENTERPRISE 
MGMT (BEM)

BEM 201. Quantitative Analysis I. (3 h)
Emphasizes the understanding and application of quantitative tools 
used in the business decision-making process. Issues covered include 
collection and presentation of data, sampling, and inferences. P-ACC 111 
with a C or better and sophomore standing; or POI. (QR)

BEM 202. Quantitative Analysis II. (3 h)
Emphasizes the understanding and application of quantitative tools for 
analysis and managerial decision-making. Topics include such statistical 
tools as Chi-Square methods, analysis of variance and regression, and 
correlation analysis. Management science tools include statistical 
decision theory and some deterministic optimization models such as 
linear programming and its various extensions. Application of these 
methods to the analysis of decisions from various functional areas of 
business is an important component of the course. P- BEM 201.

BEM 211. Organizational Behavior. (3 h)
This survey course provides a broad overview of several evidence-based 
theories and frameworks of organizational behavior (OB) at the individual, 
group and organizational levels of analysis that can be applied to help 
identify, diagnose and provide solutions to important organizational 
challenges. In this way, students will gain the requisite knowledge and 
skills necessary to become more effective working professionals. P- or C- 
(For BEM majors only) BEM 287.

BEM 221. Principles of Marketing. (3 h)
Investigates the means by which firms create, maintain, and improve 
relationships with customers through the development of strong brands 
and effective marketing programs. Emphasizes the application, rather 
than the acquisition, of marketing knowledge. Explores how the four 
Ps-product, price, place, and promotion-can be used to solve problems, 
exploit opportunities and meet challenges in the global marketplace. 
Discussions, cases, objective tests, in-class exercises and a marketing 
campaign project are among the instructional methods used. P-ECN 150, 
ACC 111, or POI.

BEM 241. Production and Operations Management. (3 h)
Introduces the basic concepts of operations strategy and operations 
planning in support of the business strategy of the firm. Topics include: 
operations strategy, quality management, project planning and control, 
capacity planning, location, layout, demand forecasting, supply chain 
management, aggregate planning, production scheduling, and inventory 
systems. P-BEM 201; STA 212 for MBU majors.

BEM 251. Management Information Systems. (3 h)
Introduction to the business issues associated with information systems, 
designed to provide a broad perspective for utilizing and managing 
an organization's information resources. Frameworks are presented 
for understanding the placement and relationship of different types of 
information systems within an organization. Includes an overview of 
computing technology currently used in business organizations, 
techniques for developing and implementing information systems, 
advanced applications of information technology, and the strategic 
implications of information systems and technology for business.

BEM 261. Legal Environment of Business. (3 h)
Study of the legal environment in which business decisions are made 
in profit and nonprofit organizations. Emphasis is on how the law 
develops and how economic, political, social, international, and ethical 
considerations influence this development. Includes an overview of 
private law topics (such as torts, contracts, and agency) and public 
regulation of the employment relationship, the competitive marketplace 
and the environment. P- or C-ACC 111.

BEM 287. Professional Development Workshop Series A. (0-1.5 h)
Enhances students' career-building skills through a series of workshops 
designed to address specific dimensions of professional development 
and career management. Students select from a menu of opportunities 
available during their first year in the management program, content 
varies. Pass/Fail only. P-Admission to the School of Business and the 
BEM major.

BEM 312. Human Resource Management. (3 h)
Focuses on important human resources management (HRM) skills that 
are frequently used by general managers. Upon completion of the course, 
students should be literate in basic HRM concepts, knowledgeable of 
general managers' HRM responsibilities, and skilled in HRM applications 
as prospective managers. P- BEM 211.

BEM 315. Managing in a Global Context. (3 h)
Focuses on professional effectiveness in a global setting, whether in 
a global company, leading a global team, or doing business abroad. 
Emphasis is on cross-cultural differences and their impact on the 
conduct of business. Conducted in a seminar format, the course 
examines the complexities involved in operating in different cultures 
and the implications which these cultural differences have on managing 
organizations and employee behavior. P-BEM 211 or POI.

BEM 316. Leading in Nonprofit Sector. (3 h)
Explores the role of nonprofit organizations (churches, schools, civic 
organizations, health clinics, etc.) and examines how to effectively lead 
them. Basic knowledge areas of responsibility in nonprofit organizations 
(i.e. legal classifications and issues, recruiting and managing volunteers, 
community development, fundraising, board development and ethical 
concerns) are covered. Pertinent leadership theories and issues 
addressed. One half of the available seats are open to non-School of 
Business majors. P-Junior or senior standing.

BEM 318. Calloway Leadership Experience. (3 h)
Explores the history, art, science and practice of leadership in 
organizational settings. Focuses on theories and contemporary 
applications of such issues as change, vision, communication, coaching, 
followership, and motivation. The experience will capitalize on liberal 
arts background, previous business courses and students’ practicum 
experience to demonstrate practical leadership insights. Emphasis will 
be placed upon merging theory and practice using experiential learning 
to prepare students to excel in leadership positions in their organizations 
and communities. P - Senior standing and BEM 287.

BEM 322. Global Marketing Strategy. (3 h)
Builds on BEM 221 to explore strategic issues in the global marketplace 
with greater depth through intensive examination of cases from consumer 
and industrial markets; product and service businesses; and for-profit 
and nonprofit organizations. Analyzes social, cultural, economic, 
legal, and political factors present in the global marketplace and their 
impact on planning and implementing marketing strategy. Focuses on 
building analytical and decision-making skills. Objective is to ensure 
students understand the key role of marketing strategy in achieving and 
maintaining competitive advantage in an ever-changing, increasingly 
complex global business environment. P-BEM 221.
BEM 323. Selected Topics in Marketing. (3 h)
Identifies the most current marketing topics and practices in the dynamic
global marketplace and covers them in detail. Focuses on the application
of leading-edge concepts and ideas in the creation of superior marketing
strategies. Seminar approach requires active student participation in
the identification, elaboration, and discussions of course material. P-
BEM 221.

BEM 324. Marketing Research. (3 h)
Introduction to fundamentals of research methodology and use of
research information in marketing decision-making. Topics include
research design, data collection methods, scaling, sampling, and
alternate methods of statistical data analysis. Students design and
execute their own research projects. P- BEM 201 and 221.

BEM 325. Consumer Behavior. (3 h)
Focuses on understanding the customers/consumers/buyers/clients/
patients/ patrons without whom marketing and business cannot survive.
Examines consumer motivations, influences, decision-making processes
and behaviors as they relate to the development of competitive marketing
strategy. Discussions, mini-cases, in-class exercises, and a project are
among the instructional methods used in the course. P- BEM 221 or POI.

BEM 326. Brand Management and New Product Development. (3 h)
Provides students with a unique insight into the role of a brand manager
charged with identifying and implementing strategies to measure,
manage and build brand equity over time. Special emphasis will be
placed on identifying new sources of profitable growth while enhancing
brand equity through strategic new product development. A team-based
approach is utilized and supported by lectures, case studies, guest
speakers, and a semester-long brand equity assessment/new product
development project. P-BEM 221.

BEM 327. Marketing Communications. (3 h)
Designed for students whose career plans involve making strategic
marketing decisions. Emphasizes ways to foster relationships with
consumers by establishing a dialogue through advertising, consumer
and trade promotions, the Internet, direct mail, publicity, packaging, point
of sale material and event sponsorship. Discussions, cases, in-class
exercises, oral presentations, and a marketing communications campaign
project are among the instructional methods used in the course. P-
BEM 221.

BEM 328. Sports Marketing. (3 h)
Focuses on the application of the strategic marketing process to the
rapidly growing sports industry. Varied elements of the industry are
examined: understanding the sports consumer; marketing and media;
advertising and communication; promotion and special events; licensing;
and corporate sponsorships. Current research, including gender-specific
marketing, using athletes as endorsers, segmenting the sports market,
measuring value of sponsorship, and the impact of technology on sports
are covered. P- ECN 150 or equivalent.

BEM 329. Marketing Analytics. (3 h)
This course will cover the principles and strategic concepts of marketing
analytics, a high-growth area that uses quantitative strategies, resource
allocation decisions, and return on marketing investment (ROMI). Topics
may include forecasting and positioning; predictive analytics; customer
profitability; digital and social media analytics; and resource allocation. P-
BEM 201, 221.

BEM 332. Financial Statement Analysis. (1.5 h)
This course is intended to present you with a framework for using
financial and market information to analyze a business and assess its
potential market value. The focus will be on the information included in a
firm’s financial statements and the accompanying notes, however you will
also consider how other available information is relevant to this analysis.
Throughout the semester we will examine (i) how to analyze and assess a
company’s business strategy, (ii) how to interpret and analyze differences
in firm-specific application of accounting techniques, (iii) how to analyze
financial data in a systematic and logical method, (iv) techniques for
forecasting financial information, and (v) techniques for equity valuation.
These components will then be pulled together into a comprehensive
framework for evaluating a business focusing on the available financial
information. P—ACC 111, 221; FIN 231; BEM 201, P or C—BEM 371, or
POI.

BEM 342. Project Management. (1.5 h)
With today’s problems being increasingly more complex, this course
offers an important skill set addressing these problems by covering
concepts and issues important in effectively managing projects. Some
of the topics are project selection, project planning, resource allocation,
project control, project auditing, as well as team creation and team
leadership. Upon completion of this course, students will have an
understanding of the challenges and opportunities involved in project
management. They will also understand the types of decisions involved
in effectively completing a project meeting stakeholders’ expectations,
on time, and within budget. P—ACC 111, 221; FIN 231; BEM 201, P or C—
BEM 371, or POI.

BEM 362. Contemporary Issues in Law and Public Policy. (3 h)
In a seminar setting, the course explores emerging topics that have
the capacity to affect the marketplace in significant ways. flowing
naturally from previous law-oriented classes, it provides the opportunity
for students to delve more deeply and critically into the actual policies
that give rise to legislation, case precedent, and regulation. As such,
the course encourages strategic thinking about decision-making in a
complex, ever-changing business environment. P-BEM 261.

BEM 365. Ethics and Business Leadership. (3 h)
An interdisciplinary exploration of ethics applied to business. Lectures,
readings, and case-based approach introduce the necessary background
information. Examples of ethical and unethical situations are used to
develop an understanding of how an efficient and effective business can
also be ethical. P- Junior or senior standing.

BEM 371. Strategic Management. (3 h)
Focuses on the derivation of competitive advantage and sustainable,
superior performance by organizations. Emphasizes the shape, character,
and overall direction of the total enterprise, and the activities of
managers who are responsible for achieving strategic coordination and
coherence across functions and divisions. Course content includes
analyzing the effects of industry and competitive environments on
the firm, determining the basis upon which the firm should compete,
formulating and implementing integrative action plans, and strategic
leadership. Strategy analysis frameworks are applied to situations
including for-profit and nonprofit organizations, diversification, global
strategy, and strategic change. This is a discussion-oriented class in
which principles of strategic management are applied to complex case
studies. P- (all majors) BEM 211, 221 and FIN 231. P or C-(all majors)
BEM 241. P-(BEM majors only) BEM 287, 389.
BEM 372. Strategic Management in Entrepreneurial Firms. (3 h)
Core foundational concepts in strategic management are critically examined in the context of entrepreneurial firm settings. Emphasis is placed on applying principles of competitive analysis and strategic planning using case studies of startups, fast-growth firms, young firms in rapidly-changing industries, firms confronting early organizational life cycle problems, and new ventures seeking to expand internationally. Unique strategy issues confronted by new venture and by firms operating in electronic commerce, technology, and other fast-paced industries will be considered. This is a discussion-oriented class in which principles of strategic management are applied to complex case studies. P (All majors)-BEM 211, 221 and FIN 231. P or C-BEM 241. P-(BEM majors only)-BEM 287 and BEM 389.

BEM 375. Contemporary Issues in Business and Foundations of Capitalism. (3 h)
Explores contemporary business issues such as corporate social responsibility, government regulation of business, health care and/or tax policy implications for business, stakeholders versus stockholders, and sources of economic development in less-developed nations. To do so we examine the foundations of capitalism its moral and intellectual underpinnings, the principal arguments that challenge and support capitalism and free markets, and the obligations of free institutions in society. This will be accomplished by reading a combination of novels, the work of leading political economists who have shaped generations of thinking at the highest levels of government and academia about capitalism, economics and free markets and recently-published works by business and political leaders.

BEM 376. Introduction to Consulting. (1.5 h)
This course is designed to expose you to the consulting mindset and the typical phases of a consulting engagement – selling a project, defining the problem/objective, gathering data, analysis, diagnosing solutions, and implementing recommendations. Effort will be placed on developing proficiencies in a range of skills required to practice consulting – e.g., critical thinking; data analysis; communication; relationship management; and the advanced use of software tools.

BEM 377. Entrepreneurship. (3 h)
Exposes students to multiple facets of entrepreneurship and teaches about creating new ventures in a very hands-on fashion. A broad range of ideas, readings, and cases enable students to understand the ambiguous and highly-charged environment of entrepreneurship, the contribution of entrepreneurial endeavors to business and society, and the characteristics of successful new venture startups. Focuses on three areas that define successful entrepreneurial pursuit of new for-profit, non-profit, and social enterprise initiatives: recognizing opportunity, management, and assembling resources. The completion of a team-based business plan for a new venture is usually required. Guest speakers present their views of entrepreneurial organizations based on real-world experiences- startup, financing, legal, transition, failure, etc. P- BEM 211, 221, and FIN 231, or POI.

BEM 380. Selected Topics in Business. (1-3 h)
An examination of selected topics in business. May be repeated if course title differs.

BEM 381. Individualized Reading and Research. (1-3 h)
Directed study in specialized areas of business. P- POI.

BEM 382. Management in the Visual Arts. (3 h)
Taught by faculty from the School of Business and the Art Department. It provides both art and business students with the essential skills, pragmatic experiences, and a conceptual framework for understanding the role the visual arts play within the national and international economies. Students receive preparation for involvement in art galleries, auction houses, museums, and publishing, as well as for contributions to various boards and organizations that commission or purchase works of art. The marketing, financial, legal, and strategic aspects of art management are explored. Emphasis is on dialogue between art majors and business majors enrolled in the course. Field study in at least one major metropolitan area for the purpose of gaining intensive exposure to professional arts management is required, but the majority of travel costs are covered by the University. One half of enrollment spaces are available for students who have been accepted into the School of Business; the remaining half of the spaces are available to declared art majors with junior standing or higher. Also listed as ART 297. P-Junior or senior standing and POI.

BEM 383. Seminar in Negotiations. (3 h)
Focuses on the process of conducting successful negotiations in a business setting. Introduces concepts, theories, and analytical frameworks that underlie common negotiation techniques. Practical skills are emphasized through negotiation exercises and the analysis of contemporary business situations. Lectures, discussions, and role plays are among the instructional methods used. P- Senior status or POI.

BEM 384. Design-Thinking and High-Performance Teams. (3 h)
In this experiential class, we study the evolution of high-performance teams in design-thinking environments. At its core, design thinking is an approach to innovative problem solving that balances art, science, and business perspectives in realistic and highly impactful ways. In this course we develop the ability to participate in and lead high-performance teams within a design-thinking environment. The course involves an action-learning project that applies the perspectives of anthropology, history, political science, communication, and psychology, among others, in solving a real-world problem. Also listed as ENT 384.

BEM 385. Why Business. (3 h)
Business is about the creation of value in society, but the goals of the noble profession of business are often deemphasized. This course examines the philosophical, legal, and economic foundations of business and the ways the institutions of our society challenge and support the creation of value. Students will explore their place in this system as professionals who steward the broader system of business. P-Junior or senior standing; or POI.

BEM 386. Selected Topics in Real Estate. (1.5 h)
Examines the most pertinent topics in real estate. Focuses on subjects such as ownership and interest, the legal aspects of real estate, real estate finance and real estate trends. P-Senior standing and POI.

BEM 388. Management Simulation. (1.5 h)
Designed to integrate the functional areas of business through the use of an experiential simulation exercise. The simulation that provides the foundation of this course requires students to draw on their learning from previous courses in operations, marketing, finance, human resource management, information systems and strategic management. Students are organized into cross-functional management teams, and the teams are required to make plans for a business enterprise operating in a competitive environment, make critical managerial decisions in response to real-world situations that arise, and present their work to a faculty committee. P-Senior standing and BEM 211, BEM 221, BEM 241, BEM 251, and FIN 231; P or C-BEM 371 or 372 (MBU majors are exempt from strategy requirement).
BEM 389. Management Internship. (3 h)
The internship is a supervised learning experience that applies business coursework to an actual work environment for academic credit. The internship is subject to approval and consists of both academic and on-the-job learning components. P- Acceptance as a BEM major and completion of 15 hours of School of Business credit which must include BEM 211 and 287.

BEM 391. Global Business Studies. (3 h)

BEM 392. Seminar in Mathematical Business Analysis. (3 h)
Provides mathematical business majors with a forum where they can actually see how the mathematical, statistical and computer techniques can be brought to bear on many business problems in a variety of business functions. Emphasis is more on studying the process of modeling and implementation issues of the solutions and less on the algorithmic details. Critical and reflective thinking about models and translation of their results into management action that will add value to a process or a system is a major objective. Another objective of the seminar is to foster group work and the sharpening of presentation skills. P-BEM 211, 221, 241, FIN 231, MST 253, 353, and STA 212.

BEM 393. Principles of Risk Management. (3 h)
Intended to assist students in identifying and analyzing risk and in managing it through a variety of mechanisms. Techniques such as loss control, risk retention, and risk transfer are discussed. This course also includes professional risk management field work, under the direction of a faculty member. Students will gain relevant practical experience that is integrated with casework and risk management theory. Emphasis is on analysis, decision-making in a global environment, teamwork, written and verbal skills, presentation skills, and using technology to solve problems. P-Junior or senior standing and POI.