490. Special Problems
Fall, Winter, Spring, Summer. 1 to 6 credits. May re-enroll for a maximum of 6 credits. Approval of department.

491. Senior Seminar I
Fall, Winter, Spring. 3(3-0). Seniors or approval of college.
Selected interdisciplinary problems concerned with the interface between science and society or science and art are identified and formulated. A bibliography is generated and an outline for a thesis prepared.

492. Senior Seminar II
Fall, Winter, Spring. 3(3-0) 491.
The thesis planned in 491 is written and evaluated.

495. Independent Study
Fall, Winter, Spring, Summer. 1 to 12 credits. May re-enroll for a maximum of 12 credits. Juniors.

MANAGEMENT

College of Business

MG__

101. Introduction to Business
Fall, Winter, Spring. 4(4-0). University College students or approval of department.
Functions performed by business and the role of administration in our economy as a whole and in the operation of a specific business. Four major objectives: to aid students in choosing a vocation, to help Business majors select a field of concentration, to show the place of specialized techniques presented in more advanced business courses, and to give some familiarity with common business practices and terminology.

300. Operations Planning
Fall, Spring. 4(4-0) CPS 110, S7T 315, AFA 202.
Operations Management—functions and techniques. Planning and acquiring physical facilities, work design and work measurement, acquisition and management of materials.

301. Operations Control
Winter. 4(4-0) 300.
Analysis and control of operations. Production control, product reliability, maintenance, cost control and management information systems.

302. Organization and Administration
Fall, Winter, Spring. 4(4-0) Junior Business majors; EC 201 and AFA 201.
Analysis of the internal organization structure and of executive roles and functions in the business enterprise and other goal-directed institutions. Examines administrative and managerial concepts in the context of behavioral research in business. Case and outside research reports are used for specific analyses.

305. Materials and Purchasing Management
Fall, Winter. 4(4-0) 302 or MTA 300 or Junior, non-majors.
Planning, organizing and controlling materials; acquisition in industrial enterprises, institutions, and government; Management of purchasing, materials movement, storage and control. Value analysis, purchasing research, vendor relations and purchase forecasting.

306. Analysis of Processes and Systems
Fall, Winter, Spring. 4(4-0) CPS 110, S7T 210.
Analysis of some fundamental systems and process concepts which are basic to industrial management. The course is oriented toward computer model building, acquainting the student with the use of the computer as an instrument for analysis of complex problems in industry. Course includes consideration of criteria for efficiency and optimization, and program planning.

310. Fundamentals of Personnel Administration
Fall, Winter, Spring, Summer. 4(4-0) Juniors.
Organization, functions, and policy administration of employee relations activities in the business enterprise; consideration of new techniques of employment, training, wage payment, morale-building, and employee security.

405. Operations Management: Current Topics
Spring. 4(4-0) 301, 302.
Consideration of current and controversial questions in the operations area. Field experience to study operations and policies in industrial, institutional, and service organizations.

406. Introduction to Management Science
Winter. 4(4-0) 306.
Quantitative models and techniques applied to various business problems integrating the computer into the problem solving process. Topics include linear programming, integer programming, dynamic programming, queuing problems, Bayesian Decision Theory, theory of games.

409. Business Policy
Fall, Winter, Spring, Summer. 4(4-0) Seniors in business administration and 305; AFA 391; MTA 300.
Problems, methods, and analytical frameworks for building and maintaining consistent and effective policy frameworks in the business enterprise. Written and oral analyses are made of comprehensive cases cutting across the major functions within business organizations. Team and individual reports are required.

411. Personnel Selection and Development
Winter. 4(4-0) 310; MTA 317.
Manpower input problems of business organizations—manpower planning, recruitment, selection, placement, training and development at all levels. Focus is on policy issues, research findings, and advanced techniques.

415. Managerial Approaches to Collective Bargaining
Winter, Spring. 4(4-0) 302 or Junior non-business majors.
Unions—management problems and managerial strategy and tactics in collective bargaining—the union challenge, legal constraints, negotiations and operating under the contract, dimensions of cooperation and conflict.

420. Problems in Small Business Enterprises
Fall. 4(4-0) Approval of department.
For College of Business Seniors, or non-business majors enrolled in AFA 315 concurrently. For students participating in Lansing Entrepreneurial Assistance Service (LEASE).”

421. Small Business Counseling
Winter, Spring, Fall. 1 to 3 credits. May re-enroll for a maximum of 8 credits. Business administration majors and approval of department.
Planned program of business counseling with small businesses in the Lansing area in need of management assistance. Students will meet bi-weekly to share experiences and discuss problems.

468. Field Studies
Fall, Winter, Spring, Summer. Variable credit. May re-enroll for a maximum of 8 credits. Business administration majors and approval of department.
Planned program of observation, study, and work in selected business firms. Designed to supplement classroom study in such a way as to make maximum contribution to students’ total educational experience. Field work may be arranged in finance, insurance, marketing, personnel management, production management, purchasing, real estate, retailing, transportation and banking.

493. Senior Seminar
Spring. 4(4-0) Senior majors; approval of department.
Directed reading and student research in contemporary management problems.

801. Work Design and Administration
Fall. 4(4-0)
Design, improvement, and problems in the administration of work systems with emphasis on repetitive operations. Criteria for evaluating systems. Tools for developing, analyzing, and improving procedures. Cases and projects.

802. Materials Management
Spring. 4(4-0)
Advanced study of the policies, practices and problems relating to the procurement and control of materials in business organizations.

803. Seminar in Industrial Relations
For course description, see Interdisciplinary Courses.

805. Organization and Administration
Fall, Winter, Spring, Summer. 4(4-0)
Dynamics of organization: the organization as an open system interacting with a rapidly changing environment, as a structure of organizational human cooperation and as an instrument of managerial strategy; current theory and research applied to organizational process and design.
807. Administrative Policy
Fall, Winter, Spring, Summer. 4(4-0)
333; MTA 684; AFA 893; plus 30 credits in the MBA core program.
Application of administrative theory and techniques to business situations through cases covering a wide range of functions within business organizations. Cases viewed from standpoint of general management with consideration of social and physical environmental forces surrounding the firm.

809. Seminar in Management, Organization, and Administration
Fall, Winter, Spring, Summer. 4(4-0)
May re-enroll for a maximum of 8 credits.
Philosophy, practice, research, and current problems in management, organization, and administration. Historical and current literature, lectures, discussion, individual research, cases and plant visits are methods of study used in various terms.

9th Management Thought
Fall. Development of management concepts as evidenced in the writings of major contributors. Environment factors and relation of early ideas to current thought.

Contemporary Issues in Administration
Spring. Recent and current developments in the administration of business enterprises. Examination of theories and practice.

Organization Theory
Winter, Summer. Critical and comparative consideration of organization theory with special reference to industrial organizations. Problems of organization structure and administrative practice in the management of business enterprises are analyzed in the light of objective environment, and current theories.

Personnel Management
Fall, Winter, Summer. 4(4-0) 806.
Principles and methods of recruiting, selecting, training, evaluating, motivating, and rewarding personnel. Fringe benefits, retirement, absenteeism, and other employee benefit problems.

Advanced Problems in Personnel Management
Fall, Spring, Summer. 4(4-0) May re-enroll for a maximum of 8 credits. 410 Advanced studies in selected administrative and technical policies and practices in employee relations, with individual and group project work and research.

Human Relations in Management
Fall, Spring. 4(4-0) 830 or approval of department.
The executive role: Theories and techniques of leadership, communications, conflict management, morale, motivation, authority, power, emphasized by means of cases, role playing, laboratory exercises, and study of behavioral science research findings.

Supervision and Executive Development
Fall, Spring. 4(4-0) 806 or 809.
Theory and research of developmental stages of executive careers. Special emphasis on: impact of organization on executive potentiality; factors influencing development of executive skills and abilities; studies of antecedents of executive role performance; role of training programs.

Production Control
Winter. 4(4-0) 801.
Planning and control of production operations. Inventory management, production and work force smoothing, job shop scheduling and project scheduling.

830. Fundamentals of Management
Fall, Winter. 4(4-0) Open only to selected MBA candidates.
The managerial process: planning, organization, measurement, and control of work and work flow; recruitment, placement, motivation, development, and assignment of organizational manpower. Management theory and practice illuminated by managerial and behavioral science research.

831. Computers and Systems Analysis for Business
Fall, Spring. 4(4-0) 832 or concurrently, MTH 111 and STT 315 or concurrently or 12 credits of college mathematics. Open only to selected MBA candidates.
Computer programming and systems analysis in business administration.

832. Statistical Methods for Business
Fall, Spring. 4(4-0) 831 or concurrently, MTH 111 and STT 315 or concurrently or 12 credits of college mathematics. Open only to selected MBA candidates.

833. Decision-Making Models
Fall, Winter, Spring, Summer. 4(4-0) 831, 832; AFA 840 or concurrently.
Normative decision analysis in business under different assumptions of information availability.

834. Linear Optimization Models
Fall, Spring. 4(4-0) 833, MTH 298, STT 423.
Linear Programming: basic concepts and terminology. Model building with LP with applications to problems from business. The simplex method. Introduction to mathematical programming, economic interpretations of duality. Post-optimality analysis.

835. Nonlinear Optimization Models
Winter. 4(4-0) 834.

836. Applied Stochastic Processes for Business
Spring. 4(4-0) 835.
The structure and analysis of stochastic models common to business and economics. Topics may include the Poisson process, renewal-reward processes, discrete Markov processes, with examples from queueing, reliability, maintenance and inventory.

837. Corporation Management and Society
Spring. 4(4-0) 806.
Analysis of the emerging character of administrative structure of the large corporation. Administrative autonomy, corporate governments, stockholder and director relationships. Examination of ethics of decision-making, strategic values and priorities basic to resource allocation decisions.

838. Organization and Control in the Political Economy: Institutions and Theory
Winter. 4(4-0) Interdepartmental with and administered by the Economics Department. Organization and technique in choice and implementation of economic, especially planning and programming, functions of political authority.