

495. Independent Study

Fall, Winter, Spring. 1 to 12 credits. May reenroll for a maximum of 12 credits. Juniors and approval of school.

Student conceived individual courses of study in curricular areas. Preliminary faculty approval and continuing guidance.

- A. Independent Study—General
- B. Independent Study—Biology
- E. Independent Study—Science and Technology Studies

MANAGEMENT MGT

**College of Business and Graduate
School of Business
Administration**

302. Organization and Management

Fall, Winter, Spring, Summer. 4(4-0) Junior Business majors; EC 201, ACC 201.

Executive roles and functions in the business enterprise and other goal directed institutions; organization design; organization/environment interaction; analysis of internal organization structure; leadership, motivation, conflict, organization change and development.

303. Materials and Logistics Management

Fall, Winter, Spring, Summer. 4(4-0) Juniors in the College of Business or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Management concepts and techniques for purchasing, operations and distribution processes. Productivity and profit contributions. Planning, analysis and control of purchasing, production and transportation-distribution.

304. Operations Planning and Control

Winter, Spring. 4(4-0) MGT 303 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Managing the production system. Product development, process selection, facilities location and layout; staffing; materials, cost and quality control.

305. Purchasing Management

Fall, Winter, Spring. 4(4-0) MGT 303 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Planning, organizing and controlling the purchasing function within organizations. Purchasing responsibilities, objectives and policies. Source selection and evaluation. Price, cost and value analysis. Negotiation. Managing purchase inventories.

306. Analysis of Processes and Systems

Fall, Winter, Spring. 4(4-0) CPS 115, MTA 317 or concurrently.

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 Management

Fall, Winter, Spring, Summer. 4(4-0) Juniors.

Formulation and administration of employee relations policies in the business enterprise; human resource utilization; introduction to personnel staffing, training and development, performance appraisal, compensation, and labor relations.

341. Transportation Systems

Fall, Winter. 4(4-0) MGT 303 or MTA 301. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Application of economic and business principles to transportation and distribution systems, functional analysis of all major transport modes. Identification of major issues, analysis of alternatives and discussion of probable future outcomes.

345. Physical Distribution and Channel Strategy

Fall, Winter. 4(4-0) MGT 303 or MTA 301. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Micro analysis of private and public physical distribution channel systems. Emphasis on the physical and behavioral components of the channel including analytical tools used in planning, implementing and controlling the system.

403. Research and Negotiation for Purchasing Materials and Management

Fall, Winter, Spring. 4(4-0) MGT 305 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Applied research and planning focusing on the purchasing and materials management functions in organizations. Preparation for and conducting purchase negotiations. Field research studies. Administration of the research and planning effort.

405. Operations Management Topics

Fall, Winter, Spring. 4(4-0) MGT 304 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Consideration of current and controversial questions in operations management. Field experience to study operations and policies in business. Industry studies; impact of new technology and government regulations.

407. Materials and Logistics Policy

Winter, Spring. 4(4-0) MGT 303 plus 12 credits in MLM Program. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Analysis of comprehensive cases incorporating topical coverage of the entire materials and logistics management program.

409. Business Policy

Fall, Winter, Spring, Summer. 4(4-0) Seniors in business administration, MGT 302; FI 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. Staffing the Organization

Fall. 4(4-0) MGT 310; MTA 317.

Job design; job analysis; employment planning; recruitment, selection, and placement; employment interviewing and testing; validation of selection procedures; affirmative action constraints; EEOC guidelines; induction and orientation of employees.

412. Appraisal, Compensation and Benefits

Winter. 4(4-0) MGT 310.

Wage and salary administration; job evaluation; employee motivation; performance appraisal; relating pay to performance; financial and non-financial incentives; equity considerations; employee benefits.

413. Occupational Safety and Health Administration

Fall, Winter. 4(4-0) Juniors; MGT 302 for majors.

Programs and procedures for control of work accidents and maintenance of health in business and other organizations. Analysis of costs related to employee and product safety. Administration of a safety program in compliance with new Federal law.

415. Managerial Approaches to Collective Bargaining

Winter, Spring. 4(4-0) MGT 302 or Junior non-business majors.

Union-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.

417. Minorities and Women in the World of Work

Fall, Spring. 4(4-0) Senior majors or approval of department. Interdepartmental with the School of Social Work.

Racial, ethnic, sexual and other minority experiences and problems in the world of work. Awareness training approach (what it's like to be ...) featuring movies, guests, subgroup discussions and encounter-type exercises.

419. Group Dynamics and Organization Development

Spring. 4(4-0) MGT 302. Students may not receive credit in both MGT 419 and PSY 356.

Group dynamics and development; organizational diagnosis; assessment of work attitude and organization climate; organization development goals and methods; action research, survey feedback, team building, conflict management; evaluating organization development activities.

426. Personnel Training and Individual Development

Fall. 4(4-0) MGT 310.

The training and development function; career stages and career planning; needs analysis; training and individual development techniques; evaluation of training and employee development programs.

442. Traffic and Transportation Management

Winter, Spring. 4(4-0) MGT 303, MTA 341, MTA 345. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Basic practices related to purchasing and operating transportation services for private and public enterprises.

**Descriptions — Management
of
Courses**

446. Physical Distribution Operations
Winter, Spring. 4(4-0) MGT 303, MTA 341, MTA 345. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Distribution operations activities emphasizing distribution facility management and customer based information systems management. Field trips required.

468. Field Studies

Fall, Winter, Spring, Summer. 1 to 4 credits. May reenroll 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.

800. Materials and Logistics Management

Fall, Winter, Spring, Summer. 4(4-0) Graduate students. Interdepartmental with the Department of Marketing and Transportation Administration.

Management concepts of and frameworks for acquisition, conversion and distribution processes. Impact on business and social systems, productivity and profits. Emphasis on planning, analysis and control of purchasing, production and physical distribution.

801. Operations Management

Winter. 4(4-0) MGT 800 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Managing the production system. Strategies of product and process selection. Design of production facilities: location, layout and capacity. Organizing and staffing operations and work measurement. Controlling quality and costs.

803. Purchasing Administration

Winter, Spring. 4(4-0) MGT 800. Interdepartmental with the Department of Marketing and Transportation Administration.

Purchasing objectives, responsibilities, policies and organization. Source selection, evaluation and development. Negotiations. Purchase planning and evaluation.

806. Organization and Management

Fall, Winter, Spring, Summer. 4(4-0) Approval of department.

Macro and micro models of organizational behavior applied to organizational process and design. Topics include: organization planning and design, design strategies (product, function, matrix, other), organization-environment interface, motivation, leadership, group processes, conflict management, the managerial role.

807. Administrative Policy

Fall, Winter, Spring, Summer. 4(4-0) MGT 806, MTA 805, F I 889. Last term MBA students or approval of dean.

Application of administrative theory and techniques to business situations through cases cutting across major functions within business organization. Cases viewed from standpoint of general management with consideration of social and physical environmental forces surrounding the firm.

808. Seminar in Management, Organization, and Administration

Fall, Winter, Spring, Summer. 4(4-0) May reenroll for a maximum of 12 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.

History of 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 theory 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 concerns are analyzed in the light of objectives, environment, and current theories.

809. Transportation Distribution Strategies

Fall, Winter. 4(4-0) MGT 800. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Planning and control of the enterprise's transportation and physical distribution system. Emphasis on detailed examination of component parts of the movement storage system.

810. Personnel Management

Fall, Winter, Summer. 4(4-0) MGT 806.

Management of the personnel function; personnel policy formulation; the role of the personnel executive; personnel staffing, training and development, performance appraisal, compensation and benefits; labor relations; relevant legislation and judicial decisions.

811. Organizational Staffing

Fall. 4(4-0) MGT 810.

Job design and analysis, recruitment selection and placement; employment interviewing and testing; validation of employment criteria and selection procedures; induction and orientation of employees; equal opportunity and affirmative action requirements are stressed.

812. Systems Design Modeling

Spring. 4(4-0) MGT 800. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

Research procedure and planning models for design of the firm's logistical system. Emphasis on situational analysis, research methodology, data analysis, analytical techniques and implementation.

815. Business and Material Forecasting

Fall. 4(4-0) MGT 800 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Causes and consequences of supply dynamics. Analyses and forecasts of national and international materials and purchasing business trends. Influences of material resource problems on policies, strategies and behaviors.

816. Transportation Policy and Plans

Fall, Winter. 4(4-0) MGT 800. Interdepartmental with and administered by the Department of Marketing and Transportation Administration.

An operational model and theoretical perspective on national policies that are apt to shape the future of the transportation system. Interaction of government, carrier, and user logistics and distribution strategies.

817. Women, Minorities and Management

Spring. 4(4-0) MGT 806.

Women and minorities in the world of work; management issues specific to race and sex; entry, training, staff-line relationship, peer relationships; legal, environmental, behavioral aspects; marriage and dual careers; implications for the individual and the organization.

818. Supervisory and Executive Development

Fall, Spring, Summer. 4(4-0) MGT 806 or MGT 808.

Theory and research of developmental stages of executive careers. Special emphasis on: impact of organization on executive potentiality; forces influencing development of executive skills and abilities; studies of antecedents of executive role performance; role of training programs.

821. Production and Inventory Planning and Control

Winter, Spring. 4(4-0) MGT 800 or approval of department. Interdepartmental with the Department of Marketing and Transportation Administration.

Theory and practice of production and inventory planning and control. Focus on computer based planning systems for material requirements including aggregate planning, master scheduling, capacity planning, shop floor control and inventory planning.

826. Personnel Training and Individual Development

Winter. 4(4-0) MGT 810.

Training and development of personnel at all levels of the business enterprise; planning, implementing and evaluating training programs; career stages and career planning; matching individual and organizational development needs.

831. Computers and Systems Analysis for Business

Fall, Spring. 4(4-0) MTH 111, STT 315 or concurrently or 12 credits of college mathematics. Open only to MBA candidates without background in computer usage and systems analysis.

Computer programming and systems analysis in business administration.

832. Statistical Methods for Business

Fall, Spring. 4(4-0) MTH 111. Open only to MBA candidates without background in statistics.

Statistics for analysis and research in business.

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

834. Linear Optimization Models
Fall. 4(4-0) MGT 833 or MTH 334 or
MTH 480.
Basic linear optimization techniques, linear pro-
gramming techniques, sensitivity analysis, para-
metric procedures, duality theory, large scale
programming procedures, special LP problems.
The literature of linear models applications in
production.

835. Advanced Optimization Models
Winter. 4(4-0) MGT 834.
Optimization models with emphasis on integer
and dynamic programming, network models,
heuristic methods.

**836. Applied Stochastic Processes for
Business**
Spring. 4(4-0) STT 441; MTH 113 or
MTH 123.
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 exam-
ples from queuing, reliability, maintenance and
inventory.

837. Operations Systems Simulation
Winter. 4(4-0) Approval of depart-
ment.
Simulation models in research and operations
planning and control. Construction, validation
and experimentation. Special purpose lan-
guages.

**838. Design and Analysis of Statistical
Experiments**
Winter. 4(4-0) COM 905.
Basic experimental design. Non-parametric and
multivariate methods. Elementary sampling
theory. Response surface methodology. Data
analysis using BMD and SPSS.

**841. Materials and Logistics
Management Policy**
Spring, Summer. 4(4-0) MGT 800 plus
30 credits in the MBA Program. Interdepart-
mental with and administered by the Depart-
ment of Marketing and Transportation
Administration.
Case course that integrates the materials and
logistics management program. Emphasis on
problem recognition, applying course materials
and preparation of plans that improve total sys-
tems performance.

848. Management Science Applications
Summer. 4(4-0) MGT 833.
Analysis of cases utilizing techniques of manage-
ment science. Problem definition, data collec-
tion, and problem solving and implementation.

**860. Corporation Management and
Society**
Spring. 4(4-0) MGT 806.
Analysis of the emerging character of adminis-
trative structure of the large corporation.
Administrative autocracy, corporate govern-
ment, stockholder and director relationships.
Examination of ethics of decision making, strate-
gic values and priorities basic to resource alloca-
tion decisions.

890. Special Problems
Fall, Winter, Spring, Summer. 1 to 4
credits. May reenroll for a maximum of 12 cred-
its. Approval of department.

906. Behavioral Research: Organization
Winter. 3 credits. MTA 905.
Concepts and methods of behavioral science
research that are applicable to the study of
organization as a strategic device in the develop-
ment of tangible and intangible values and in the
control of elements of business enterprise.

**907. Seminar in Organizational
Behavior**
Fall. 4(4-0) MGT 806.
Directed reading on the behavior of individuals
within business organizations. Theory and
research in motivation, leadership, and group
dynamics are covered.

908. Seminar in Organization Theory
Winter. 4(4-0) MGT 806; doctoral can-
didates; master's candidates with approval of
department. Interdepartmental with the
Department of Psychology.
Directed reading and research on issues in con-
temporary organization theory.

911. Seminar in Personnel Research
Spring. 4(4-0) MGT 810; doctoral can-
didates; master's candidates with approval of
department.
Directed reading and research on issues in con-
temporary personnel administration theory and
practice.

912. Special Topics Research Seminar
Fall, Winter, Spring. 2 to 4 credits.
May reenroll for a maximum of 12 credits.
Approval of department.
Specialized topics in management.

920. Manufacturing Strategy
Winter. 4(4-0) MGT 801, MGT 821.
Strategic planning in manufacturing. The cor-
porate, national and international environments
of operations management. Formulating and
evaluating manufacturing strategy and policies
vis-a-vis corporate and other functional strate-
gies.

921. Inventory Theory
Spring. 4(4-0) MGT 920 or approval of
department.
Classical and neoclassical inventory models
under various conditions of uncertainty and
organizational complexity. Evaluation of large
planning systems for manufacturing and distri-
bution inventory.

**922. Production Planning and
Scheduling**
Fall. 4(4-0) MGT 921 or approval of
department.
The hierarchy of strategic and operational pro-
duction planning and scheduling.

923. Topics in Operations Management
Spring. 4(4-0) MGT 922 or approval of
department.
Current research in Operations Management.
Research methods and strategies. Preparation
and presentation of student papers.

999. Doctoral Dissertation Research
Fall, Winter, Spring, Summer. Varia-
ble credit. Approval of department.

**MARKETING AND
TRANSPORTATION
ADMINISTRATION MTA**

**College of Business and Graduate
School of Business
Administration**

300. Marketing Management
Fall, Winter, Spring, Summer. 4(4-0)
EC 201, ACC 201 or ACC 230.

Key marketing terms and concepts. Analysis of
marketing activities in consumer, reseller,
industrial, and service markets. Ethical applica-
tion and integration of marketing concepts with
one another and with other functions.

**301. Domestic and International
Marketing Strategy**
Fall, Winter, Spring, Summer. 4(4-0)
MTA 300.

Market planning and control within the context
of international and domestic environments
emphasizing industrial applications. Integra-
tion and ethical application of marketing con-
cepts to their strategic implementation.
Integration of concepts presented in MTA 300.

302. Consumer and Buyer Behavior
(MTA 320.) Fall, Spring, Summer.
4(4-0) MTA 301.

Integration of consumer and organizational
buying environments and processes with the
development of the firm's marketing strategy
and promotional processes.

**303. Materials and Logistics
Management**
(MGT 300.) Fall, Winter, Spring,
Summer. 4(4-0) Juniors in the College of Busi-
ness or approval of department. Interdepart-
mental with and administered by the
Department of Management.

Management concepts and techniques for
purchasing, operations and distribution pro-
cesses. Productivity and profit contributions.
Planning, analysis and control of purchasing,
production and transportation-distribution.

304. Operations Planning and Control
(MGT 301.) Winter, Spring. 4(4-0)
MGT 303 or approval of department. Interde-
partmental with and administered by the
Department of Management.

Managing the production system. Product
development, process selection, facilities loca-
tion and layout; staffing; materials, cost and
quality control.

305. Purchasing Management
Fall, Winter, Spring. 4(4-0) MGT 303
or approval of department. Interdepartmental
with and administered by the Department of
Management.

Planning, organizing and controlling the
purchasing function within organizations.
Purchasing responsibilities, objectives and poli-
cies. Source selection and evaluation. Price, cost
and value analysis. Negotiation. Managing pur-
chase inventories.

**317. Quantitative Business Research
Methods**
Fall, Winter, Spring, Summer. 4(5-0)
STT 315. Interdepartmental with the Depart-
ment of Statistics and Probability.

Application of statistical techniques to business
decision making. Topics covered include appli-
cations of linear regression and correlation,
analysis of variance, selected non-parametric
tests, time series, and index numbers.