The Department of Management provides a curriculum of interrelated courses and learning experiences that focus on how to deal with complex and ill-defined management issues across functional business areas. The rigors of uncertainty and ambiguity in contemporary global organizations require that students exhibit a high degree of skill in analysis; synthesis and conceptual ability. Management faculty members develop in students a greater understanding of the problem-solving approaches and techniques that allow decision-makers to optimally coordinate the endeavors of people toward the achievement of goals in changing organizations. Emphasis is given to the relevance of issues confronting today's organizations, such as: managing in the global economy, the social responsibility of business, management of total quality, employee empowerment, team performance and compensation, new venture creation, and the resolution of conflict within and among organizations.

Generally, management graduates obtain entry-level positions, in manufacturing and service oriented industries, as consultants, business analysts, market / industry researchers, account executives, and assistant managers. Most of our graduates obtain employment in Chicago based small to mid-sized firms and Fortune 1000 firms.

DEPARTMENT OF MANAGEMENT

FACULTY
GERHARD R. Ptaschka, Ph.D.,
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Vienna University of Economics

MONICA ADYA, Ph.D.,
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Case Western Reserve University

ADNAN J. ALMANEY, Ph.D.,
Professor
Indiana University

ABDUL J. ALWAN, Ph.D.,
Professor Emeritus
University of Chicago

JAMES A. BELOHLAV, Ph.D.,
Associate Professor
University of Cincinnati

STEVEN BRIGGS, Ph.D.,
Professor
University of California, Los Angeles

MICHAEL L. COHEN, M.S.
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University of Illinois

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University of Louisville

RAY W. COYE, Ph.D.,
Associate Professor
University of Oregon

ALEXANDER DEVIENCE, J.D.,
Associate Professor
Loyola University

DAVID E. DREHMER, Ph.D.,
Associate Professor
Illinois Institute of Technology

ROBERT EVERSOLD, M.B.A.,
Lecturer
DePaul University

BRIAN ENRIGHT, M.B.A.,
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University of Illinois

PIERRE FORTHOMME, M.A.,
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DAN HEISER, Ph.D.,
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Indiana University

ROBERT JONES, Ph.D.,
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Georgia State University

GEORGE KALIDONIS, Ph.D.,
Lecturer
University of Illinois

LAURA KELLOUG, Ph.D.,
Lecturer
Princeton University

JILL KICKUL, Ph.D.,
Assistant Professor
Northern Illinois University
Daniel J. Koys, Ph.D.,
Associate Professor
Cornell University

Barbara Kuhns, Ph.D.,
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University of Houston

Laurie Lamantia, M.B.A.,
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HeLEN N. LaVan, Ph.D.,
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Gary Morris, Ph.D.,
Lecturer
Ohio State University

Michael A. Murray, Ph.D., J.D.,
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Joe Noferi, Ph.D.,
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Paul Rand, M.B.A.,
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Axel Redemann, M.B.A.,
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Lecturer
Northwestern University

Gary Smith, M.B.A.,
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Owais R. Succari, Ph.D.,
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University of Louvain

Ron Szopa, J.D.,
Lecturer
DePaul University

Kenneth R. Thompson, Ph.D.,
Professor
University of Nebraska

Rohit Verma, Ph.D.,
Assistant Professor
University of Utah

Craig Watters, Ph.D.,
Lecturer
Northwestern University

Harold P. Welsch, Ph.D.,
Professor and Coleman Foundation Endowed Chair in Entrepreneurship
Northwestern University

Floyd Whellan, M.A.,
Lecturer
University of Illinois

Alan Wohlman, Ph.D.,
Lecturer
Princeton University

Fred Yarandi, M.B.A.,
Lecturer
University of Chicago

Earl C. Young, Ph.D., C.P.I.M.,
Professor Emeritus
Northwestern University

Jerry Zeinski, M.S.,
Lecturer
University of Southern California
DEPARTMENT OF MANAGEMENT

PROGRAM REQUIREMENTS

All students in the College of Commerce are required to take three courses offered by the Department of Management: Managerial Concepts and Practices I (MGT 300), Managerial Concepts and Practices II (MGT 301), and ISS 394 Entrepreneurship Strategy or ISS 395 Management Strategy. Students majoring in Management are required to take an additional six management courses. Although management faculty encourages students to tailor the program to their specific needs and interests, three courses are required for all majors. For the remaining three courses students may consider one of the suggested career orientations or seek career counsel before deciding on their customized course sequence.

Required courses:
- 302 Organizational Behavior
- 307 Human Resource Management
- 322 Management of Quality

CAREER ORIENTATIONS AND COURSES

The Entrepreneurship career orientation is characterized by its contemporary, integrative approach to management of emerging firms. It is designed for students who seek to be entrepreneurs in start-up ventures, operate family businesses or work as entrepreneurial change agents within a corporate setting.

- 360 Leadership
- 370 Business Plan Development
- 371 Family Business Enterprises

Advising faculty: Dr. Lisa Gundry, Dr. Jill Kickul, Dr. Barbara Kuhns, Dr. Margaret Posig, and Dr. Harold Welsch

The Human Resource Management career orientation is designed to meet the needs of students who desire to obtain entry-level positions in human resources. Human resource professionals add value to their organizations by understanding how the business operates and through the design and implementation of human resource activities to meet changing organizational needs.

- 320 Training and Career Development
- 330 Recruitment and Selection
- 335 Compensation

Advising faculty: Dr. Dan Koys, Dr. Helen LaVan, Dr. Nicholas Mathys, and Dr. Kenneth Thompson

The Operations Management career orientation stresses operations as an integrated function and focuses on the design and management of productive systems in a firm’s core competence. Typically, graduates obtain entry-level positions in purchasing or quality control functions.

- 315 Materials Management
- 323 Principles of Purchasing Management
- 345 Service Sector Management

Advising faculty: Dr. Lori Cook, Dr. Ray Coye, Dr. Robert Jones, Dr. Dan Heiser, Dr. John Olson, Dr. Gilles Reinhardt, and Dr. Rohit Verma

Other courses:

For a complete, regularly updated course list please check the worldwide web homepage at http://www.depaul.edu/~mgt.

DECLARATION OF MAJOR

For a student to become a Management major the following conditions must be met: (1) the student must possess a cumulative G.P.A. of 2.0 or better; (2) have received a minimum grade of C- in each Phase I course provided the cumulative G.P.A. in these courses is not less than 2.0 (8 courses); (3) receive at least a C- in Management 300 and 301 provided the cumulative G.P.A. in all Management courses is not less than 2.0; and (4) transfer students must have completed 28 hours of credit at DePaul University. The student is required to declare a major by the end of his/her junior year.
THE BROTHER LEO V. RYAN: C.S.V. SCHOLARS IN MANAGEMENT

Each spring, the Management Department designates up to three students who are Management majors as part of the Ryan Scholars program. Each designated scholar is awarded $1,000 each term for up to three terms. Management majors interested in applying for this special recognition must be enrolled in a minimum of twelve credit hours per quarter and apply in writing to the department chair by the end of the Winter quarter of their junior year. An overall G.P.A. of 3.2 and a Management G.P.A. of 3.5 are required for consideration. Eligible students will be interviewed by the Management faculty. The appointment is made by the chair of the Management Department with the concurrence of the dean of the College of Commerce.

COMPLEMENTARY PROGRAMS

The Department of Management also offers an Internship & Management Consulting program (MGT 393), directed by Adjunct Professor Ed Giermak.

The Coleman Foundation has agreed to sponsor paid internships to assist technology driven companies in DePaul’s small business incubator or community. These internships carry a stipend from $1,000 to $1,500 when taken for course credit through Management 393.

Managing creativity and innovation is considered by Fortune 500 companies as one of the most admirable characteristics for employees, executive teams, and investors. The Ryan Center for Innovation & Creativity helps individuals and teams to become more creative in problem solving, and enables organizations to surmount the barriers to creativity that stand between performance and successful innovation. It also sponsors the Annual Entrepreneurship Creativity Contest. Dr. Lisa Gundry serves as the Center’s director.

SPECIAL PROGRAMS

MINOR

A student may obtain a minor in Management by completing the following courses: 300 Managerial Concepts and Practices I; 301 Managerial Concepts and Practices II; Interdisciplinary Senior Studies; 395 Management Strategy (or Interdisciplinary Senior Studies; 394 Entrepreneurship Strategy if taken in lieu of 395) and 302 Organizational Behavior, 307 Human Resource Management, 322 Management of Quality and one management elective. Students may declare a minor in Management by completing a Declaration of Minor form. The student’s eligibility for candidacy is based upon the following criteria: (1) a Management G.P.A. of 2.0 or above in all management courses; (2) and a cumulative G.P.A. of 2.0 in all academic work.

NON-COMMERCE STUDENT MINOR

A student who is majoring in a discipline other than commerce may obtain a minor in Management by completing: 300 Managerial Concepts and Practices I; 301 Managerial Concepts and Practices II; 302 Organizational Behavior; 307 Human Resource Management; 322 Management of Quality; and one additional advanced course in management or BLW 201 or ICS 200. Students may declare a minor in Management by completing a Declaration of Minor form. The student’s eligibility for candidacy is based upon the following criteria: (1) a Management G.P.A. of 2.0 or above in all management courses; (2) and a cumulative G.P.A. of 2.0 in all academic work. PREREQUISITES: College algebra and statistics are prerequisite to Management 300.

COLEMAN FOUNDATION ENDOWED CHAIR IN ENTREPRENEURSHIP

Through the generosity of the Coleman Foundation an endowed chair was established for a nationally recognized scholar in the field of entrepreneurship. Professor Harold P. Welsch, Ph.D., has been the holder of the endowed chair since September of 1989.

COURSES

All courses carry four hours of credit unless otherwise stated. The following courses may be taken only upon completion of all Phase I courses. See page 29.
DEPARTMENT OF MANAGEMENT

MANAGEMENT

202 Making Sense of Management Data This course is designed to encourage and enable students to think creatively and critically about data analysis as a tool in managerial decision making. Today organizations are swamped with data; however, making the most effective and efficient use of that data is a continuing challenge. This course will provide students an opportunity to practice some of the skills associated with turning data into useful information for sound managerial decision-making.

228 Business, Ethics, and Society (cross-listed as Philosophy 228 and Religious Studies 228). An examination of various ethical and moral issues arising in contemporary business and its activities which affect the society and the world. Prerequisite: Junior standing. Corequisites: Religious Studies 100, Philosophy 100. Offered every term.

300 Managerial Concepts and Practices I. Effective application of managerial tools and techniques to continually improve an organization’s competitive position in the marketplace. The course focuses on the application of concepts and practices at the environmental, system and organizational levels. The emphasis in the course is on the use of quantitative and behavioral tools and techniques by managers to make decisions related primarily to the design and planning functions. Management 300 and 301 are an integrated sequence and must be taken in order. Prerequisite: Junior Standing. Offered every term.

301 Managerial Concepts and Practices II. Effective application of managerial tools and techniques to continually improve an organization’s competitive position in the marketplace. The course focuses on the application of concepts and skills at the interpersonal and individual levels. The emphasis in the course is on the use of quantitative and behavioral tools and techniques by managers to make decisions related to the analysis and control functions. Management 300 and 301 are an integrated sequence and must be taken in order. Prerequisite: Management 300. Offered every term.

302 Organizational Behavior. This course focuses on the nature and consequences of human behavior in organizations. The prediction, explanation and management of individual and group behavior in the organization is dependent upon an understanding of the concepts of organizational behavior. Classroom experiences will focus on both understanding and practicing these concepts. Topics cover both the individual level—e.g. perception, attitudes, motivation—and the group level—e.g. leadership, group dynamics, communication, power and politics, and decision making. Prerequisite: 300. Offered every term.

307 Human Resources Management. Concepts, theories, principles and techniques of personnel administration. Job analysis, labor law, recruitment, selection, training and development, employee motivation and performance appraisal, compensation, employee benefit programs, grievances, and labor relations. Prerequisite: 300. Offered every term.

315 Materials Management. Analysis of the materials management process as a closed loop planning and control system, including production planning, master production scheduling, material requirements planning, production activity, and inventory management is also reviewed. Selected software packages are used to analyze these activities integrating materials management with corporate level planning processes. Prerequisite: 301. Offered variably.
320 **Training and Career Development.** A study of the training and management development practices of organizations. Emphasis is placed on the identification of training needs, program design, choice of training methods and the evaluation of results. The practices and legislation affecting promotion of employees are also discussed. **Prerequisite:** 307. **Offered variably.**

322 **The Management and Measurement of Quality.** The theory and application of the concepts, principles and tools of modern quality control and management in manufacturing and service organizations. Specific topic areas include product design, process control, vendor selection and certification, quality information systems, quality costs, customer contact, and TQM philosophies and techniques. **Prerequisite:** 301. **Offered every term.**

323 **Principles of Purchasing Management.** Analysis of the purchasing function, including requests, sourcing, solicitation and evaluation of bids and quotations, buying methods, vendor analysis, and contract execution. Organization and management of the purchasing function with emphasis on intra-company relationships, especially with logistics and general management. **Prerequisite:** 301. **Offered variably.**

330 **Recruitment and Selection.** An examination of the recruiting and selection process used by organizations in the public and private sectors. A select group of tests will be discussed and used by the student for familiarization. EEO, Affirmative Action, and other legislation affecting recruiting and selection of employees will be discussed. **Prerequisite:** 307. **Offered variably.**

335 **Compensation.** Pay and benefit practices including job evaluation, salary surveys, individual and group performance-based pay, health insurance, and pensions. The objective of this class is to help line managers and human resource department staff members understand pay and benefit plans and communicate those plans to employees. Theory and practice are combined in practical projects. **Prerequisite:** 307. **Offered variably.**

345 **Service Sector Management.** The intangible nature of services creates special challenges for the management of service organizations. These challenges are considered through examples drawn from various service industries—e.g., banking, transportation, hotel/restaurant, and retail—and from internal service functions such as personnel, information processing and production planning. Discussion, exercises, and assignments focus on the nature of service operations, decisions faced in the management of services and tools available to facilitate effective and efficient service delivery. Topics covered include: the service economy, service concept, design of service delivery systems, staffing delivery systems, capacity management, quality control, and service strategy. **Prerequisite:** 301. **Offered variably.**

346 **Advanced Topics in Service Sector Management.** Selected operations management topics are developed from the perspective of the design and management of service operations. A case and problem-solving approach is used to cover such topics as: forecasting, service location and delivery system layout, capacity planning and utilization, and management of service quality. **Prerequisites:** 301 and 345. **Offered variably.**
International Business. Developing awareness of international business operations, practices and environment. The entrepreneurial aspect of this class is designed to bridge the gap between international business as a body of knowledge and entrepreneurship as an activity. The course is career-oriented. It provides the necessary methods and tools to face the challenges and exploit the opportunities in our global markets. It will develop the student's knowledge and skills of the exporting, importing, sourcing and networking processes. **Prerequisite: Senior Standing.** Offered variably.

Leadership. Leadership is a social influence process, the success of which is dependent upon certain skills (e.g. communication, conflict resolution) and situational factors (e.g. task characteristics, organizational structure). This course applies traditional and contemporary leadership theory to the development of individual leadership skills. Classroom experiences focus on understanding and practicing skills associated with effective leadership. **Prerequisite: 300.** Offered variably.

Organizational Development. Techniques of organizational design and development with emphasis on the methods of planned and controlled change of the organization to insure its survival in a changing external environment. The interdependent elements of people, structure, tasks and technology will be examined and related to changes in problem-solving and renewal processes of personnel in the organization. Various phases of the OD process including changes in employees’ attitudes, resistance to change, survey feedback, team building, sensitivity training, Quality of Work Life, and intervention techniques will be explored. **Prerequisite: 300.** Offered variably.

Business Plan Development. A business plan is an important strategic tool required to help establish the direction of an enterprise and attract capital required to run the business. It incorporates and integrates the functional areas of business and puts into practice many of the concepts and theories acquired in other classes. It describes the overall business venture, the product or service, the customers, the competition, the marketing, the legal structure, the operations, the human resources plan, the break-even analysis, the financing and all those things that are required to run a business. It helps to identify many unanticipated factors and reality-tests critical assumptions, thereby creating a roadmap for a successful enterprise. Students are encouraged to identify a business opportunity and develop their own business plan. **Prerequisites: Management 300, 301.** Offered variably.

Family Business Enterprises. The structure of the U.S. economy is based on the operation of well over 10 million family businesses. Family businesses represent the interests of two distinct yet overlapping institutions and are the link of two dominant factors: the firm and the family. The intricate affairs of family relations and business responsibility are all contained in one relationship. Conflicts between the needs and purposes of each entity arise, resulting in critical dilemmas relating to business ownership, succession, sibling rivalry, estate planning and unique problems facing the family. A number of topics are examined: family firm culture and dynamics, tax issues, family conflict, planning for the growing business through successive generations, insurance and legal issues. Real live family business cases are examined in depth and family business owners serve as invited speakers. **Prerequisites: Management 300, 301.** Offered variably.
DEPARTMENT OF MANAGEMENT

393  Internship and Management Consulting Program. Students encounter real work experience improving linkages between classroom efforts and the business world. Prerequisite: Phase I, Management 300, and permission.

398  Special Topics. Content and format of this course are variable. An in-depth study of current issues in management. Subject matter will be indicated in class schedule. Prerequisite: As listed in class schedule. Offered variably.

399  Independent Study. Available to students of demonstrated capability for intensive independent work in management. Prerequisite: Written permission of supervising faculty member, chair, and director of undergraduate programs is required prior to registration.

BUSINESS LAW

201  Legal and Ethical Aspects in the Business Environment. Study of the nature and philosophy of law including ethical perspectives and fundamental concepts and legal principles of sales contracts, product liability, business organizations, and employment law including ethical and social responsibilities in the managerial process. Prerequisite: sophomore standing. Offered every term.

202  Commercial Paper and Sales. History of negotiable instruments and sales law from the days of the Law Merchant through Articles II and III of the Uniform Commercial Code; discussions of promissory notes, drafts, sales, bulk sales, and recent trends. Prerequisite: 201 and sophomore standing. Offered every term.

203  Business Organizations. Types of business organizations; emphasis on Partnership and Corporation. Relations of parties to one another, and to third parties; comparisons between the two types and mechanics of forming and operating each. Prerequisite: 201. Offered variably.

398  Special Topics. Content and format of this course are variable. An in-depth study of current issues in legal studies. Subject matter will be indicated in class schedule. Prerequisite: as listed in class schedule. Offered variably.

399  Independent Study. Available to students of demonstrated capability for intensive independent work in business law. Prerequisite: Written permission of supervising faculty member, chair and director of undergraduate programs is required prior to registration.