



COLLEGE OF BUSINESS ADMINISTRATION  
Graduate School of Business  
Fisher School of Accounting  
School of Business  
JOHN KRAFT, DEAN

100 Bryan Hall \* P.O. Box 117150  
Gainesville, Florida 32611-7150  
Tele: (904)392-2397, ext. 1217 \* Fax: (904)392-2086

November 1, 1994

GRADUATE FACULTY MEETING

October 28, 1994

MINUTES

(Letters correspond to those on agenda)

1. Meeting was called to order at 1:10 pm.
2. Minutes from September 2, 1994 were approved.
3. The following changes were approved:
  - a. MAN 6051 - Change from 4 to 3 hours, add prerequisite MAN 6245.
  - b. MAN 6107 - Change credits from 4 to 3 hours.
  - c. MAN 6245 - Change credits from 4 to 3 hours.
  - d. MAN 6321 - Change credits from 4 to 3 hours, update course description, add prerequisite MAN 6245 or consent of instructor.
  - e. MAN 6421 - Change credits from 4 to 3 hours.
4. The Graduate Meeting was closed at 1:20 pm.

GENERAL FACULTY MEETING

October 18, 1994

MINUTES

(Letters correspond to those on agenda)

1. Meeting was called to order at 1:20 pm.
2. Minutes from September 2, 1994 were approved.
3. The following changes were approved:
  - b. ISM 4220 - Change prerequisites
  - c. ISM 4113 - Change prerequisites

4. After much discussion the following changes were approved, with the condition that every course will provide a further description on how they will handle the additional hour. This information will be brought to and discussed at the next faculty meeting.
  - d. MAN 4504 - Change credits from 3 to 4 hours.
  - e. QMB 3250 - Change credits from 3 to 4 hours.
  - f. MAR 3023 - Change credits from 3 to 4 hours.
  - g. MAN 3021 - Change credits from 3 to 4 hours.
  - m. BUL 4310 - Change credits from 3 to 4 hours.
  
5. After much discussion, the following changes were approved:
  - h. MAN 3240 - Change credits from 3 to 4 hours, change course description, change title.
  - i. MAN 4310 - Change title, update course description, change prerequisite.
  - j. MAN 4720 - Change credits from 3 to 2 hours, change course description, change title, include in BABA degree, dropped from BSBA.
  - k. MAN 4930 - Change credits from 3 hours to variable.
  - l. BUL 4930 - Change credits from 3 hours to variable.
  - n. BUL 4351 - Change prerequisite
  - o. BUL 4352 - Change prerequisite
  - p. MAN 4052 - Delete course
  - q. MAN 4053 - Delete course
  - r. MAN 4201 - Delete course
  - s. MAN 4318 - Delete course
  - t. MAN 4410 - Delete course
  - u. MAN 4242 - Delete course
  - v. MAN 4280 - Delete course
  - w. MAN 4xxx - NEW COURSE - Strategic Management
  
6. Discussion took place about the proposed 3-2 BABA/MBA Program. Concerns were raised about the value of 3-2 option.
  
7. Discussion took place about the Dean's Seminar.
  
8. Discussion took place about the Freshman Seminars which would improve student contact with the professors. Topics must be submitted to UG Committee.
  
9. Discussion took place about the Teacher Evaluations. College will release aggregate information, and encourage faculty to release individual evaluations.
  
10. Dean Kraft stated that it is time to get ready for reaccreditation and make sure the appropriate processes are in place. The Team, headed up by Rich Lutz will be responsible for preparation and planning for reaccreditation in 1997-1998.
  
11. Meeting was adjourned at 2:43 pm



UNIVERSITY OF  
FLORIDA


College of Business Administration  
W. Andrew McCollough  
Associate Dean

109 Bryan Hall \* P.O. Box 117150  
Gainesville, Florida 32611-7150  
Tel: (904)392-8436, ext. 1223 \* Fax: (904)392-2086

October 17, 1994

MEMORANDUM

TO: John Kraft

FROM: W. Andrew McCollough 

SUBJECT: Curriculum Changes

The Undergraduate Committee has approved the following curriculum changes and they have requested that these changes be presented at the next College of Business Administration Faculty Meeting for approval.

- A. Change in DIS elective requirement
- B.
  - ISM4220 - Change prerequisites
  - ISM 4113 - Change prerequisites
  - MAN 4504 - Change credits from 3 to 4 hours
  - QMB 3250 - Change credits from 3 to 4 hours
  - MAR 3023 - Change credits from 3 to 4 hours
  - MAN 3021 - Change credits from 3 to 4 hours
  - MAN 3240 - Change credits from 3 to 4 hours
    - Change course description
    - Change title
  - MAN 4310 - Change title
    - Update course description
    - Change prerequisite
  - MAN 4720 - Change credits from 3 to 2 hours
    - Change course description
    - Change title
  - MAN 4930 - Change credits from 3 hours to variable
  - BUL 4930 - Change credits from 3 hours to variable
  - BUL 4310 - Change credits from 3 to 4 hours
  - BUL 4351 - Change prerequisite
  - BUL 4352 - Change prerequisite
  - MAN 4052 - Delete course

October 17, 1994

Page 2

MAN 4053 - Delete course  
MAN 4201 - Delete course  
MAN 4318 - Delete course  
MAN 4410 - Delete course  
MAN 4242 - Delete course  
MAN 4280 - Delete course  
New Course: MAN 4xxx - Strategic Management

**C.** Change Management major requirements

**D.** Proposed MBA 3-2 Program

WAM:sh

Attachments

cc: Sandy Berg  
Craig Tapley

\*\*Any DIS, ISE or CIS course that is not a part of the student's major curriculum will count as an approved area elective. For other courses to count as an approved area elective, students need to obtain approval from the DIS department.

**Prerequisites:**

The following prerequisite changes are needed as a result of both the new curriculum and course number changes for certain courses offered by the CIS Department

- ISM 4220: Old: ISM 3011 and either COP 3212 or CGS 3462  
New: ISM 3011 and either CGS 3460 or CGS 3462
- ISM 4113: Old: COP 3212 or CGS 3462 or other structured procedural language and COP 3120 or COP 3121.  
New: CGS 3460 or CGS 3462 and CGS 3403 (formerly COP 3120) or COP 3121.

Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAT/II/DLS

Institution/District: <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Decision &amp; Info Sciences</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix: ISM Level 4 Course Number 220 Lab Code \_\_\_\_\_ Contact Hour Base 3 or Head Count \_\_\_\_\_  
 Institution's Course Title: **Introduction to Business Data Communications**


Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify: Pref. No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit		
Contact Hour Base or Head Count		
Prerequisites / Corequisites	<b>ISM 3011 &amp; either COP 3212 or</b>	<b>ISM 3011 &amp; either OGS 3460 or</b>
Change Course Title:	<b>OGS 3462</b>	<b>OGS 3462</b>

Change Course Description (Course syllabus must be attached.):  
 \_\_\_\_\_  
 \_\_\_\_\_

Intended Students (Mark all that apply):  
 Undergraduate Nonmajors       Graduate Students       Other (specify): \_\_\_\_\_  
 Undergraduate Majors       Honors Students       Advanced Undergraduate

Category of Instruction:     Introductory       Intermediate       Advanced

Effective Term (month/year): <b>Fall 1994</b>	Department Contact and Telephone Number: <b>Pat Brawner - 392-9600</b>
Signature, Department Chair:  <b>Selcuk Erenguc</b> (Date) <b>06/28/94</b>	Signature, College Dean: _____ (Date) _____
Signature, Graduate Dean (if applicable): _____ (Date) _____	Signature, Institutional Contact: _____ (Date) _____

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain:  
 \_\_\_\_\_  
 \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_  
 I/S code Title (if new): \_\_\_\_\_  
 Course Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative: \_\_\_\_\_ Date: \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature: _____	Date Entered: _____	Correspondence Number: _____
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

*000-1130*

Institution/Instructor <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Decision &amp; Info Sciences</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix **ISM** Level **4** Course Number **113** Lab Code \_\_\_\_\_ Contact Hour Base **3** or Head Count \_\_\_\_\_  
 Institution's Course Title: \_\_\_\_\_

Change Course As Indicated Below:


Item to Change	Change From	Change To
Re-base (y, Pref. No., Lab Code)	(See above)	
Level	(See above)	
Amount of Credit		
Contact Hour Base or Head Count		
Prerequisites/Co-requisites	<b>COP3212 or CGS 3462 or other</b>	<b>CGS 3460 or CGS 3462 &amp; CGS 3403</b>
<del>Change Course Description</del> structured procedural language & COP 3120		<b>(Formerly COP 3120) or COP 3121</b>
Change Course Description (Course syllabus must be attached):	<b>or COP 3121</b>	

Intended Students (Mark all that apply):

<input type="checkbox"/> Undergraduate Nonmajors	<input type="checkbox"/> Graduate Students	<input type="checkbox"/> Other (specify)
<input checked="" type="checkbox"/> Undergraduate Majors	<input type="checkbox"/> Honors Students	<input type="checkbox"/> Advanced Undergraduate

Category of Instruction:  Introductory  Intermediate  Advanced

Effective Term (month/year): <b>Fall Semester, 1994</b>	Department Contact and Telephone Number: <b>Pat Brawner - 392-9600</b>
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Signature, Department Chair:  (Date) <b>Selcuk Erenguc 06/28/94</b>	Signature, College Dean: _____ (Date)
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Signature, Graduate Dean (if applicable): _____ (Date)	Signature, Institutional Contact: _____ (Date)
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**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain: \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative: \_\_\_\_\_ Date: \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature: _____	Date Entered: _____	Correspondence Number: _____
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAN/ID/DIC

Institution/District: <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Decision &amp; Info Sciences</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:

Discipline (SMA) \_\_\_\_\_ Prefix **MAN** Level **4** Course Number **504** Lab Code \_\_\_\_\_ Contact Hour Base **3** or Head Count \_\_\_\_\_  
 Institution's Course Title: **Operations Management**

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify: Pref, No, Lab Code	(See above)	
Level	(See above)	
Amount of Credit	<b>3</b>	<b>4</b>
Contact Hour Base or Head Count		
Prerequisites/Corequisites		

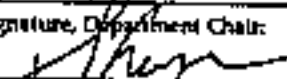
Change Course Title: \_\_\_\_\_

Change Course Description (Course syllabus must be attached.):  
 \_\_\_\_\_

Intended Students (Mark all that apply):  
 Undergraduate Nonmajors     Graduate Students     Other (specify): \_\_\_\_\_  
 Undergraduate Majors     Honors Students     Advanced Undergraduates

Category of Instruction:     Introductory     Intermediate     Advanced

Effective Term (month/year): **Fall 1995**    Department Contact and Telephone Number:  
**Pat Brawner 392-9600**

Signature, Department Chair:  Selcuk Erenguc (Date) **9/14/94**    Signature, College Dean: \_\_\_\_\_ (Date) \_\_\_\_\_

Signature, Graduate Dean (if applicable): \_\_\_\_\_ (Date) \_\_\_\_\_    Signature, Institutional Contact: \_\_\_\_\_ (Date) \_\_\_\_\_

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain:  
 \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative: \_\_\_\_\_

Date: \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature: \_\_\_\_\_

Date Entered: \_\_\_\_\_

Correspondence Number: \_\_\_\_\_



Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

PR 12/1/95

Institution/District: <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Marketing</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix **QMB** Level **1** Course Number **250** Lab Code \_\_\_\_\_ Contact Hour Base **3.0** or Head Count \_\_\_\_\_  
 Institution's Course Title:  
**Statistics for Business Decisions**

Change Course As Indicated Below:

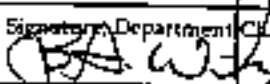
Item to Change	Change From	Change To
Reclassify: Pref, No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit	<b>3.0</b>	<b>4.0</b>
Contact Hour Base or Head Count	<b>3.0</b>	<b>4.0</b>
Prerequisites/Corequisites		

Change Course Title: \_\_\_\_\_  
 Change Course Description (Course syllabus must be attached.): \_\_\_\_\_

Intended Students (Mark all that apply.):  
 Undergraduate Nonmajors       Graduate Students       Other (specify): \_\_\_\_\_  
 Undergraduate Majors       Honors Students       Advanced Undergraduates

Category of Instruction:     Introductory                       Intermediate                       Advanced

Effective Term (month/year): <b>Fall 1995</b>	Department Contact and Telephone Number: <b>Cathy Quincey 392-0161 ext. 1241</b>
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Signature, Department Chair:  (Date) _____	Signature, College Dean: _____ (Date) _____
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Signature, Graduate Dean (if applicable): _____ (Date) _____	Signature, Institutional Contact: _____ (Date) _____
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**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain: \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative _____	Date _____
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**Part III: SCNS Staff Use Only**

Signature _____	Date Entered _____	Correspondence Number _____
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

0005/11/95

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Marketing</b>
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Terminate Current Course: Effective term (month/year) \_\_\_\_\_

Current SCNS Course Identification:

Discipline (SMA) \_\_\_\_\_ Prefix **MAR** Level **3** Course Number **023** Lab Code \_\_\_\_\_ Contact Hour Base **3.0** or Head Count \_\_\_\_\_

Institution's Course Title  
**Principle's of Marketing**

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify: Pref. No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit	<b>3.0</b>	<b>4.0</b>
Contact Hour Base or Head Count	<b>3.0</b>	<b>4.0</b>
Prerequisites/Corequisites		

Change Course Title: \_\_\_\_\_

Change Course Description (Course syllabus must be attached):  
 \_\_\_\_\_

Intended Students (Mark all that apply):

- Undergraduate Nonmajors       Graduate Students       Other (specify): \_\_\_\_\_  
 Undergraduate Majors       Honors Students       Advanced Undergraduate

Category of Instruction:     Introductory                       Intermediate                       Advanced

Effective Term (month/year):

**Fall 1995**

Department Contact and Telephone Number:  
**Cathy Quincey 392-0161 ext. 1241**

Signature, Department Chair:

*BA-wls*

(Date)

Signature, College Dean:

(Date)

Signature, Graduate Dean (if applicable):

(Date)

Signature, Institutional Contact:

(Date)

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain:  
 \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative

Date

**Part III: SCNS Staff Use Only**

Signature

Date Entered

Correspondence Number

Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

COE/Line

Institution/District: <b>University of Florida</b>		District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
Terminate Current Course: Effective term (month/year): _____				
Current SCNS Course Identification:				
Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>3</b> Course Number <b>021</b> Lab Code _____ Contact Hour Base <b>3</b> of Head Count _____				
Instructor's Course Title: <b>Principles of Management</b>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclass. Pref. No., Lab Code		(See above)		
Level		(See above)		
Amount of Credit		<b>3</b>		<b>4</b>
Contact Hour Base or Head Count		<b>3</b>		<b>4</b>
Prerequisites/Corequisites				
Change Course Title:				
Change Course Description (Course syllabus must be attached.):				
Intended Students (Mark all that apply.):				
<input checked="" type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduates				
Category of Instruction: <input checked="" type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>Virginia G. Maurer</i>		Date: <b>9/24/94</b>		Signature, College Dean: _____ (Date)
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Instructional Contact: _____ (Date)		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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MAN 3021

Principles of Management - greater depth in existing subject matter

Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

*mgc/11/2011*

Institution/District <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:

Discipline (SMA) \_\_\_\_\_ Prefix MAN Level 3 Course Number 240 Lab Code \_\_\_\_\_ Contact Hour Base 3 or Head Count \_\_\_\_\_  
 Institution's Course Title: **Organizational Behavior**

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify: Pref. No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit	3	4
Contact Hour Base or Head Count	3	4
Prerequisites/Corequisites		

Change Course Title: **Organizations: Structure and Behavior**

Change Course Description (Course syllabus must be attached): Individual group, and organizational issues that affect and shape businesses. Topics include: individual differences, motivation, communication, decision making, leadership, power, organizational structure and design, and change.

Intended Students (Mark all that apply):  
 Undergraduate Nonmajors       Graduate Students       Other (specify):  
 Undergraduate Majors       Honors Students       Advanced Undergraduates

Category of Instruction:     Introductory                       Intermediate                       Advanced

Effective Term (month/year): <b>8/95</b>	Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>
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Signature, Department Chair: <i>William G. Williams</i>	(Date) <b>9/24/94</b>	Signature, College Dean:	(Date)
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Signature, Graduate Dean (if applicable):	(Date)	Signature, Institutional Contact:	(Date)
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**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain:

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative: \_\_\_\_\_ Date: \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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## MAN3240 Syllabus

Professor

Office Hrs:

Phone:

### Possible Textbook:

S. Robbins. Organizational Behavior. Prentice-Hall, 1993

### GENERAL INFORMATION

Course Objective: The goal of this course is to examine the fundamental forces affecting human behavior and the management of personnel in organizations. The course premise is that the firm's environment is an important determinant of the organization's structure, within which different individuals must be organized to function effectively.

The course will be divided into three components (1) the causes and effects of different types of organization structure, (2) an analysis of individual and group processes in organizations, and (3) managing individuals and groups, with a special emphasis on managing change.

### TENTATIVE TOPIC OUTLINE

The content of the course will be covered in the following sequence. The dates are not intended to constrain changes in the schedule as they may be necessary. Some topics may take more time, others less so it is important that you remain updated in order to submit any written assignments at the time they are properly due.

Week 1: RESEARCH, THEORY, AND SCIENCE IN THE STUDY OF MANAGEMENT

Week 2-3: ORGANIZATION ENVIRONMENT, STRUCTURE, AND GROWTH

Week 4: ORGANIZATION STRUCTURE AND BEHAVIOR PATTERNS

Week 5: PERSONALITY AND INDIVIDUAL ADAPTATION TO WORK

Week 6: ORGANIZATIONS: PRESSURES AND STRESS

Week 7: INDIVIDUAL PERCEPTIONS, WORK AND ORGANIZATION

Week 8: ATTITUDES, WORK AND ORGANIZATION

Week 9-10: INDIVIDUAL MOTIVATION AND PERFORMANCE

Week 11: POWER AND INFLUENCE

Week 12: LEADERSHIP

Week 13: GROUPS IN ORGANIZATIONS

Week 14: CONFLICT - CONFLICT RESOLUTION

Week 15 - ORGANIZATIONAL CHANGE AND DEVELOPMENT

**Florida Department of Education  
Statewide Course Numbering System  
Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC3  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAN 3021

Institution / District <b>University of Florida</b>		District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): _____				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>4</b> Course Number <b>310</b> Lab Code _____ Contact Hour Base <b>4</b> or Head Count _____ Institution's Course Title: <b>Problems in Personnel Management</b>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Secretary, Pref. No., Lab Code	(See above)			
Level	(See above)			
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Co-requisites	<del>MAN 3021, QM 3250 and one statistics course or consent of instructor</del>		MAN 3021 or consent of instructor	
Change Course Title <b>Human Resource Management</b>				
Change Course Description (Course syllabus must be attached): <b>The major human resource management functional areas</b> Topics include: <b>organizational employment planning, employment regulation, job analysis, performance assessment, recruitment &amp; selection, training &amp; development, employee/labor relations, and compensation.</b>				
Intended Students (Mark all that apply): <input checked="" type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input checked="" type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input checked="" type="checkbox"/> Advanced Undergraduates				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced				
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>Virginia G. Maurer</i> (Date) <b>9/24/91</b>		Signature, College Dean: _____ (Date)		
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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## MAN4310 Syllabus

Professor  
Office Hrs:  
Phone:

### Possible Textbook:

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (1994). Human resource management: Gaining a competitive advantage. Burr Ridge, IL: Irwin.

### GENERAL INFORMATION

**Course Objective:** This course presents an overview of the major topics in human resource management. A special emphasis is placed on concepts, tools, and procedures for recruitment, selection, evaluation, development, compensation, labor relations, and retention of employees in contemporary organizations.

### TENTATIVE TOPIC OUTLINE

The content of the course will be covered in the following sequence. The dates are not intended to constrain changes in the schedule as they may be necessary. Some topics may take more time, others less so it is important that you remain updated in order to submit any written assignments at the time they are properly due.

Week 1: STRATEGIC AND GLOBAL ISSUES

Week 2: LEGAL ISSUES

Week 3: JOB ANALYSIS

Week 4-5: PERFORMANCE MANAGEMENT

Week 6: HUMAN RESOURCE PLANNING

Week 7: RECRUITING

Week 8-9: PERSONNEL SELECTION

Week 10: TRAINING AND DEVELOPMENT

Week 11: EMPLOYEE SEPARATIONS, WORKFORCE REDUCTION, AND RETENTION

Week 12-13: COMPENSATION

Week 14-15: LABOR RELATIONS



Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC1  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

*COKE/LL/MB*

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:

Discipline (SMA) \_\_\_\_\_ Prefix **MAN** Level **4** Course Number **720** Lab Code \_\_\_\_\_ Contact Hour Base **4** or Head Count \_\_\_\_\_

Institution's Course Title:  
**Business Policies**

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify: Pref. No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit	3	2
Contact Hour Base or Head Count	4	2
Prerequisites/Co-requisites		

Change Course Title: **Business Policy and Strategy**

Change Course Description (Course syllabus must be attached): This course is designed to integrate prior business courses through study and discussion of real organizational situations, including ethical and global issues, the influence of the external environment and the effect of demographic diversity on organizations.

Intended Students (Mark all that apply):  
 Undergraduate Nonmajors       Graduate Students       Other (specify):  
 Undergraduate Majors       Honors Students       Advanced Undergraduates

Category of Instruction:     Introductory                       Intermediate                       Advanced

Effective Term (month/year):

**8/95**

Department Contact and Telephone Number:

**Virginia Maurer 904-392-0163**

Signature, Department Chair:

(Date)

Signature, College Dean:

(Date)

*William S. Maurer*

**9/29/95**

Signature, Graduate Dean (if applicable):

(Date)

Signature, Institutional Contact:

(Date)

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new):

Discipline Title (if new):

Category Title (if new):

Signature, Faculty Discipline Committee Representative

Date

**Part III: SCNS Staff Use Only**

Signature

Date Entered

Correspondence Number

**Business Policy and Strategy**  
**MAN 4720**

Required Text:     **Strategic Management: Concepts and Cases** (7th edition) by Thompson & Strickland, Irwin, 1995  
                          **The Business Strategy Game: A Global Industry Simulation** (3d edition) by Thompson & Stappenbeck, Irwin, 1992

**COURSE OBJECTIVES:**

1. This course is designed to integrate prior business courses through the discussion of real organizational situations, including ethical and global issues, the influence of the external environment, and the effect of demographic diversity on organizations.
2. The real organizational situations provided in the case studies and the format of the class will allow you to practice your communications and decision making skills.
3. As your last undergraduate business class, the class is designed to increase your preparation for a successful career through both course content and pedagogy.

**COURSE REQUIREMENTS:**

Most of the assignments in the class will be team efforts. Teams will be composed of four to six students. You may form your own team or be assigned by the instructor to a team.

Class Presentation - Each team will present a case during the term. The presentation, including questions from the class, may take no longer than 30 minutes. The presentation will be graded on content, professionalism, responses to questions, and the effectiveness of the audio-visual aids.

Strategy Game - Each team will represent a company that competes against all other companies in the class. Grades in this section are based on the final standings of the companies. Each team will be responsible for a written strategy at the beginning of the game and a report to shareholders at the end of the game.

Written Case - Each team will submit a written analysis of a case. Papers will be typed, double-spaced, and may not exceed five pages in length plus exhibits.

Class Discussion - You are expected to be prepared to take an active role in class discussion. That means that you must read the appropriate readings from the text before class and, prior to case discussion, read and analyze the case.

**GRADES:**

Grades will be earned as follows:

Presentation	25%
Strategy Game	25%
Written Case	25%
Class Discussion	25%

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#### COURSE OVERVIEW

<u>Date</u>	<u>Topic</u>	<u>Text chapter</u>
Week 1	Introduction/overview Library Orientation	
Week 2	The Strategy Process	1
	The Three Strategy-Making Tasks	2
Week 3	Industry and Company Analysis	3 & 4
	Introduction to the Strategy Game	
Week 4	Case 1: Carmike Cinemas, Inc.	
Week 5	Business Strategy	5 & 6
Week 6	Case 2: The Apartment Store	
Week 7	Corporate Strategy	7 & 8
Week 8	Case 3: Black & Decker	
Week 9	Implementing Strategy Outside Speaker	9
Week 10	Case 4: Public Service Co. of New Mexico	
Week 11	Team 1: Home Depot Team 2: Walt Disney	
Week 12	Team 3: Akron Zoological Park Team 4: Bombadier	
Week 13	Team 5: TDK in Mexico Team 6: KFC in China	
Week 14	Team 7: Citizens for Clean Air Team 8: Faith Mountain	
Week 15	Team 9: Wal-Mart Team 10: Village Inns	

Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
QAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>4</b> Course Number <b>930</b> Lab Code _____ Contact Hour Base <b>3-6</b> or Head Count _____ Institution's Course Title: <b>Special Topics</b>			
Change Course As Indicated Below:			
Item to Change	Change From	Change To	
Reclassifiy: Pref. No., Lab Code	(See above)		
Level	(See above)		
Amount of Credit	<b>3</b>	variable 1-4 May be repeated with a	
Contact Hour Base or Head Count		change of content for up to a	
Prerequisites/ Corequisites		maximum of 8 credits	
Change Course Title:			
Change Course Description (Course syllabus must be attached.):			
Intended Students (Mark all that apply):			
<input type="checkbox"/> Undergraduate Nonmajors		<input type="checkbox"/> Graduate Students	<input type="checkbox"/> Other (specify):
<input type="checkbox"/> Undergraduate Majors		<input type="checkbox"/> Honors Students	<input type="checkbox"/> Advanced Undergraduates
Category of Instruction: <input checked="" type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>	
Signature, Department Chair: _____ (Date) _____		Signature, College Dean: _____ (Date) _____	
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Institutional Contact: _____ (Date) _____	

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain:  _____	
SCNS Course Title (if new): _____	
Degree Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative: _____	Date: _____

**Part III: SCNS Staff Use Only**

Signature: _____	Date Entered: _____	Correspondence Number: _____
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Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UC  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAR/13/1994

Institution/District: <b>University of Florida</b>		District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department/ Management
Terminate Current Course: Effective term (month/year): _____				
Current SCNS Course Identification:				
Discipline (SMA) _____ Prefix <u>BUL</u> Level <u>4</u> Course Number <u>930</u> Lab Code _____ Contact Hour Base <u>3-6</u> or Head Count _____				
Institution's Course Title: <b>Special Topics</b>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassify: Pref, No., Lab Code	(See above)			
Level	(See above)			
Amount of Credit	3-6		(variable 1-4) May be repeated with a change of content for up to a maximum of 8 credits	
Contact Hour Base or Head Count				
Prerequisites/Corequisites	BUL 4310, permission of dept.		permission of department	
Change Course Title:				
Change Course Description (Course syllabus must be attached.):				
Intended Students (Mark all that apply):				
<input checked="" type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): _____ <input checked="" type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input checked="" type="checkbox"/> Advanced Undergraduate				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced				
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Mauger 904-392-0163</b>		
Signature, Department Chair: <i>Virginia G. Mauger</i>		Date: <b>9/24/94</b>		Signature, College Dean: _____ (Date) _____
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Institutional Contact: _____ (Date) _____		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAY 11 / 1991

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Instructional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>BUL</b> Level <b>4</b> Course Number <b>310</b> Lab Code _____ Contact Hour Base <b>3</b> or Head Count _____ Institution's Course Title: <b>Legal Environment of Business</b>			
Change Course As Indicated Below:			
Item to Change	Change From	Change To	
Reclassifiy: Pref, No., Lab Code	(See above)		
Level	(See above)		
Amount of Credit	3	4	
Contact Hour Base or Head Count	3	4	
Prerequisites/Corequisites			
Change Course Title: _____			
Change Course Description (Course syllabus must be attached.): _____			
Intended Students (Mark all that apply.): <input type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): _____ <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduate			
Category of Instruction: <input checked="" type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (month/year): <b>August 1995</b>		Department Contact and Telephone Number: <b>Virginia G. Maurer 904-392-0163</b>	
Signature, Department Chair: <i>[Signature]</i> (Date) <b>5/11/91</b>		Signature, College Dean: _____ (Date)	
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)	

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Degree Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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BUL4310

The Legal Environment of Business - greater depth in existing subject matter.

**Florida Department of Education  
Statewide Course Numbering System  
Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

*mat. time.*

Institution / District: <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
Terminate Current Course: Effective term (month/year): _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>BUL</b> Level <b>4</b> Course Number <b>351</b> Lab Code _____ Contact Hour Base <b>4</b> or Head Count _____ Institution's Course Title: <b>Business Law Problems</b>			
Change Course As Indicated Below:			
Item to Change	Change From	Change To	
Reclassify: Pref. No., Lab Code	(See above)		
Level	(See above)		
Amount of Credit			
Contact Hour Base or Head Count			
Prerequisites/ Corequisites	<b>BOC 2013 and AOC 2021 and Business Office</b>	<b>BUL 4310</b>	
Change Course Title:			
Change Course Description (Course syllabus must be attached.):			
Intended students (Mark all that apply):			
<input type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduates			
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (month/year): <b>8/95</b>	Department Contact and Telephone Number: <b>Virginia Mourer 904-392-0163</b>		
Signature, Department Official: <i>Virginia Mourer</i> (Date) <b>September 24, 1994</b>	Signature, College Dean: _____ (Date) _____		
Signature/Graduate Dean, if applicable: _____ (Date) _____	Signature, Institutional Contact: _____ (Date) _____		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____
If not the same as recommended by institution, please explain:  _____
SCNS Course Title (if new): _____
Decade Title (if new): _____
Century Title (if new): _____
Signature, Faculty Discipline Committee Representative: _____ Date: _____

**Part III: SCNS Staff Use Only**

Signature: _____	Date Entered: _____	Correspondence Number: _____
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Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution / District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix **BUL** Level **4** Course Number **352** Lab Code \_\_\_\_\_ Contact Hour Base **4** or Head Count \_\_\_\_\_  
 Institution's Course Title:  
**Business Law**

**Change Course As Indicated Below:**

Item to Change	Change From	Change To
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Reclass: Pre, No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit		
Contact Hour Base or Head Count		
Prerequisites / Corequisites	<b>BUL 4310 or BUL 4200</b>	<b>BUL 4310</b>

Change Course Title: \_\_\_\_\_  
 Change Course Description (Course syllabus must be attached): \_\_\_\_\_

Intended Students (Mark all that apply.):  
 Undergraduate Nonmajors     Graduate Students     Other (specify): \_\_\_\_\_  
 Undergraduate Majors     Honors Students     Advanced Undergraduate

Category of Instruction:     Introductory     Intermediate     Advanced

Effective Term (month/year): **8/95**

Signature, Department Chair: <i>Virginia Maurer</i> (Date) <b>11-21-94</b>	Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>
Signature, Graduate Dean (if applicable): _____ (Date) _____	Signature, Institutional Contact _____ (Date) _____

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain: \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_  
 Decade Title (if new): \_\_\_\_\_  
 Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative \_\_\_\_\_ Date \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature _____	Date Entered _____	Correspondence Number _____
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

02/12/1995

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
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Terminate Current Course: Effective term (month/year): AUGUST 1995

Current SCNS Course Identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix MAN Level 4 Course Number 052 Lab Code \_\_\_\_\_ Contact Hour Base 3 or Head Count \_\_\_\_\_  
 Institution's Course Title: Management Philosophy and Practice

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassification: Pref., No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit		
Contact Hour Base or Head Count		
Prerequisites/Corequisites		
Change Course Title:		

Change Course Description (Course syllabus must be attached):

Intended Students (Mark all that apply.):  
 Undergraduate Nonmajors       Graduate Students       Other (specify):  
 Undergraduate Majors       Honors Students       Advanced Undergraduates

Category of Instruction:     Introductory       Intermediate       Advanced

Effective Term (month/year): <b>8/95</b>	Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>
---	---

Signature, Department Chair: <i>Virginia S. Maurer</i>	Date: <b>9/24/94</b>	Signature, College Dean:	Date:
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Signature, Graduate Dean (if applicable):	Date:	Signature, Institutional Contact:	Date:
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**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new): \_\_\_\_\_  
 Decade Title (if new): \_\_\_\_\_  
 Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative \_\_\_\_\_ Date \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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**Florida Department of Education  
Statewide Course Numbering System  
Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

00711 (1/91)

Institution/District <b>University of Florida</b>		Dissect Code <b>00</b>	Instructional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): <u>August 1995</u>				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <u>MAN</u> Level <u>4</u> Course Number <u>201</u> Lab Code _____ Contact Hour Base <u>3</u> or Head Count _____ Instruction Course Title: <u>Principles of Organization</u>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassific: Pref. No., Lab Code		(See above)		
Level		(See above)		
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Corequisites				
Change Course Title:				
Change Course Description (Course syllabus must be attached):				
Intended Students (Mark all that apply):				
<input type="checkbox"/> Undergraduate Nonmajors		<input type="checkbox"/> Graduate Students		<input type="checkbox"/> Other (specify):
<input type="checkbox"/> Undergraduate Majors		<input type="checkbox"/> Honors Students		<input type="checkbox"/> Advanced Undergraduates
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-3153</b>		
Signature, Department Chair <i>Virginia Maurer</i>		(Date) <b>9/24/94</b>	Signature, College Dean: _____ (Date) _____	
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Institutional Contact: _____ (Date) _____		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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**Florida Department of Education  
Statewide Course Numbering System  
Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

400-10/0000

**Part I: To Be Completed By the Institution or School District**

Institution / District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
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Terminate Current Course: Effective term (month/year): August 1995

Current SCNS Course Identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix MAN Level 4 Course Number 053 Lab Code \_\_\_\_\_ Contact Hour Base 3 or Head Count \_\_\_\_\_  
 Institution's Course Title: Managerial Planning

Change Course As Indicated Below:		Change From	Change To
Reclassify: Pref. No., Lab Code	(See above)		
Level	(See above)		
Amount of Credit			
Contact Hour Base or Head Count			
Prerequisites / Corequisites			

Change Course Title:  
 Change Course Description (Course syllabus must be attached):

Intended Students (Mark all that apply):  
 Undergraduate Nonmajors     Graduate Students     Other (specify):  
 Undergraduate Majors     Honors Students     Advanced Undergraduates

Category of Instruction:     Introductory     Intermediate     Advanced

Effective Term (month/year): 8/95

Signature, Department Chair: Virginia Maurer (Date) 7/24/94

Signature, Graduate Dean (if applicable): \_\_\_\_\_ (Date) \_\_\_\_\_

Department Contact and Telephone Number:  
Virginia Maurer 904-392-0163 (Date) \_\_\_\_\_

Signature, College Dean: \_\_\_\_\_ (Date) \_\_\_\_\_

Signature, Institutional Contact: \_\_\_\_\_ (Date) \_\_\_\_\_

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new): \_\_\_\_\_

Degree Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative \_\_\_\_\_ Date \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature \_\_\_\_\_ Date Entered \_\_\_\_\_ Correspondence Number \_\_\_\_\_

Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

DATE: 1/24/95

Institution / District: <b>University of Florida</b>		District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
Terminate Current Course: Effective term (month/year) <b>AUGUST 1995</b>				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix: <b>MAN</b> Level: <b>4</b> Course Number: <b>318</b> Lab Code _____ Contact Hour Base: <b>3</b> or Head Count _____ Institution's Course Title: <p align="center"><b>Applications in Personnel Management</b></p>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassification: Pref. No., Lab Code	(See above)			
Level	(See above)			
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Corequisites				
Change Course Title:				
Change Course Description (Course syllabus must be attached.):				
Intended Students (Mark all that apply.):				
<input type="checkbox"/> Undergraduate Nonmajors		<input type="checkbox"/> Graduate Students		<input type="checkbox"/> Other (specify):
<input type="checkbox"/> Undergraduate Majors		<input type="checkbox"/> Honors Students		<input type="checkbox"/> Advanced Undergraduate
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>Virginia S. Maurer</i>		Signature, College Dean:		(Date): <b>9/24/94</b>
Signature, Graduate Dean (if applicable):		Signature, Institutional Contact:		(Date):

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAF 0102

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
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Terminate Current Course: Effective term (month/year): AUGUST, 1995

Current SCNS Course identification:  
 Discipline (SMA) \_\_\_\_\_ Prefix MAN Level 4 Course Number 41D Lab Code \_\_\_\_\_ Contact Hour Base 3 or Head Count \_\_\_\_\_  
 Institution's Course Title:  
Collective Bargaining

Change Course As Indicated Below:

Item to Change	Change From	Change To
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Reclassify: Pref. No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit		
Contact Hour Base or Head Count		
Prerequisites/Co-requisites		

Change Course Title: \_\_\_\_\_

Change Course Description (Course syllabus must be attached):  
 \_\_\_\_\_  
 \_\_\_\_\_

Intended Students (Mark all that apply.):  
 Undergraduate Nonmajors       Graduate Students       Other (specify): \_\_\_\_\_  
 Undergraduate Majors       Honors Students       Advanced Undergraduate

Category of Instruction:     Introductory       Intermediate       Advanced

Effective Term (month/year): <b>8/95</b>	Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>
---	---

Signature, Department Chair: <u>Virginia G. Maurer</u> (Date) <u>9/24/94</u>	Signature, College Dean: _____ (Date) _____
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Signature, Graduate Dean (if applicable): _____ (Date) _____	Signature, Institutional Contact: _____ (Date) _____
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**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain:  
 \_\_\_\_\_  
 \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative \_\_\_\_\_ Date \_\_\_\_\_

**Part III: SCNS Staff Use Only**

Signature _____	Date Entered _____	Correspondence Number _____
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

MAJ/10/00AAJ

Institution/District <b>University of Florida</b>		District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): <b>August 1995</b>				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>4</b> Course Number <b>242</b> Lab Code _____ Contact Hour Base <b>3</b> or Head Count _____ Institution's Course Title: <b>Applications In Organizational Behavior</b>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassify: Pref, No., Lab Code		(See above)		
Level		(See above)		
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Corequisites				
Change Course Title:				
Change Course Description (Course syllabus must be attached):				
Intended Students (Mark all that apply):				
<input checked="" type="checkbox"/> Undergraduate Nonmajors		<input type="checkbox"/> Graduate Students		<input type="checkbox"/> Other (specify):
<input type="checkbox"/> Undergraduate Majors		<input type="checkbox"/> Honors Students		<input type="checkbox"/> Advanced Undergraduates
Category of Instruction				
<input checked="" type="checkbox"/> Introductory		<input type="checkbox"/> Intermediate		<input type="checkbox"/> Advanced
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>William S. Maurer</i>		Date: <b>9/24/94</b>		Signature, College Dean: _____ (Date) _____
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Institutional Contact: _____ (Date) _____		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC:  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

*100-1000*

Institution/District <b>University of Florida</b>		District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): <b>August 1995</b>				
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>4</b> Course Number <b>280</b> Lab Code _____ Contact Hour Base <b>3</b> or Head Count _____ Institution's Course Title: <b>Organizational Development</b>				
Change Course As Indicated Below:				
Item to Change		Change From		Change To
Reclassify: Pref. No., Lab Code	(See above)			
Level	(See above)			
Amount of Credit				
Contact Hour Base or Head Count				
Prerequisites/Conquisites				
Change Course Title:				
Change Course Description (Course syllabus must be attached):				
Intended Students (Mark all that apply.): <input type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduate				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>James E. Williams</i> (Date) <b>9/24/94</b>		Signature, College Dean: _____ (Date) _____		
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Instructional Contact: _____ (Date) _____		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Degree Title (if new): _____	
Category Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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Florida Department of Education  
Statewide Course Numbering System  
**New Course Transmittal Form**  
(see instructions on reverse side)

Form UCC1  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
<b>Add Course As Indicated Below:</b>			
Recommendation SCNS Course Identification:			
Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>4</b> Course Number _____ Lab Code _____ Contact Hour Rate <b>4</b> or Head Count _____			
Institution's Course Title <b>Strategic Management</b>			
Amount of Credit: <b>4</b>	If Repeatable Credit or Variable Credit: _____ total repeatable credit allowed		
Instructor: <b>Department faculty</b>	_____ minimum / _____ maximum credit within a semester		
Course Description (Course syllabus, grading criteria, and reading list must be attached.): <b>Strategic Management</b> Evaluation of the key functions of organizations and integration of those functions to achieve competitive advantage. Topics include: strategy formulation, implementation and evaluation.			
Prerequisites: <b>MAN 3021 or consent of instructor</b>			
Corequisites:			
Intended Students (Mark all that apply):			
<input type="checkbox"/> Undergraduate Nonmajors		<input type="checkbox"/> Graduate Students	
<input checked="" type="checkbox"/> Undergraduate Majors		<input type="checkbox"/> Honors Students	
<input type="checkbox"/> Advanced Undergraduates		<input type="checkbox"/> Other (specify):	
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced			
List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each such chair must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures must be indicated.			
Effective Term (first term/year course will be offered): <b>Fall 1995</b>	Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>Virginia Maurer</i>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Institutional Contact:	(Date)

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Preba. Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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## MAN 4XXX Strategic Management

Professor:  
Office Hours:  
Phone:

### Possible Texts:

C. Hill & G. Jones, Strategic Management: An Integrated Approach.  
current edition

J. Higgins & J. Vincze, Strategic Management: Text and Cases.  
current edition

### Course Description/Objective:

This course evaluated the key functions of organizations and the integration of those functions to achieve a competitive advantage. The course focuses on strategy formulation, implementation and evaluation. Designed primarily for undergraduate Management majors.

Methods: The course will include lecture/discussion; written and oral case analysis; case presentation; team projects. Grading will be based on midterm and final exams, written and oral case presentation; team projects.

### Topic Outline:

The content of the course will be covered in the following sequence:

Week 1-2	The Strategic Management Process; Three Strategy-Making Tasks
Week 3-4	Industry and Competitive Analysis
Week 5	Company Situation Analysis
Week 6	Strategy and Competitive Advantage
Week 7	Matching Strategy to the Situation
Week 8-9	Diversification
Week 10-11	Implementing Strategy
Week 12	Manager as Chief Strategy Maker
Week 13	Crafting Strategy in Single Business Companies
Week 14	Crafting Strategy in Diversified Companies
Week 15	Strategy and Ethics Management

Catalog Copy Change  
 Management Major  
 9/20/94

The Management major is designed to provide students a broad academic background in the major behavioral and organizational problems of management. Students majoring in Management must complete the three required courses in the discipline. Other courses offered in the undergraduate curriculum may be used to fulfill free-elective requirements.

#### MANAGEMENT MAJOR REQUIREMENTS

<u>Required Courses</u>	<u>Credits</u>
MAN 3240 Organizations: Structure and Behavior	4
MAN 4310 Human Resource Management	4
MAN XXXX Strategic Management	4
	<hr/> 12

## DRAFT

Proposed MBA 3-2 ProgramI. Introduction

The College currently has a MBA 3-2 but has admitted no students to the program since 1986. In 1984 and 1985 the College passed a 3-2 program that could accept both business and non-business undergraduates. However, at present the program is only open to engineering undergraduates with an ISM major.

The primary reason for opening admissions to all students is to reinvigorate interest in professional education among the best undergraduate students. It will provide a unique "honors" opportunity for excellent students to accelerate their educational progress.

II. Issues

There are important issues to be considered as the College contemplates expanding its MBA program "product line" to include a 3-2 program.

A. Positive possibilities

1. The program would be a creative response to declining interest in business education, especially at the undergraduate level. There is ample evidence of declining enrollment in business education. It is important that we develop products that have unique and desirable attributes. The 3-2 will add to our undergraduate product portfolio, and with an expeditious track to two degrees including the highly desirable MBA, this program should attract new students into the College.
2. The program will also provide a useful addition to our MBA program products. Good non-business undergraduates are interested in MBA education that does not require the work experience component of the "normal" MBA. Some employers seek the good MBA student without regard to the work experience component. This addition would be a relatively low cost response to this situation.

**B. Negative Limitations**

1. The program would produce MBA students with little or no work experience. There may be limited demand for such students or at least potential employers would not be willing to pay the "normal" MBA premium for such students. It might be difficult for these students to compete in the job market (or in the classroom for that matter) with other MBAs that have work experience.

**III. Possible Program (A)**

A class (section) of 50-60 students would be admitted each year. The students would be admitted following their junior year and the class would represent another section of our current two-year MBA program.

**A. Pre-Program Requirements**

The student must have completed course work in:

1. Calculus
2. Statistics
3. Economics
4. Accounting
- or 5. the undergraduate business core

**B. Summer Prior to First Academic Year (summer between junior and senior year)**

1. One week orientation to include training in case method and assessment of oral and written communication skills.
2. Two-three week leadership skills courses. These non-credit professional development modules would focus on team building, cultural diversity, international environment, ethical environment, and the management of change.
3. Three week study abroad experience to be rotated between Europe, Asia, Latin America and the CIS. During the summer, the student will be enrolled in a language class and this experience would provide a unique opportunity to participate in the venue of cultural diversity in an international setting.

**C. First Year**

The student would take the first year MBA core and a language. The student would also take a series of skill development modules such as speaking, writing, computer technology, and career planning.

**D. Summer Between Fourth and Fifth Year**

The students would be involved in a practicum in which they will be assigned as members of a team to work on projects for U.S. firms, not-for-profits, start-ups, and international firms. The team projects would allow student to apply knowledge and tools acquired in the program to problems facing business organizations. These projects would last for six to twelve weeks in a self-managed team environment.

**E. Second Year**

The students would join students from the other MBA programs to finish the core and take elective courses. The student could choose to take a semester overseas in an appropriate specialty.

**IV. A Possible Alternative Program (B) (International Business)**

If the student was a business school major and had completed the undergraduate business core (excluding business policy) then he/she could enter the 3-2 after the junior year.

**A. Summer Between Junior and Senior Year**

Same as under III.

**B. First Year**

The student would spend the year overseas in an appropriate program involving both academic training and practical experience. The latter would include a practicum/internship in which the student had the opportunity to apply his/her knowledge to the problem of an international business.

**C. Summer Between Fourth and Fifth Year**

The student would join the three-term MBA students in the three week turbo and two summer courses.

**D. Second Year**

Same as under III.

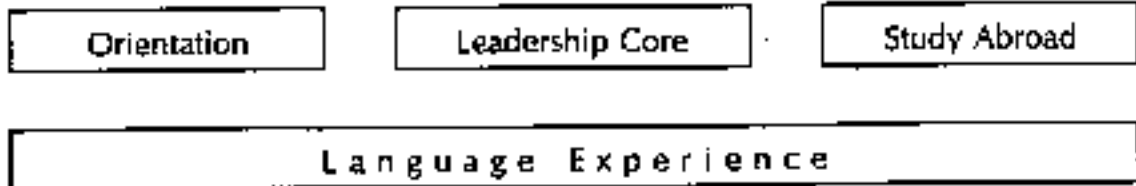
**V. Summary**

A 3-2 MBA program offers a unique bridge between undergraduate education and a professional graduate degree. It offers the possibility of reinvigorating the College's undergraduate program while adding an additional, useful component to our MBA product line. The ancillary aspects of the program would be self-supporting and marginal costs of the additional students in our curricula should be manageable so that the cost/benefit outcome will be positive. There are some negative implications but if these possibilities are realized the downside cost is limited and again the probability is a positive cost/benefit.

**PROGRAM**

Admitted:

Summer A & B



**Year 1**

Fall Semester      Accounting  
                                 Managerial Behavior  
                                 Statistics  
                                 Organizational Behavior  
                                 Language

Spring Semester      Finance  
                                 Marketing  
                                 ISM  
                                 OM  
                                 Language

Summer A&B      Managerial Practicum -  
                                 Team Project

**Year 2**

Second Year Core  
Specialty

**Year 1**

Fall Semester      Overseas  
                                 Study

Spring Semester      Overseas  
                                 Study

Summer      3 Week Turbo  
                                 2 Summer  
                                 Classes, B  
                                 Term

**Year 2**

Second Year Core  
Specialty

The special modules, orientation, study abroad, professional development non-credit courses - paid appropriately.



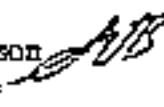


College of Business Administration  
Department of Economics

224 Matherly Hall  
PO Box 11714  
Gainesville, FL 32611-714  
(904) 392-0115  
Fax: (904) 392-6251

**MEMORANDUM**

**TO:** College of Business Faculty

**FROM:** Sanford V. Berg, Chairperson  
Undergraduate Committee 

**DATE:** October 12, 1994

**SUBJECT:** One Credit Freshman Seminars for Spring

The College of Business is seeking ways to integrate students into the life of the College early in their academic careers. An article in the University of Washington alumni magazine triggered some thoughts about how the College might "place students into close contact with a regular faculty member who comes to know *them*: who they are, where they're from, what they're trying to achieve-- (someone) who has an ongoing interest in their academic well-being." I think that we all try to accomplish this task in our classes, but our introductory courses tend to be televised, so there is limited opportunity to make early connections within the College of Business.

I propose a one credit Business Seminar (GEB 2931, S-U) which could provide a very positive educational experience for freshmen. The seminar would be a low enrollment, one-hour-a-week class taught by a professor on any topic he or she wanted to explore. As the magazine article put it, "Upper-level students usually find more enjoyment and meaning in their education when they decide on majors and come to call a certain department home. In the same way, these seminars can help freshmen get a jump-start into a comfortable corner of University life."

Possible seminar topics might be "The Ethics of Business as Portrayed in Literature," "New Technologies and Employment," "Business Week for Fun and Profit," "A Libertarian Critique of Government Regulation," "Exploring Environmental Regulation," "The Future of Business as Portrayed in Science Fiction," "A Humorous History of Accounting," "A Random Walk Down Wall Street," "Terrible Mistakes in International Economic Policy," and "The Economics of a University Town." Each of us has some topic for which we might enjoy convening a seminar. The topic provides the thread of content, but the smallness of the group provides the opportunity for listening to one another and sharing ideas.

The proposed Freshmen Seminars would serve two important functions: to draw new students into the academic life of the University and to provide a forum for discussing their lives outside the classroom. I believe that the key functions of the University are to nurture creativity, stimulate critical thought, strengthen communication skills, and promote a sense of community. A one-credit seminar is not going to be able to accomplish all these tasks, but it certainly can support our goal of helping students with their transition to College life.



*In contrast to the anonymity of "Red Square" (lower left) freshmen can meet senior faculty face to face in Freshman Seminars. Above are student Jeanine Carlson (left) and Education Professor Pam Grossman outside the Allen Library. Carlson took Grossman's seminar last year. Photos by Mary Levin.*

ulty member is welcome to teach, including those who usually deal only with graduate students. This fall two deans and a Nobel Prize winner will be among the faculty participating.

During the 1993-94 academic year, 500 freshmen took nearly 50 seminars. Topics ranged from "The Hook of the Book" (English Professor Richard Dunn's consideration of how one novel — Robert Penn Warren's *All the King's Men* — changed his college career) to "The Last Comprehensive Medicine: Tropical Medicine," in which Dr. Gottfried Schner of the UW School of Medicine explored disease control in developing nations. Other topics included: "The Near East in a Nutshell," "Medieval Europe: Dark Ages or Light?" "Where was Vancouver Island 100 Million Years Ago?" "Gravitation," "How Do We Know the Moon is Not Made of Green Cheese and Why Should We Care?" and "Keeping Healthy in a Risky World."

From Fall through Spring Quarters, almost all the University's schools and colleges contributed to the Freshman Seminars program, including law and medicine, schools that traditionally are not oriented toward undergraduates.

A provocative topic is only half the appeal, however.

"The heart of the Freshman Seminars program," says Fred Campbell, dean of undergraduate education, "is the desire to place students into close contact with a regular faculty member who comes to know

## *Nobel Laureate, Astronaut Set to Teach Fall Seminars*

A little bit of fine-tuning and several tantalizing new topics are on tap for the 1994-95 round of Freshman Seminars. Every faculty member on campus has been invited to teach a seminar during the 1994-95 academic year. Among those who accepted are the Nobel Prize-winning Physicist Hans Dehmelt, former NASA astronaut George Nelson and two college deans. Here is a selection of the seminars scheduled for Fall Quarter:

- Values Glim.** Sociology Professors Robert Crutchfield and Joseph Weis.
- Global Change — Science and Moral Issues.** Oceanography Professor James Murray.
- Introduction to the American Indian Novel: Minority Affairs Assistant Vice President Tom Colonese.**
- Environmental Chemistry.** Chemistry Professor William Zoller.
- Aerodynamics in Our Lives: How Cars in Road Flow.** Aeronautics and Astronautics Professor Robert Bredenthal.
- Student Empowerment.** Social Work Professor Jim Herrick.
- The Bicycle — A 19th Century Solution to 21st Century Urban Transportation Problems?** Engineering Professor Bill Moritz.
- The Physics of Juggling and Levitating an Antimatter Particle.** Physics Professor Hans Dehmelt.
- Green Plans to Soothe the Savage Beast: Utilizing the Urban Environment.** Urban Horticulture Professor H. B. Tukey Jr.
- Understanding Community — From Foliars to Modern Scientific Discovery.** Urology/Microbiology Professor Glover Barnes.
- Indian Fighting Spirit in Washington State: Past, Present, and Future.** Anthropology Professor Eugene Hunn.
- History of "Blasphemy" New Mexico.** American Ethnic Studies Professor Elizabeth Salas.
- Reunification of Germany: The Continuing Process.** Geography Professor Gunter Krumme.
- Biomechanical Fields and Life.** Bioengineering Professor Geon Ramon.
- Is Nature Good? Forest Resources** Professor Reinhard Sterler.
- Focus, Plan and Honor.** Carlson Leadership Office Director Kim Johnson-Bogart.
- Comedy — Is the Bible?** English Professor David McCracken.
- Everything You Ever Wanted to Know About Seeing, But...** Ophthalmology Professor Elaine Chuang.
- Conceptual Issues in Society.** Surgery Professor Kirk Beach.
- Love and Language: The Space Station as an Example of the Many Faces of Government.** Assistant Provost George Nelson.
- Health, Culture, & Imagination: Reflection of Race in Popular Games.** Health Services Professor Clarence Spigner.
- Fish, Trees, and the Pleasures of Sustainability.** Ocean and Fishery Sciences Dean G. Ross Heath, and Forest Resources Dean David Thorud.

them: who they are, where they're from, what they're trying to achieve — (someone) who has an ongoing interest in their academic well-being."

The seminar topic provides what Campbell calls "an intellectual core" around which teachers can draw new students into the academic life of the University, while at the same time giving them a forum in which to discuss their life outside the classroom.

One year later, Freshman Seminars are very much a work in progress, on many different levels. In the classroom, students fresh from high school are engaged in the process of transforming themselves into collegiate scholars. They must learn to act, not react; to challenge ideas and teachers for perhaps the first time; and to plunge confidently into the sea of sophisticated learning resources offered at a major research institution.

In turn, professors are puzzling out which strategies work — and which don't — in the process of coaxing these students' academic skills up to University levels. And in guiding this experiment, administrators are searching for the right balance between structure and creative freedom.

The reasons for initiating the Freshman Seminars program were numerous. The University's size is an obvious one. For many incoming students, UW is the largest city in which they've ever lived. Says Michaelann Jundt, director of new student programs, "It's that perennial UW problem: It's a big, impersonal place. How do you find your place in the community right away? It's easy to spend your first few years here and not be in a small class."

Furthermore, academic administrators were discovering that when upper-level students started applying for scholarships and fellowships, many had no one to write letters of recommendation for them. "It was really becoming clear that students were not cultivating relationships with faculty," Jundt says, "at least not early on."

The seminars were conceived as a way to guide new students into what Campbell calls academic "neighborhoods" in the University's "city." Upper-level students usually find more enjoyment and meaning in their education when they decide on majors and come to call a certain department home. In the same way, these seminars can help freshmen get a jump-start into a comfortable corner of University life. The seminars are part of the University's commitment to a range of programs linking freshmen quickly into the UW community, such as freshman interest groups, mentor programs and orientation.

"How can we make the large university smaller? How can we get students off to the best start?" asks Campbell.

The seminars were begun on only a few months' notice last fall. "I had no clue what they were," says Jeanine Carlson of Everett, who entered the UW in fall 1993, intending to study education. She signed up for

"Ethical Issues in Public Education," taught by Education Professor Gene Edgar, and was elated. "I just loved it," she said.

What unfolded during the first year was exhilarating, unpredictable, provoking and eventually quite satisfying as students and teachers created what Undergraduate Dean Campbell observes were "educational experiences that typically didn't exist in the past."

New Students Director Jundt, who was responsible for organizing the seminars, admits she thought the hard part would be over the first day of the quarter. "I thought once the faculty and students got together, everything would be fine," she recalls. Instead, it became clear that the program's deliberate lack of structure — mixed with freshman inexperience and a few faculty miscalculations about how to proceed — provided problems as well as opportunities.

Typical, perhaps, was the experience of student Jenny Scroggs of Mercer Island who enrolled last fall in "The Development of American Colleges and Universities," taught by UW Executive Vice President Tallman Trask III, an affiliate professor in education. The seminar topic was of definite interest. Scroggs remembers, but the initial structure of the class wasn't. The students, she says, "were not going to be recep-

*"It's a great way to personalize the University for people who want to feel like the place is a little smaller."*

tive to listening to a lecturer." Trask obligingly reshaped his course. He lectured less, instead organizing campus tours, discussing new construction, and even bringing in UW President William P. Gerberding for a guest appearance.

The flexibility Scroggs found in her first seminar encouraged her to enroll in two more. "It's a great way to personalize the University for people who want to feel like the place is a little smaller."

Education Professor Grossman, who taught her department's seminar during Winter and Spring Quarters, was fascinated as she watched her students "examining their own experiences as learners." A former high school teacher who now teaches mostly graduate students, Grossman readily admits she learned much from giving her students a degree of control. It was they who suggested the class watch movies about education Spring Quarter, an approach Grossman says she wouldn't have thought of but found "quite pedagogically powerful."

Medicine Professor Schmer discovered his challenge

*Continued on page 33.*

Continued from page 28.

was to break the students' fears of speaking "baloney." They wanted to be right or they wanted to keep their mouths shut. "It's a high school mentality," he says. He took it as his duty to impart the idea to his freshmen "that there are no dumb questions, only questions" and that exposing yourself in the learning process is an honorable risk in higher education.



## HANS DEHMELT ✦ GEORGE NELSON

*Nobel Prize-winning Physics Professor Hans Dehmelt and Assistant Provost George Nelson, a former NASA astronaut, will lead Freshman Seminars this fall. Photos by Davis Freeman and Mary Lewis.*

Oceanography Professor James Murray was inspired to teach a seminar by his own lack of contact with faculty as a freshman. He found his seminar on "Global Change" thrived when he was sensitive to his pupils' need for participation. "What worked best was when I let the students talk. If I asked the questions the right way, I didn't have to do much talking."

In short, the seminars inspired responsiveness and spontaneity. Some groups moved out of classrooms and into labs, design studios, even the provost's library. E-mail discussion groups started. A few instructors continued their seminars beyond Fall Quarter. Grossman had her students over for dinner twice. Campbell required that his students check in with him regularly after the seminar was over.

Understandably, some bugs remain.

"I didn't realize that it would really be more a mentoring than a teaching situation," says Professor Dan Luchtel of Environmental Health, who, with Professor Jane Koenig, taught "How Does Air Pollution Affect Your Health?" Their projected solution: shape seminars around ways of thinking, not specific information.

"The one thing I would do is give it much more structure," says Law Professor John Haley, who taught "Critical Thinking." He suggests connecting the seminars to existing courses, making them informal discussions to pair with more structured course work.

Campbell is taking all the assessments into account as his office prepares for a second year of seminars. He has promised to try to accommodate faculty sug-

gestions. "We can't impose a particular format. It's open to faculty taste and innovation. Because it's a new program, we have to sort out what works well from that which doesn't," he says. However, he continues, "to keep it fresh and open requires that faculty retain the decision about what to teach. It has to be faculty driven."

Student Scroggs sees the looseness of the seminars as an asset from the students' point of view, too. "It was a good thing they weren't too structured the first year. It was important to feel like the seminars belonged to the students, that we were all supposed to be teaching each other."

According to education student Carlson, the casual few minutes spent each week talking about their lives outside the classroom, made it "easier later on to discuss important issues." Agrees Scroggs, "We had an opportunity to really talk about what was really happening to us. By December, we felt we had been together forever."

Dean Campbell, a sociology professor and Distinguished Teaching Award winner, found that the intimate Freshman Seminar format "brought me into their lives" in a moving

way. He recalls one day in particular when everyone in his seminar, "Becoming Educated," seemed utterly down. He went around the room, checking in with one student after another and getting an earful about grades, homework and teachers. That is, until he reached the freshman who simply said, "My father died last weekend."

"We were galvanized by that student. The group pulled together," Campbell recalls. Beyond moral support, Campbell admits, there wasn't much he personally could do. But the incident emphasized for him the value of the seminars, as he realized how likely it was that "no other faculty member knew that student had that problem."

Such stories, even though bittersweet, are validating to those devoting their energy to this project. Heading into a new year, Jundt feels much has been accomplished.

"I hope that there's a group of freshmen out there who feel connected to the University on an intellectual level, not just through their friends or the dorm. I hope that it's a help in their transition, a beginning to getting them academically engaged — which is a lot to ask for one hour per week. But I think it can happen." As for faculty, she continues, "I think it opened up their eyes. I think they saw that freshmen are not all prepared for college and that the academic and non-academic all swirl together. It's easy for faculty to separate that out. I think they saw it's all mixed up together." ■

*Caroline Stevin is a free-lance writer and edits academic articles for the UW School of Pharmacy.*


**UNIVERSITY OF  
FLORIDA**


College of Business Administration  
W. Andrew McCollough  
Associate Dean

109 Bryan Hall • P.O. Box 117150  
Gainesville, Florida 32611-7150  
Tele: (904)392-8436, ext. 1223 • Fax: (904)392-2086

October 14, 1994

MEMORANDUM

TO: John Kraft

FROM: W. Andrew McCollough 

SUBJECT: Curriculum Changes for the MBA Program

The MBA Committee has approved the following curriculum changes and they have requested that these changes be presented at the next College of Business Administration Graduate Faculty Meeting for approval.

- MAN 6051 - Change credits from 4 to 3 hours  
Add prerequisite: MAN 6245
- MAN 6107 - Change credits from 4 to 3 hours
- MAN 6245 - Change credits from 4 to 3 hours
- MAN 6321 - Change credits from 4 to 3 hours  
Update course description  
Add prerequisite: MAN 6245 or consent of instructor
- MAN 6421 - Change credits from 4 to 3 hours

WAM:sh

Attachments

cc: Chris James  
Steve DeKrey

Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC  
DAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution/Agency: <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:

Discipline (SMA) \_\_\_\_\_ Prefix **MAN** Level **6** Course Number **651** Lab Code \_\_\_\_\_ Contact Hour Base **4** or Head Count \_\_\_\_\_  
Institution's Course Title: **Managerial Planning**

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify: (Pref., No., Lab Code)	(See above)	
Level	(See above)	
Amount of Credit	4	3
Contact Hour Base or Head Count	4	3
Prerequisites/ Corequisites	none	MAN 6245 or consent of instructor

Change Course Title \_\_\_\_\_

Change Course Description (Course syllabus must be attached.): \_\_\_\_\_

Intended Students (Mark all that apply.):			
<input type="checkbox"/> Undergraduate Nonmajors	<input type="checkbox"/> Graduate Students	<input type="checkbox"/> Other (specify): _____	
<input type="checkbox"/> Undergraduate Majors	<input type="checkbox"/> Honors Students	<input type="checkbox"/> Advanced Undergraduates	
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (month/year): <b>8/95</b>	Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>		
Signature, Department Chair: <i>Virginia E. Maurer</i> (Date) <b>9/20/94</b>	Signature, College Dean: _____ (Date) _____		
Signature, Graduate Dean (if applicable): _____ (Date) _____	Signature, Institutional Contact: _____ (Date) _____		

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____
If not the same as recommended by institution, please explain: _____
SCNS Course Title (if new): _____
Decade Title (if new): _____
Century Title (if new): _____
Signature, Faculty Discipline Committee Representative: _____ Date: _____

**Part III: SCNS Staff Use Only**

Signature: _____	Date Entered: _____	Correspondence Number: _____
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MAN 6051

MANAGERIAL PLANNING - a more efficient presentation of the subject matter through outside projects and readings.

Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution/District: <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
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Terminate Current Course: Effective term (month/year): \_\_\_\_\_

Current SCNS Course Identification:

Discipline (SMA): \_\_\_\_\_ Prefix: **MAN** Level: **6** Course Number: **107** Lab Code: \_\_\_\_\_ Contact Hour Base: **4** or Head Count: \_\_\_\_\_

Institution's Course Title: **Motivation in Organizational Setting**

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify Pref., No., Lab Code	(See above)	
Level	(See above)	
Amount of Credit	4	3
Contact Hour Base or Head Count	4	3
Prerequisite/Corequisites		

Change Course Title:

Change Course Description (Course syllabus must be attached.):

Intended Students (Mark all that apply.):

<input checked="" type="checkbox"/> Undergraduate Nonmajors	<input type="checkbox"/> Graduate Students	<input type="checkbox"/> Other (specify):
<input type="checkbox"/> Undergraduate Majors	<input type="checkbox"/> Honors Students	<input type="checkbox"/> Advanced Undergraduates

Category of Instruction:  Introductory  Intermediate  Advanced

Effective Term (month/year): **8/95**

Department Contact and Telephone Number:  
**Virginia Maurer 904-392-0163**

Signature, Department Chair: *Virginia Maurer* (Date) **9/20/94**

Signature, College Dean: \_\_\_\_\_ (Date)

Signature, Graduate Dean (if applicable): \_\_\_\_\_ (Date)

Signature, Institutional Contact: \_\_\_\_\_ (Date)

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new): \_\_\_\_\_

Degree Title (if new): \_\_\_\_\_

Course Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative

Date

**Part III: SCNS Staff Use Only**

Signature

Date Entered

Correspondence Number



MAN 6137

MOTIVATION IN ORGANIZATIONAL SETTING - a more efficient presentation of the subject matter through outside projects and readings.

Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution/District <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management</b>
Terminate Current Course: Effective term (month/year) _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>6</b> Course Number <b>321</b> Lab Code _____ Contact Hour Base <b>4</b> or Head Count _____ Institution's Course Title: <b>Personnel Techniques and Administration</b>			
Change Course As Indicated Below:			
Item to Change	Change From	Change To	
Reclassify: Pref, No., Lab Code	(See above)		
Level	(See above)		
Amount of Credit	4	3	
Contact Hour Base or Head Count	4	3	
Prerequisites/Corequisites	MAN 4310	MAN 6245 of consent of instructor	
Change Course Title: _____			
Change Course Description (Course syllabus must be attached): <b>Techniques for managing personnel functions such as recruitment, selection, performance evaluation, training, compensation, and labor relations.</b>			
Intended Students (Mark all that apply.): <input type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): _____ <input type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduates			
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>	
Signature, Department Chair: <i>Virginia B. Maurer</i> <b>Sept 20, 1994</b> (Date)		Signature, College Dean: _____ (Date)	
Signature, College Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)	

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature _____	Date Entered _____	Correspondence Number _____
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Florida Department of Education  
Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
(See instructions on reverse side)

Form UCC2  
OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

Institution/District <b>University of Florida</b>	District Code <b>00</b>	Institutional Code <b>001535</b>	Instructional Unit or Department <b>Management</b>
Terminate Current Course: Effective term (month/year): _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>6</b> Course Number <b>421</b> Lab Code _____ Contact Hour Base <b>4</b> or Head Count _____ Institution's Course Title: <b>Problems in Collective Bargaining</b>			
Change Course As Indicated Below:			
Item to Change		Change From	Change To
Reclassify: Pref. No., Lab Code	(See above)		
Level	(See above)		
Amount of Credit	4		3
Contact Hour Base or Head Count	4		3
Prerequisites/Corequisites			
Change Course Title: Change Course Description (Course syllabus must be attached.):			
Intended Students (Mark all that apply.): <input checked="" type="checkbox"/> Undergraduate Nonmajors <input type="checkbox"/> Graduate Students <input type="checkbox"/> Other (specify): <input checked="" type="checkbox"/> Undergraduate Majors <input type="checkbox"/> Honors Students <input type="checkbox"/> Advanced Undergraduates			
Category of Instruction: <input checked="" type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced			
Effective Term (Month/year): <b>8/95</b>		Department Contact and Telephone Number: <b>Virginia Maurer 904-392-0163</b>	
Signature, Department Chair: <i>Virginia Maurer</i> (Date) <b>9/20/94</b>		Signature, College Dean: _____ (Date)	
Signature, Graduate Dean (if applicable): _____ (Date)		Signature, Institutional Contact: _____ (Date)	

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**Part III: SCNS Staff Use Only**

Signature	Date Entered	Correspondence Number
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Florida Department of Education  
 Statewide Course Numbering System  
**Course Termination or Change Transmittal Form**  
 (See instructions on reverse side)

Form UCC2  
 OAA # \_\_\_\_\_

**Part I: To Be Completed By the Institution or School District**

9749-613

Institution/District <b>University of Florida</b>	District Code: <b>00</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department: <b>Management/Legal Studies</b>
Terminate Current Course: Effective term (month/year): _____			
Current SCNS Course Identification: Discipline (SMA) _____ Prefix <b>MAN</b> Level <b>5</b> Course Number <b>245</b> Lab Code _____ Contact Hour Base _____ or Head Count _____ Institution's Course Title: <b>Organizational Behavior</b>			

Change Course As Indicated Below:

Item to Change	Change From	Change To
Reclassify Pref, No., Lab Code	(See above)	
Level	(See above) <b>6245</b>	<b>5245</b>
Amount of Credit		
Contact Hour Base or Head Count		
Prerequisites/Co-requisites		
Change Course Title		

Change Course Description (Course syllabus must be attached):  
 \_\_\_\_\_

Intended Students (Mark all that apply):  
 Undergraduate Nonmajors     Graduate Students     Other (specify) \_\_\_\_\_  
 Undergraduate Majors     Honors Students     Advanced Undergraduates

Category of Instruction:     Introductory     Intermediate     Advanced

Effective term (month/year): **Fall 1997**

Department Contact and Telephone Number: \_\_\_\_\_

Signature, Department Chair: *[Signature]* (Date) **October 6, 1997**

Signature, College Dean: *[Signature]* (Date) \_\_\_\_\_

Signature, Graduate Dean (if applicable): *[Signature]* (Date) **12/13/96**

Signature, Institutional Contact: *[Signature]* (Date) **1/16/97**

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code): **MAN 5245**

If not the same as recommended by institution, please explain: \_\_\_\_\_

Approved by SCNS  
**2/7/97** *[Signature]*  
 (date)

SCNS Course Title (if new): \_\_\_\_\_  
 Degree Title (if new): \_\_\_\_\_  
 Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative: *[Signature]* Date: **10/13/96**

**Part III: SCNS Staff Use Only**

Signature: \_\_\_\_\_ Date Entered: \_\_\_\_\_ Correspondence Number: \_\_\_\_\_

MAN 6285

THEORY AND SKILLS OF ORGANIZATION DEVELOPMENT- a more efficient presentation of the subject matter through outside projects and readings.

Oct	6	Recruiting Read Ch. 10 Case: MacTemps, p. 374
Oct	11	Personnel Selection *Quiz 3, on Ch. 9-10
Oct	13	Personnel Selection Read Ch. 11
Oct	18	Personnel Selection
Oct	20	Personnel Selection Case: Interview Transcripts *Quiz 4, on Ch. 11
Oct	25	Personnel Selection Case: Nucor pp. 409-413, video.
Oct	27	*Second Midterm Examination, on Ch 9-11
Nov	1	Training Read Ch. 12 Case: General Mills p. 458
Nov	3	Employee Development Read Ch. 13 Case: Continental Insurance pp. 499-500
Nov	8	Career Management Read Ch. 14 Case: Delco Systems p. 535
Nov	10	Case: United Parcel Service *Submit reports *Class presentations
Nov	15	Case: Arthur Andersen pp.536-540, video *Quiz 5, on Ch. 12-14
Nov	17	Pay Structure Decisions Read Ch. 15 Case: Rewards on the Slow Track p. 579
Nov	22	Paying Individuals Read Ch. 16 Case: Incentive Pay for Doctors p. 615
Nov	29	Case: Budget Rent-A-Car pp.658-661, video

- Dec 1 Case: Merck and Co.  
\*Submit reports  
\*Class presentations
- Dec 6 Labor Relations  
Read Ch 18  
Case: Saturn Corp, pp.748-753, video
- Dec 8 Case: International Harvester  
\*Class presentations

Final Examination during exam week on Ch 12-16, 18

Summary:

Examinations: September 29 (Ch. 1-4, 6-7)  
October 27 (Ch. 9-11)  
Finals Week (Ch. 12-16, 18)

Quizzes: September 1 (Ch. 1-4)  
September 15 (Ch. 6-7)  
October 11 (Ch. 9-10)  
October 20 (Ch. 11)  
November 15 (Ch. 12-14)

Group Case Reports: September 6 People Express Airlines  
September 22 Office Technology, Inc.  
November 10 United Parcel Service  
December 1 Merck and Co.



COLLEGE OF BUSINESS ADMINISTRATION  
Graduate School of Business  
Fisher School of Accounting  
School of Business  
JOHN KRAFT, DEAN

100 Bryan Hall \* P.O. Box 117150  
Gainesville, Florida 32611-7150  
Tele: (904)392-2397, ext. 1217 \* Fax: (904)392-2086

October 21, 1994

GENERAL FACULTY MEETING  
October 28, 1994  
102 BUS - 1:00 pm  
AGENDA

1. Minutes from the September 2, 1994 General Faculty Meeting (Attachment 1)
2. Curricula Changes (Attachment 2)
  - a. Change in DIS elective requirement
  - b. ISM 4220 - Change prerequisites
  - c. ISM 4113 - Change prerequisites
  - d. MAN 4504 - Change credits from 3 to 4 hours
  - e. QMB 3250 - Change credits from 3 to 4 hours
  - f. MAR 3023 - Change credits from 3 to 4 hours
  - g. MAN 3021 - Change credits from 3 to 4 hours
  - h. MAN 3240 - Change credits from 3 to 4 hours, change course description, change title
  - i. MAN 4310 - Change title, Update course description, change prerequisite
  - j. MAN 4720 - Change credits from 3 to 2 hours, change course description, change title
  - k. MAN 4930 - Change credits from 3 hours to variable
  - l. BUL 4930 - Change credits from 3 hours to variable
  - m. BUL 4310 - Change credits from 3 to 4 hours
  - n. BUL 4351 - Change prerequisite
  - o. BUL 4352 - Change prerequisite
  - p. MAN 4052 - Delete course
  - q. MAN 4053 - Delete course
  - r. MAN 4201 - Delete course
  - s. MAN 4318 - Delete course
  - t. MAN 4410 - Delete course
  - u. MAN 4242 - Delete course
  - v. MAN 4280 - Delete course
  - w. MAN 4xxx - NEW COURSE - Strategic Management
3. Change Management major requirements (Attachment 3)
4. Proposed 3-2 BABA/MBA Program (Attachment 4)
5. Proposed Faculty Seminars (Attachment 5)



GRADUATE FACULTY MEETING  
October 28, 1994  
AGENDA

1. Minutes from the September 2, 1994 General Faculty Meeting (Attachment 1)
  
2. Curriculum Changes (Attachment 6)
  - a. MAN 6051 - Change credits from 4 to 3 hours, add prerequisite MAN 6245
  - b. MAN 6107 - Change credits from 4 to 3 hours
  - c. MAN 6245 - Change credits from 4 to 3 hours
  - d. MAN 6321 - Change credits from 4 to 3 hours, Update course description, add prerequisite MAN 6245 or consent of instructor
  - e. MAN 6421 - Change credits from 4 to 3 hours

**COLLEGE OF BUSINESS ADMINISTRATION  
FACULTY MEETING MINUTES**

September 2, 1994

1:00 p.m.

Dean Kraft opened the meeting and introduced Bob Cramer, Assistant Director of the Career Resource Center.

1. He will act as liaison to students and faculty of the College.
2. He is hosting a weekly business career search session.
3. He is available to speak in classes.
4. He is available to speak to any of the student organizations.

It was moved and seconded that the April meeting minutes be approved. All were in favor.

Rich Lutz has accepted a position as Associate Dean for Student Affairs and Academic Programs in the Graduate School. His appointment will begin October 1, 1994.

The College of Business Administration TIP Committee will be meeting soon to begin work on this year's protocol and this year's process. The whole process will be completed by November 30.

All new faculty were introduced by their Chairs.

**Enrollment management**

- TV enrollments are down
- Course enrollments are down
- Undergraduate enrollment must be considered and appropriate strategies identified

The general faculty meeting was adjourned and the graduate faculty meeting opened. It was moved and seconded that the April meeting minutes be approved. All were in favor.

Motion was made and passed to waive requirement of 10-day previous review of curriculum changes.

The following curriculum change requests were made:

1. MAR 6646 - Marketing Research for Managerial Decision Making  
Credit change from 4 credits to 3

2. MAR 6816 - Advanced Marketing Management  
Credit change from 4 to 3
3. MAR 6336 - Promotional Strategy & Planning  
Credit change from 4 to 3
4. MAR 6506 - title change from "Consumer Behavior" to "Customer Analysis" for the MBA course only. The graduate course will keep the old title.
5. There are three (3) MBA electives being taught as special topics. Marketing faculty want to give these courses a title and number. The proposed new courses are:  
  
MAR 6832 - Product Development and Management  
  
MAR 6405 - Sales Management and Control  
  
MAR 6840 - Services Marketing
6. Management requested MAN 6930 special topics course be changed from a three (3) credit course to variable (1 to 3).

All of these requests were discussed and approved by majority vote.

J. B. Ray was nominated and unanimously approved to serve as a parliamentarian for this year.

Meeting was adjourned at 1:43 p.m.