MCAFEE SCHOOL OF BUSINESS ADMINISTRATION

Dean
R. Keith Absher (2004) Dean of the McAfee School of Business Administration and University Professor of Marketing. B.A. and M.B.A., Jacksonville State University. M.A.S., University of Alabama-Huntsville; Ph.D., University of Arkansas; Additional study, Harvard University.

William R. Nance, Jr. (2000) Associate Dean of the McAfee School of Business Administration and Associate Professor of Management. B.S., Regis University; M.B.A., Union University; D.B.A., Nova Southeastern University.

Staff
Judy Leforgee (1986) Administrative Assistant to the Dean.

Mission Statement
In support of Union University's mission, the McAfee School of Business Administration is a learning community that promotes business education in a Christian context. The school provides undergraduate and graduate programs that are designed to prepare our students for dynamic business environments through quality teaching with personal attention. Scholarly research enhances student education through the diverse intellectual perspectives of the faculty.

Distinctives
While the programs of the McAfee School of Business Administration are appropriately similar to those offered by other universities in the coverage of the basic business knowledge and skills, at Union University, they reflect three mission-driven distinctives:
1. Christian faith, ethics, and character
2. Collaborative learning
3. Personalized faculty-student environment
Program Directors

C. Steven Arendall (1990). Director, M.B.A. Germantown and Professor of Management. B.B.A. and M.B.A., University of Memphis; Ph.D., University of Tennessee, Knoxville.

Karen C. Miller (1997). Director of Academic Research and Professor of Accounting. B.S.B.A., Freed-Hardeman University; M.Ac., University of Tennessee at Martin; Ph.D., University of Mississippi; C.P.A.

Tom Proctor (1996). Coordinator of Accounting, Director of Accreditation, and Professor of Accounting. B.S., University of Tennessee at Martin; M.B.A., M.S., and Ph.D., University of Memphis; C.M.A.; Additional Study, Macquarie University.


Faculty

David Austill (1997). Professor of Accounting and Business Law. B.B.A., University of Memphis; M.B.A., University of Arkansas; J.D., University of Tennessee; L.L.M., Washington University, C.P.A.

Brooke Emery (2010). Assistant Professor of Marketing. B.A., Rhodes College; M.B.A., Union University.

Joe Harrison (1998). Associate Professor of Management. B.A., Stephens College; M.B.A., University of Memphis; Candidate for Ph.D., University of Memphis.

Sharon Grissom (2013). Assistant Professor of Accounting. B.Acc. and M.Acc., University of Mississippi, C.P.A.

Gregory Jordan (2012). Professor of Business Law. B.S., Union University; J.D., University of Memphis.


Emily Lean (2008). Associate Professor of Management. B.S.B.A., Union University; Ph.D., University of Arkansas.

Chris Manner (2009). Associate Professor of Economics. B.S., University of Tennessee, Martin; Ph.D., Vanderbilt.

Walton M. Padelford (1980). Porter Family University Professor of Business and Economics. B.S., Mississippi College; M.S. and Ph.D., Louisiana State University; Additional study, San Francisco Xavier de Chuquisaca.

Daniel Slater (2010). Assistant Professor of Management. B.A., Central Bible College; M.B.A., Missouri State University. Ph.D., University of Arkansas.

Andrew Tiger (2010). Professor of Management. B.S. and M.S., Oklahoma State University; Ph.D., University of Houston.

Colene Trent (2013). Assistant Professor of Economics. B.B.A. and M.B.A., University of North Alabama; Ph.D., University of Mississippi.


Curriculum

The McAfee School of Business Administration offers majors in Business Administration and Accounting, leading to the Bachelor of Science in Business Administration. Majors in Accounting and Business Administration are required to complete the General Core Curriculum, the B.S.B.A. Specific Core Curriculum, major requirements as detailed below. Students majoring in Business Administration may not minor in the same area as their concentration. Majors in Economics complete the B.A. or B.S. core instead of the B.S.B.A. core. The student seeking Tennessee Teacher Licensure in business subjects will select an appropriate major and complete the Professional Education Minor; details are shown below under “Teacher Licensure.”

A minimum grade of C is required in all upper level courses in the B.S.B.A. specific core. All majors offered through the McAfee School of Business Administration other than the major in Economics require the B.S.B.A. Specific Core consisting of: ACC 211-2; ECO 211-2; FIN 320; BAD 224; BLAW 321; CSC 105, MAT 114; MGT 310, 318; MKT 328. B.S.B.A. students must select MAT 111 or higher for General Core Math. The Economics major may be earned with the B.A. or B.S.

Students pursuing a degree outside the McAfee School of Business and not pursuing the Bachelor of Science in Business Administration may not apply more than 31 hours in the areas of accounting, business administration, economics, finance, management, or marketing toward their degree requirements. Such students are cautioned against pursuing multiple minors if the minors will be used to satisfy degree requirements. Students pursuing the Bachelor of Art or the Bachelor of Science and majoring in Economics will only count ECO 211 and ECO 212 of the economics requirements as business hours for the purpose of determining the 31-hour limit.

Tennessee Valley Authority’s Investment Challenge is a unique, innovative partnership between TVA and Union University as one of 24 universities in its service territory that provides a real-world learning experience in portfolio management. Participation can be voluntary or through the classroom experience of BAD 375. Similarly, participation in Enactus can be formally experienced for credit through BAD 300 or on a voluntary basis.
I. Major in Accounting—30 hours
A. ACC 311, 313, 314, 315, 423, 484 or BLAW 324
B. MGT 341, 420, 445; BAD 475
C. ACC majors will take ACC 350 instead of MGT 310 in the BSBA specific core.

II. Major in Business Administration—30 hours (Major Core + one concentration)
A. Core required of all majors: ECO 400; MGT 341, 420, 445; BAD 475; and 6 hours Business or Advisor-approved Upper-level Electives
B. Concentration in Economics: ECO 411, 412, 430
C. Concentration in International Business: ICS 320, ECO 425 or 430, MKT 433; Minor in Spanish or French.*
D. Concentration in Management: MGT 348, 410, 432
E. Concentration in Marketing: MKT 424, 433, 440
*Three to six semester hours, from business or foreign language or a combination, must be earned through study abroad or internship abroad. International students may substitute U.S. internship credit if their native language is not English.

III. Major in Economics—41 hours
A. MAT 114, BAD 224, ECO 211, ECO 212
B. ECO 498 or ECO Elective
C. ECO 411, 412, 430; FIN 320
D. 6 hours from: PHL 346, PHL 347; PSC 322, 323
E. Upper-level Electives—outside the School of Business Administration and with advisor approval—8 hours
F. General Core must include MAT 211 and PHL 240.

IV. Teacher Licensure
Teacher Licensure in Business Education, Business Technology, Economics, and Marketing requires students to complete the following:

A. Professional Education:
2. Fall of Internship Year – EDU 306, 340, 419, 440
3. Spring of Internship Year – EDU 441 and 451

B. Complete the B.S.B.A. with a major in Business Administration or Accounting.
1. Business Education completes the B.S.B.A. and major, earning a dual licensure with Business Technology.
2. Economics completes the B.S.B.A. with a major in Business Administration (Economics Concentration) and completes additional Social Science requirements: HIS 101, 102, 211, 212; GEO 112, and either GEO 215 or 216
3. Marketing completes the B.S.B.A. with a major in Business Administration (Marketing Concentration).

V. Minor in Management for Non-Business Professionals—18 hours
A. MGT 318, 341, 438; MAT 114
B. Upper Level MGT Electives—6 hours

VI. Minor in University Studies—18 hours
A. Available only with the Bachelor of Science in Business Administration or B.A. or B.S. with a major in Economics; all courses must be taken outside the School of Business.
B. No more than 9 hours may be taken below 300 level.
C. No more than 13 hours may be taken under one prefix.
D. Course must be approved by the faculty advisor and cannot duplicate with the general core curriculum.

VII. Minor in Actuarial Science (to accompany the completion of a Business Major and the B.S.B.A.)—21 hours
See the Department of Mathematics for details.

Majors in Accounting, Business Administration, and Economics with Discipline-Specific Honors
Honors Contract
The McAfee School of Business Administration offers Departmental Specific Honors for selected students. The student must have a minimum cumulative GPA of 3.5. The successful honors student will complete 12 hours of honors work including 6 hours of honors contract coursework and 6 hours of thesis research and thesis writing. Individual professors will develop an honors contract for the honors student in connection with upper level required courses. A thesis advisor will work with the honors student in developing an appropriate research approach for the honors thesis. Successful honors students will graduate as BSBA with Honors. Potential honors students should contact the director of the McAfee Honors Program.
Assessment of Majors

A comprehensive Assurance of Learning program has been developed by the School of Business. This assessment program is utilized to determine that the learning goals established by the School of Business have been met.

Proficiency in accounting, economics, finance, management, marketing, and quantitative concepts, and their integration are assessed through the ETS Major Field test. Each student pursuing a B.S.B.A. degree will take this test in MGT 445, which is the capstone course for the degree.

Student Organizations

**Enactus.** Enactus is a team of students teaching the community how market economics and businesses operate. It is a partnership between higher education and business building career connections between college students and the business community. Students must be nominated by a faculty member followed by a personal interview and recommendation of interviewing committee to faculty sponsor.

**Phi Beta Lambda.** Membership in this national business fraternity is open to those interested in careers in business. Its goals are to promote the free enterprise system, to create a better understanding of the business world, and to explicate the resume writing and interview process through seminars and workshops.

**Omicron Delta Epsilon Economics Honor Society.** Omicron Delta Epsilon is one of the world's largest academic honor societies. The objectives of Omicron Delta Epsilon are recognition of scholastic attainment and the honoring of outstanding achievements in economics; the establishment of closer ties between students and faculty in economics within colleges and universities, and among colleges and universities; the publication of its official journal, *The American Economist*, and sponsoring of panels at professional meetings as well as the Irving Fisher and Frank W. Taussig competitions. Omicron Delta Epsilon has 652 chapters located in the United States, Canada, Australia, the United Kingdom, Mexico, Puerto Rico, South Africa, Egypt, France, and United Arab Emirates. Omicron Delta Epsilon plays a prominent role in the annual Honors Day celebrations at many colleges and universities.

**American Marketing Association (AMA)** is a student led marketing club which provides aspiring professionals with access to resources, education, and professional development opportunities thru real-world experience, exploration of the marketing field and connections with professionals. AMA is open to all students, regardless of major, who are interested in marketing. AMA is the world’s largest and most comprehensive professional society for marketers with nearly 45,000 members in 100 countries.

Student Awards

**Jeanette Pieron Proctor Aspiring Accountant Award.** To be eligible for this award, a student must be a declared accounting major who is in the process of completing ACC 212 and has an overall GPA of 3.00 or better. The recipient will be selected by the Accounting faculty. The recipient will be required to enroll in ACC 313 when next offered.

**Curtiss E. Scott Business Excellence Award.** To be eligible for this award, a student must be classified as a senior School of Business Administration student with a GPA of 3.00 or better. The Phi Beta Lambda Business Fraternity nominates three students from eligible candidates. The McAfee School of Business Administration faculty select the final recipient from the nomination list.

Course Offerings in Accounting (ACC)

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours Credit</th>
<th>Notes</th>
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<tbody>
<tr>
<td>211. Principles of Accounting I (3)</td>
<td>F</td>
<td>An introductory course including study of professional accounting, sole proprietorships, and partnerships.</td>
</tr>
<tr>
<td>212. Principles of Accounting II (3)</td>
<td>S</td>
<td>A continuation of ACC 211 with an emphasis on corporations and the use of accounting in managerial decision making.</td>
</tr>
<tr>
<td>311. Cost Accounting (3)</td>
<td></td>
<td>A study of methods of accounting for materials, labor, and factory overhead in job order and process cost systems.</td>
</tr>
<tr>
<td>312. Managerial Accounting (3)</td>
<td></td>
<td>Prerequisite: ACC 212. Uses of accounting information in management decision making. Topics include budgeting, standard costing, and analyses of costs and profits.</td>
</tr>
<tr>
<td>313. Intermediate Accounting I (3)</td>
<td></td>
<td>Prerequisite: ACC 212. Intensive review of the accounting process and financial statements with emphasis on the asset section of the balance sheet.</td>
</tr>
<tr>
<td>314. Intermediate Accounting II (3)</td>
<td></td>
<td>Prerequisite: ACC 313. Corporation formation and changes in the equity structure after formation. Topics include long-term investments, bonds, earnings per share, and income recognition.</td>
</tr>
<tr>
<td>315. Taxation of Individuals (3)</td>
<td></td>
<td>Prerequisite: ACC 212. The Internal Revenue Code as it affects individual income tax returns.</td>
</tr>
</tbody>
</table>
Course Offerings in Business Administration (BAD)
( ) Hours Credit; F–Fall, W–Winter; S–Spring; Su–Summer

113. Introduction to Business (3) S
An introductory course to provide students with a basic understanding of the foundations of American business through an introduction to business organization and the functions of production, marketing, finance accounting, and management.

224. Quantitative Methods for Business (3) F, S
Prerequisite: MAT 111 or 201 or higher; MAT 114
An examination of probability and statistics with applications in business and economics. Topics include business calculus, linear regression, constrained optimization, comparative statistics including t-tests and analysis or variance and multivariate techniques.

300. Seminar in Free Enterprise (1-2) F, S
Prerequisite: Consent of instructor. Junior or Senior level standing.
This course provides the structure for outreach projects originated and implemented by Enactus. Students teach, learn, and practice free enterprise in order to better

individuals, communities, and countries. Students may receive 2 hours of credit/semester during their first year of enrollment; 1/semester, their second for a maximum of 6 hours.

375. Seminar in Portfolio Management (1-3) F, S
Prerequisite: FIN 320 and consent of instructor.
A practical, hands-on experiential exercise in managing a large stock portfolio using funds provided by the Tennessee Valley Authority. The investment objective of the portfolio is to achieve long-term capital growth by investing in marketable U.S. common stocks. Course may be repeated for a maximum of 6 hours credit.

475. Business Ethics and Diversity (3) F, S
Prerequisite: Senior Standing
This course focuses on the development of ethical paradigms which underlie contemporary value systems and the value of diversity in the workplace. Extensive use of cases are used highlighting value choices and the resulting consequences.

Course Offerings in Business Administration (BAD)
( ) Hours Credit; F–Fall, W–Winter; S–Spring; Su–Summer

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Course Offerings in Business Law (BLAW)

( ) Hours Credit; F–Fall, W–Winter; S–Spring; Su–Summer

321. The Legal Environment of Business (3) F, S
The legal, practical and ethical environments in which businesses and managers operate. Topics: common law affecting business constitutional law, administrative agencies, and a survey of law of employment consumer protection, and securities regulations.

324. Commercial Law (3)
Pre/Corequisite: BLAW 321.
A survey of basic principles of law important for understanding business transactions, entity creation and operation, and including a review of contract laws and selected uniform commercial code provisions, business associations and bankruptcy law.

Course Offerings in Economics (ECO)

( ) Hours Credit; F–Fall, W–Winter; S–Spring; Su–Summer

211. Principles of Macroeconomics (3) F
A first course in macroeconomic theory and policy. Principal topics include the market system, national income accounting, unemployment and inflation, macro theory, fiscal policy, monetary policy, international trade and finance, and the distribution of income and wealth.

212. Principles of Microeconomics (3) S
A first course in microeconomic theory and policy. Principal topics include the market system, the theory of the firm; and the firm in its competitive environment, in its international environment, and in its regulatory environment.

329. Public Finance (3)
Prerequisites: ECO 211 and 212.
Theory and principles, considering taxation and expenditure policies at all levels of government. Particular attention is given to the effect of these policies on individuals and the economy.

400. Personal Financial Management (3) F, S
Introduction to personal finance from a Christian perspective. Principal topics include giving, taxes, investing, insurance, buying a house, vehicles, credit, debt, and budgeting.

411. Intermediate Macroeconomics (3)
Prerequisites: ECO 211 and 212.
An advanced treatment of neoclassical growth theory, the demand for money, aggregate supply, aggregate demand, and economic dynamics.

412. Intermediate Microeconomics (3)
Prerequisites: ECO 211 and 212.
An advanced treatment of price theory, utility theory, production theory, and the theory of the firm.

421. Negotiation and Dispute Resolution (3)
This course covers topics designed to develop students' ability to negotiate effectively and improve their ability to develop a strategic plan for effective negotiations.

425. Employment/Labor Law (3)
Prerequisite: MGT 318 and BLAW 321.
Common law, statutory and regulatory provisions pertaining to the employer-employee relationship and labor-management relations. Topics: hiring and terminating employees, discrimination, privacy, unions, collective bargaining, and statutory protections of workers.

425. Economic Growth and Development (3)
Pre/Corequisites: ECO 211 and 212
Economic trajectories of developing nations. Theoretical models of development and empirical data will be used to understand economic development and policy issues between the industrialized nations and the developing world.

430. International Economics (3)
Prerequisites: ECO 211 and 212.
International trade and finance. Deals with United States tariff policy, foreign exchange, markets, United States foreign economic policy, and the mechanisms available for international economic cooperation.

431. Economics of Labor (3)
Prerequisites: ECO 211 and 212.
Deals with wage theory, development of labor unions, collective bargaining, and the growth of a structure of labor law.
Course Offerings in Finance (FIN)

320. Business Financial Management I (3) F, S
Prerequisites: ACC 211, ECO 211.
Introduction to financial management including topics: assets, basic forms of organization, tax environment, time value of money, valuation concepts, risk and rates of return, cost of capital and capital budgeting.

325. Business Financial Management II (3)
Prerequisite: FIN 320
Continuation of 320 including: financial markets, investment banking process, financial intermediaries, the banking system, interest rates, the cost of money, analysis of financial statements, financial planning, control capital structure and management.

Course Offerings in Management (MGT)

310. Management Information Systems (3) F, S
Prerequisite: MGT 318 and CSC 105.
Introduction to the applications of computer systems and their components to support the strategic goals of an organization with focus on the use of information systems for management decision making.

318. Principles of Management (3) F,S
An introduction to the management process through the functions of planning, organizing, leading, and controlling.

330. Corporate Sustainability (3) F
Prerequisite: MGT 318
An examination of how business impacts the natural environment. Both the normative (ethical) and strategic implications for business will be explored.

337. The History of Business (3)
Social, political and economic events that have shaped business, focusing on management practices, theories, financial markets and institutions.

340. Entrepreneurship (3)
Prerequisites: ACC 212 and either MGT 318 or MKT 328.
A course designed for students interested in the ownership/operation of a small business.

341. Operations Management (3) F, S
Incorporates both theoretical and practical elements. Topics: design, operation, and control of productive systems, demand forecasting and management, inventory timing and control, facility location, and resource assignment.

348. Organizational Behavior (3) F,S
Prerequisite: MGT 318
The behavioral and psychological side of management. Emphasis: theories and research in such topics as decision making, values, leadership, motivation, and performance appraisal.

355. Labor Relations (3)
An analysis of American labor history, the process and the philosophy of collective bargaining, dispute settlement, and contract administration.

410. Advanced Management Information Systems (3) F
Prerequisite: MGT 310.
An examination of networking as used through web-based systems for voice and data communication. The impact of wireless technology on business processes including product delivery and communications with customers and suppliers is examined. Current topics in MIS are addressed including security challenges and legal obligations of MIS managers.

420. International Management (3) F, S
Prerequisite: MGT 318.
This course is designed to acquaint students with geographic and cultural differences that impinge on management decision making. Both theoretical and practical aspects of management in the international environment will be presented:

432. Human Resource Management (3) F, S
A study of the methods used by business firms and the public sector in recruitment, training, remuneration, and utilization of human resources.

445. Business Policy (3) F, S
Prerequisite: ACC 212; MGT 318; MKT 328; ECO 211, 212; Senior standing.
Capstone course which introduces students to the concepts of strategic management. Makes use of case analysis.
Course Offerings in Marketing (MKT)

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Course Offerings in Marketing (MKT)

() Hours Credit; F–Fall, W–Winter, S–Spring, Su–Summer; Courses without indicated offering will be available at least once every three years.

328. Principles of Marketing (3) F, S
Exploration of the role of marketing in a free enterprise system through the development, implementation, control, and evaluation of marketing strategies with emphasis on marketing models and concepts utilized in decision making.

330. Consumer Behavior (3)
Prerequisite: MKT 328.
Individual and collective behavior patterns both inside and outside the marketplace, through the use of theoretical model building and empirical research findings. Emphasizes role of research in determining short-range and long-range strategies.

333. Advertising Experience (3) F
The purpose of the course is to provide an experience that will introduce students to the “real-world” of advertising through research, career conference attendance, and meeting with an advertising agency.

350. Professional Selling (3)
Prerequisite: MKT 328.
The role of the sales professional within the marketing process. Emphasis on development of selling responsibilities, time and territory management, and interpersonal communication skills through role-plays. Includes analysis of the psychological basis of selling in both consumer and industrial markets.

351. Retail Marketing (3)
Prerequisite: MKT 328.
Examination of the marketing mix within the retail environment. Analysis of retail strategy in merchandising, customer relations, and inventory control. Evaluation of retail site locations and store layouts.

419. Advertising and Promotion (3)
Prerequisite: MKT 328.
The economic and social roles of advertising in contemporary business. Emphasis on creation, implementation, and evaluation of campaigns through the analysis of creative processes, media resources, budgeting, and social responsibility.

424. Marketing Research (3)
Prerequisite: MKT 328 and MAT 114.
Theories and techniques involved in marketing research. Emphasis upon research objectives and design, sample selection, instrument design, collection techniques and statistical analysis of data, computer applications, report writing for managerial use.

433. Global Marketing Management (3)
Prerequisite: MKT 328.
Analysis of problems confronting the global marketing manager in making decisions relating to strategy, marketing research, product management, channel management, pricing, and promotional management.

440. Strategic Marketing (3)
Prerequisite: MKT 328 and Senior Standing.
Analytical and decision making skills necessary to move beyond traditional marketing management. To combine the knowledge of various marketing activities as they relate to managerial functions of planning, organizing, and controlling the marketing.

Available in each departmental prefix:

179-279-379-479. External Domestic Study Programs (1-3) As Needed
All courses and their applications must be defined and approved prior to registering.

180-280-380-480. Study Abroad Programs (1-4)
All courses and their application must be defined and approved prior to travel.

195-6-7. Special Studies (1-4)
Lower-level group studies which do not appear in the regular departmental offerings.

295-6-7. Special Studies (1-4)
Upper-level group studies which do not appear in the regular departmental offerings.

484. Internship (3)
Selected students are assigned to obtain supervised practical work experience in many area accounting firms, advertising companies, local manufacturers, the Chamber of Commerce, banks and various non-profit organizations.

486. Cooperative Education (3)
Selected students are assigned to obtain supervised practical work experience at a local business for an extended period of time. Pass/Fail.

495-6-7. Independent Studies (1-4)
Individual research under the guidance of a faculty member(s).

498. Seminar (3)
To be used at discretion of the department.

499. Seminar (1-3)
To be used at the discretion of the department.