Mission - The College of Business will develop business leaders who embrace the values and virtues of Jesus.

Vision - We will positively affect the future by developing leaders who model Jesus by growing in “wisdom and stature, and in favor with God and man.” (Luke 2:52) These leaders will possess the business competence to influence others, organizations, and society.

Values and Virtues

A purposeful leader is determined and disciplined, striving to achieve an organization’s most important and meaningful objectives, while being a good steward of the resources with which he or she has been entrusted. (Luke 14:28; Matthew 25:14)

A bold leader is strong and courageous, seeking to be influential and willing to challenge the limits of conventional thought. (Deuteronomy 31:6, 1 Corinthians 16:13, 2 Timothy 1:7)

A credible leader is truthful and trustworthy, displaying both competence and confidence. (Matthew 6:21, 1 Corinthians 13:6, Luke 16:10-12)

A creative leader is imaginative and adaptive, embracing change and creating opportunities from that change. (John 8:1-11, Luke 10)

A servant leader is humble, compassionate, and approachable, encouraging others to be their best through the personal example they set. (Philippians 2:3-11, Matthew 5)

For 120 years, it has been the purpose of the university to teach our students how to do things right and to challenge them daily to consider what the right thing to do should be in each and every demanding circumstance of business and life. The words of Psalm 78:74 - “And David shepherded them with integrity of the heart; with skillful hands he led them.” - exemplify our objective to train our students to have both the skills and the integrity to succeed and to lead.

The College of Business at Lipscomb University seeks to provide students with the knowledge, skills and competencies they need to be successful in today’s global business environment. Students may choose from excellent academic programs that are delivered in a Christian environment by exceptional faculty whose passion is helping students achieve their goals.

Lipscomb offers the Bachelor of Business Administration (B.B.A.) degree for its business majors. This degree is designed specifically for business majors, beginning with the Entrepreneur’s Introduction to Business course that students take as freshmen and culminating with our capstone Business Policy and Strategy course taken by graduating seniors. The academic program consists of a broad liberal arts component, followed by the business core, and ending with specialized courses in the field of study. The B.B.A. degree integrates decision-making, technology, communication skills, ethics and a global emphasis into our academic programs. Practical applications can be achieved through business clubs and organizations, global travel, a mentoring program and internship opportunities.

Our outstanding business faculty bring practical business experience as well as depth of academic knowledge into the classroom. Our faculty averages 20 years of professional business experience. The faculty of the College of Business are committed to fostering relationships with the business community and encouraging exchanges among students and businesses. Many of our students are involved in service learning projects which prepare them to be servant leaders in businesses and organizations.

The College of Business is a member of and accredited by the Accreditation Council for Collegiate Business Schools and Programs (ACBSP). Separately, the accounting program was one of the first four programs worldwide accredited for accounting by ACBSP. The college also sponsors the Eta Mu chapter of Delta Mu Delta, an international honor society for business majors.

In addition to the undergraduate and graduate programs, the College of Business is comprised of the Center for Global Connectedness and Collaboration, the Center for Entrepreneurship and the School of Executive Education and the new addition of Missional Entrepreneurship. The College of Business also houses the Dean Institute for Corporate Governance and Integrity.

The purpose of the Center for Global Connectedness and Collaboration is to develop global connectedness and collaboration between organizational business practices, educational research, global internships and the needs of business, academic and government communities in the greater Nashville region and world.

The Center for Entrepreneurship provides an environment in which business creativity is shaped by solid business knowledge. Students experience what it means to start their own businesses before graduation. In fact, upon graduation, a student has a finely tuned business plan ready to execute, and that has survived student/faculty critique based on the experience of entrepreneurial faculty professionals who have been down the same road. The center offers a major and minor in two areas.

The School of Executive Education offers professional and continuing education courses designed to enhance the skills and knowledge of business leaders.

Missional Entrepreneurship is a new resource for students who seek to make an impact on the world through new business ideas. This resource gives students opportunities to not only be mentored but to also receive hands-on experience and training in social enterprises.

This resource is for students who desire to make a difference in the world by helping create and cultivate sustainable solutions to local and global problems through mentoring, education, training, and real-world experience.

College of Business

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General Education

The general education requirements for the B.B.A. degree are shown under general education requirements in the Academic Program section of the catalog.

1. Economics 2403 must be taken to fulfill the social science requirement.
2. The mathematics requirement will be satisfied only with MA 1113, 1123, 1135, 1314, or 2053.

Business Core (48 hours*) and Other Required Courses for B.B.A. Degree

All majors in the B.B.A. degree must complete the following courses:

Accounting 2503, 2513
Business Administration 3403, 3703, 3803, 4503
Select three hours from the following courses:
Business Administration 3603, Accounting 4803,
Finance 4803, Management 4803, or Marketing 4803
Economics 2403, 2413
Entrepreneurship 2503
Finance 2503, 3503
Management 3013, 3503, 3613
Marketing 3503
Operations and Supply Chain Management 3503
Mathematics 1113, 1123, 1135, 1314, or 2053

* There are 48 hours in the business core. Economics 2403 and Mathematics 1113 are also included in the general education requirements.

Electives

Students pursuing the B.B.A. typically have 12 hours of general electives in order to complete the required 126 credit hours to graduate. The College of Business encourages students to use these hours in areas such as:

1. Minor - Based on their interests, students may use their open electives to pursue any of the minors offered by Lipscomb University.
2. Foreign language - As globalization increasingly affects businesses, students are strongly encouraged to consider studying foreign languages.
3. Computing and informatics - Information technology is a key enabler in the business world. Courses in the School of Computing and Informatics can be extremely valuable to business students.
4. Psychology and sociology - Students in management may find advanced study in psychology and sociology to be a valuable addition to their major course work.

Policies

• At least 12 hours in a student’s major department and which apply to the major requirements must be taken at Lipscomb.
• At least 9 hours in a student’s minor department and which apply to the minor requirements must be taken at Lipscomb.
• At least 24 hours in a student’s business core courses and which apply to the degree requirements must be taken at Lipscomb.
• A business major whose minor is also in business must have at least 12 hours in the minor that are different from hours satisfying the major requirements.

Off-site learning experiences (internships, etc.) are required in many courses of study at Lipscomb. Successful completion of these experiential courses is required for graduation. Students should be aware that many experiential sites require satisfactory documentation of personal identification in the form of driver’s licenses, social security cards, passports, drug screening and background checks. Students should make sure that they are aware of and can meet all documentation requirements well in advance of the timeframe for admission into the respective program and placement into these sites. Failure to provide required documentation for successful entry into these experiential courses will result in failure to complete the desired program of study.
Distinctives of the Accounting Major

The accounting program was one of the first four programs accredited for accounting by the Accreditation Council for Collegiate Business Schools and Programs (ACBSP). The accounting program is recognized for its academic excellence and preparation of students for successful careers in the accounting profession. The accounting program has experienced a 100 percent placement rate for accounting graduates in recent years and has established a proven track record of preparing students for the CPA Examination.

The undergraduate accounting program offers several attractive options in accounting education:

- A traditional accounting major (18 upper division accounting hours, with a 3-hour elective in either Finance or Technology)
- An accounting major with choice of four concentrations (15 upper division accounting hours plus 9 hours in one of four concentrations): Information Technology, Finance, Entrepreneurship, Law and Politics
- A joint degree program (BBA /MAcc) allowing a student to enter the MAcc program after taking 120 hours, then adding 30 MAcc hours for a total of 150 hours
- An accounting major in the evening Adult Degree Program (ADP) for working adults
- A non-degreed Certificate of Accountancy Program (CAP), 18 undergraduate accounting hours, designed for degreed students
- A 12-hour Graduate Certificate of Accountancy, which can be conveniently combined with the undergraduate CAP certificate to obtain 30 hours of accounting
- A Master of Accountancy degree (MAcc), 30-hour program
- A 9-hour summer Integrated Accounting Seminar (Accounting Boot Camp) course as a prerequisite for non-accounting students to enter the MAcc

A more streamlined process for degreed accounting students to enter the MAcc by taking the following minimum requirements: 18 hours of accounting, including 6 core hours of accounting plus 12 hours of upper division accounting

Majors in accounting are required to have an accounting internship to further integrate the academic and experiential areas of accounting.

The accounting faculty offer extensive experience in the professional practice of accounting, auditing and tax planning and are able to translate this experience into practical classroom applications.

Activities and Organizations

- Annual Meet the Firm Event. Students network with employers about career opportunities.
- Internship / Part-time jobs. Students are required to participate in the accounting internship program where positions are available with large to medium-size public accounting firms, publicly-held corporations and other organizations. Internships provide students with opportunities to work in a professional environment while earning academic credit. Most accounting internships provide excellent compensation. Also, Middle Tennessee offers excellent opportunities for non-credit part-work in accounting and business.
- Accounting and Finance Society. Serves all students interested in the fields of accounting and finance, and provides opportunities for both professional and social networking with potential employers and College of Business faculty.
- Volunteer Income Tax Assistance Program (VITA). The accounting program works with the Internal Revenue Service in a joint program, known as the VITA program, providing tax return preparation services for low income families and the elderly. This program very successfully integrates the practice of accounting with service to the community.
• **Awards for Outstanding Achievement and Scholarships.** Juniors and seniors majoring in accounting may be recognized for outstanding achievement and may apply for selected scholarships to be given at the annual College of Business Awards Program.

• **Alpha Kappa Psi.** Lipscomb's only national co-ed business fraternity – very active on campus.

• **Student Center for the Public Trust.** Lipscomb University is home to the inaugural Student Center for the Public Trust chapter, created in 2009 by the NASBA Center for the Public Trust, to focus on educating and engaging future business leaders in the areas of ethics, accountability and integrity.

**Career Opportunities - Accounting**

- Public accounting
- Internal auditing
- Managerial accounting
- Government and nonprofit accounting
- Law school

**Lipscomb’s Accounting Program and the CPA Examination**

The state of Tennessee has adopted the 150-hour requirement for candidates to qualify to sit for the CPA Examination. To satisfy this requirement, candidates must have at least a bachelor’s degree and a minimum of 150 semester hours from an accredited college or university including certain minimum accounting (30 hours) and business (24 hours) course requirements.

In order to prepare our students for the CPA examination, Lipscomb University offers the following options:

1. Obtain the joint B.B.A./M.Acc. degrees. This option provides both an undergraduate degree with a major in accounting and a Master of Accountancy degree totaling 150 hours of course work.

2. Obtain the 126-hour undergraduate major in accounting and obtain an M.B.A. with an accounting concentration.

3. Obtain the undergraduate Certificate in Accountancy (CAP - 18 hours) plus 12 hours to obtain the graduate Certificate of Professional Accountancy for a total 30 accounting hours. These hours will be combined with the degreed student’s existing hours for a total of 150 hours.

For students not pursuing the CPA credential, the B.B.A. degree with a major in accounting is available by taking the prescribed course work provided under the accounting major details below.

**Certificate in Accountancy Program (CAP)**

The Certificate in Accountancy Program (18 minimum required hours) offers the following combination of on-campus and online instruction for degree students to accommodate a variety of employee work schedules:

- Up to 21 credit hours in an accelerated evening undergraduate CAP program
- An evening 8-week term program each semester, with two terms per semester
- Selected courses offered online
- Twelve (12) hours required to be taken at Lipscomb
- Course schedule must be approved by the Director of the CAP program; course substitutions may be made when necessary

**Required Courses for the CAP certificate:**

- AC 2503 Financial Accounting
- AC 2513 Managerial Accounting (Prerequisite: AC 2503)
- AC 3503 Intermediate Accounting I (Prerequisite: AC 2503)
- Plus choice of 9 approved upper division accounting hours, from the following:
  - AC 3513 Intermediate Accounting II
  - AC 3563 Cost Accounting
  - AC 3573 Federal Income Taxation
  - AC 4113 Principles of Auditing

**Requirements for Major**

Effective Fall 2015 the Department modified the Accounting Program to provide for two major tracks:

- A traditional accounting major (see Accounting Major below) including 3 hours of a non-accounting elective
- An accounting major with a choice of one of four concentrations (see below)

These tracks will provide a student with excellent professional alternatives, and will also meet prerequisites for enrolling in the M.Acc. program.

**Accounting Major**

B.B.A. degree program

Total hours required— 21 upper division hours (in addition to the B.B.A. requirements)

Specific courses required—

- Accounting 3503, 3513, 3563, 3573, 390V, 4113
- Three hours selected from:
  - Finance 3703, 3913, 4513, or 4753, or
  - Information Technology CS 1213, INF 2063, SEC 3113, or SEC 3313

*Note: A grade of “C” or higher is required for all upper-division courses included in the major. The course must be re-taken if a grade lower than “C” is received.*
Accounting Major
Providing One of Four Concentrations
B.B.A. degree program
Total hours required—24 upper division hours
(in addition to the B.B.A. requirements)
Specific courses required—
Accounting 3503, 390V
Plus choice of
Accounting choice of nine (9) additional upper division accounting hours: 3513, 3563, 3573, or 4113
Plus choice of 9 hours from one of four concentrations below:
Finance 3703, 3913, 4513, or 4753
Information Technology CS 1213, INF 2063, SEC 3113, or SEC 3313
Entrepreneurship Ent 4403 or 4503,
Plus 6 hours from 3543, 4453, or 4543
Law and Politics LJS 3023 plus 6 hours approved by Department Chair of Accounting, Finance & Economics

Note: A grade of “C” or higher is required for all upper-division courses included in the major. The course must be re-taken if a grade lower than “C” is received.

Requirements for Accounting Minor
Total hours required—15
Specific courses required—
Accounting 2503, 2513, 3503, and any two additional upper-division accounting courses (six hours - except for Accounting 390V - Internship in Accounting).

Course Descriptions
Accounting (AC)
2503 Financial Accounting (3) F, SP, SU
The basic introduction to generally accepted accounting principles, covering fundamentals of financial statement preparation based on a user's perspective, financial reporting aspects of cash, receivables, inventories, current and long-term liabilities, equity, partnerships, corporations and international transactions. The course should be taken at the sophomore level.

2513 Managerial Accounting (3) F, SP, SU
The second semester of the first-year accounting sequence, introducing managerial accounting topics relevant to internal decision makers. Topics include cost-volume-profit analysis, job order costing, variable costing, short-term decision-making, activity-based costing, operational budgeting, introduction to capital budgeting, analysis of financial statements and reporting of cash flows. Prerequisite: Accounting 2503.

3503 Intermediate Accounting I (3) F, SP, CAP (4)
An in-depth examination of generally accepted accounting principles for the external decision maker. A review of the measurement and reporting of financial information, conceptual framework of accounting principles, income statement, balance sheet, time value of money, cash and receivables, inventories, fixed assets, depreciation, and intangible assets. This course is normally taken in the junior year following Financial Accounting and Managerial Accounting, and is the first of two semesters of Intermediate Accounting required of all accounting majors. Prerequisite: Accounting 2513, with a “C” or above in both Accounting 2503 and 2513.

3513 Intermediate Accounting II (3) F, SP, CAP (4)
The second Intermediate Accounting course in a two-course sequence. Topics include investments, current and long-term liabilities, stockholders' equity, dilutive securities, income taxes, pension and post-retirement benefits, share-based compensation, earnings per share, revenue recognition, accounting changes and errors, and the statement of cash flows. Prerequisite: Accounting 3503, with a “C” or above.

3533 Advanced Accounting (3) SU
Concerns specialized accounting areas such as business combinations, consolidated statements, and foreign currency translation and remeasurement. Prerequisite: Accounting 3503 with a grade of “C” or above.

3553 Accounting Information Systems (3) F, SP, SU
Online Only
The study of capturing and processing data for internal decision making, and includes the study of various internal and technology controls. Prerequisite: Accounting 2513, with a grade of “C” or above, Finance 2503, and Junior standing. Course is co-listed with BA 3403 - Enterprise Systems & Analytics, which is the preferred course.

3563 Cost Accounting (3) F, SP, SU
A study of accounting practices relating to internal product costing and evaluation of various management accounting issues. Topics include job order, process, and standard cost systems, break-even analysis, variances, activity-based costing, cash flow analysis and use of ratios. Prerequisite: Accounting 2513 with a grade of “C” or above.

3573 Federal Income Taxation (3) F, SP, SU
A study of income tax laws relating to the individual taxpayer. Prerequisite: Junior standing.

3803 U.S. Business, Culture, and Travel to [insert destination] (3)
This course provides the opportunity to travel to major business centers in the United States, gaining exposure to a business environment not present in Middle Tennessee. Attention will be given to various business segments, trends, governing/advising bodies, cultural influences, political issues, financial disclosures specifically relevant to a large corporation, corporate governance issues, importance of internal control processes and internal auditing, the independent audit examination of a large corporation, marketing and service strategies, management approaches and other factors impacting business decision-making. Domestic trip participation is required.
390V Internship in Accounting (1-6) F, SP, SU
Prerequisite: Permission of professor in charge and department chairman and junior or senior standing. Repeatable for up to six hours, with approval from department chair. Generally, a second 3-hour internship should be a different experience. This course may satisfy the SALT Tier II requirement. The VITA (Volunteer Income Tax Assistance) program may be an excellent option for this course.

4003 Corporate Governance and Internal Control (3) F
Corporate governance refers to the myriad of constraints designed to encourage managers and directors act in the interest of shareholders. Topics include choice of legal entity, ownership structure, corporate charter, stakeholders and corporate social responsibility, proxy process, board of directors, CEO compensation, CEO performance evaluation, CEO retention, boundaries of the firm, and international corporate governance. Additional topics will include the design and evaluation perspectives of the control environment, risk assessment, control activities and monitoring. Special attention will be given to the rapidly changing environment affecting corporate management in response to Sarbanes-Oxley Act. Students interested in obtaining the M.Acc. degree should not take this course at the undergraduate level. Prerequisite: Accounting 2513 with a grade of “C” or above and senior standing.

401V Independent Study in Accounting (1-3) F, SP, SU
Independent research of primary and secondary data in a selected topic; topic title to be approved by major professor and academic chair; paper to be kept on file. Prerequisite: advanced standing, proven research ability and approval of academic chair. Repeatable for a maximum of six hours. This course may satisfy the SALT Tier II requirement.

4113 Principles of Auditing (3) F- Night, SP- Day
A comprehensive review of the attest function as performed by independent public accounting firms. Includes a study of the auditing environment, generally accepted auditing standards, ethics and internal controls. Strong emphasis is placed on the student’s ability to communicate across all mediums. Prerequisite: Accounting 3503 with a grade of “C” or above.

4313 Governmental and Nonprofit Accounting (3) F, SP, SU Online only
This course covers the specialized accounting areas in governmental and nonprofit accounting. Prerequisite: Accounting 2513 with a grade of “C” or above.

4553 Advanced Federal Income Taxation (3) SP
Income tax laws relating to corporate formations, including corporate characteristics, capital structure, income tax determination, corporate redemptions, reorganizations, and liquidations, and introduction to international corporate taxation. Students interested in obtaining the M.Acc. degree should not take this course at the undergraduate level. Prerequisite: Accounting 3573, with a grade of “C” or above.

4663 Professional Certification Program (3) SP
Examination of accounting standards and procedures required for professional accounting certification. Instructor approval required. A separate course fee is required to cover the cost of the review program and materials. Prerequisite: Eligibility to sit for the CPA Examination during enrollment in the course.

4753 Financial Statement Analysis (3) F
Focuses on corporate financial statement and provides an appreciation for the issues faced by corporate managers as they design a financial reporting strategy. Skills developed in the course include analysis of business performance through financial statements; analysis of earnings quality and other accounting matters; and forecasting earnings and cash flows. The course also offers perspectives on the role of financial reporting and financial statement analysis in the capital markets. Students interested in obtaining the M.B.A. or M.Acc. degree should not take this course at the undergraduate level. Prerequisite: Finance 3503 with a grade of “C” or above and senior standing.

4789 Integrated Accounting Seminar (Accounting Boot Camp)
This 9-hour prerequisite course is designed exclusively for degreed non-accounting students seeking to enter the M.Acc. program, and includes portions of Financial Accounting, Managerial Accounting, Intermediate Accounting, Taxation, and Auditing.

4803 Global Business, Culture, and Travel to [insert destination] (3)
This course gives learners international business exposure and a unique cultural experience with an opportunity to encounter first-hand a global business environment including various business segments, trends, governing/advising bodies, cultural influences, political issues, consequences of exchange rate fluctuations, examination of financial statements prepared under international accounting standards, comparison of financial reporting disclosures between U.S.GAAP rules and international accounting standards, marketing and service strategies, management approaches, and other factors impacting the transaction of business in the chosen destination. International trip participation is required.

**Finance and Economics Program**

Effective Fall 2015 the Department modified the Finance Program to provide for one Finance Major with choice of one of two concentrations, Investments or Accounting. This one major replaced the Financial Markets Major and Financial Management Major which will be grandfathered for students who enrolled under earlier catalogs.
Professional Designation

Students completing either of the two finance tracks with a GPA greater than 3.0 will meet the education requirements of the MFPTM Master Financial Professional TM Program. Graduates are encouraged to obtain professional credentials, such as the distinguished Chartered Financial Analyst (CFA) and the Certified Financial Planner (CFP) designation.

Distinctives of the Finance and Economics Program

Financial Markets Lab

Students have access to a state-of-the-art investment trading lab. The lab provides students with access to investment research software used by professional investment firms.

Tennessee Valley Authority Investment Challenge

Students enrolled in Finance 4813 participate in the TVA Investment Challenge, an annual competition among 24 student teams at 25 schools in the TVA region. Other schools in the competition include Vanderbilt University, the University of Tennessee, the University of Kentucky and the University of Mississippi. Each team manages an all-equity portfolio of approximately $500,000. Since Lipscomb began participating in this program in 2003, its teams have won performance awards in eight years, including a first-place finish in 2009 with a 62.3 percent return and a second-place finish in 2010 with a 31.14 percent return. Moreover, the Lipscomb investment team won the “Rolling Three-Year Performance” title for both 2009 and 2010.

Since 2003 the Lipscomb team has earned a compound average annual return of 13.71 percent, compared to a 9.11 percent return for the S&P 500 over the same period. Over the last five years the Lipscomb team has earned a compound average annual return of 17.18 percent, compared to a 14.34 percent return for the S&P 500 over the same period.

Other Events and Programs

• **Lipscomb Annual Career and Networking Event.** Students can network with employers at this event and learn more about career opportunities.

• **Internships.** Students enrolling under the Fall 2015 catalog are required to participate in a finance internship program with excellent opportunities being available in Middle Tennessee and other locations.

• **Awards of Excellence and Scholarships.** Juniors and seniors majoring in finance may be recognized for outstanding achievement and may apply for selected scholarships to be given at the annual College of Business Awards Program.

• **Accounting and Finance Society.** Serves all students interested in the fields of accounting and finance, and provides opportunities for both professional and social networking with potential employers and business faculty.

• **Student Center for the Public Trust.** Lipscomb University is home to the inaugural Student Center for the Public Trust chapter, created in 2009 by the NASBA Center for the Public Trust, to focus on education and engaging future business leaders on ethics, accountability and integrity.

Career Opportunities

Financial services in:

• Banking
• Insurance
• Securities
• Real estate
• Personal financial planning
• Corporate financial management
• Internal Auditing
• Accounting

Requirements for Finance Major

B.B.A. degree program
Total hours required—21 upper division hours
(in addition to the B.B.A. requirements)

Specific courses required
Finance 2303, 3603, 390V, and 4513
Plus select 9 hours from one of two concentrations below:
Investments (FI) 3703, 3913, 4753 or 4813, or Accounting (AC) 3503, plus choice of 6 hours from list of 4 courses: AC 3513, 3563, 3573, or 4113

Note: At least a grade of “C” is required for all upper-division finance courses included in the major. The course must be re-taken if a grade lower than “C” is received.

Requirements for Minors

Finance Minor (for Business majors)
Total hours required—15
Specific courses required
Finance 3503, 3603, 3703
Management 3013
Electives—3 additional hours in upper-division finance or as approved by department chair

General Finance Minor (for non-business majors only)
Total hours required—15
Specific courses required
Accounting 2503
Economics 2403, 2413
Finance 3503
Electives—3 additional hours in upper-division finance or Economics as approved by department chair.

Economics Minor (for non-business majors only)
Total hours required—15
Specific courses required
Economics 2403, 2413, 3603
Marketing 3503
Elective—3 additional upper-division hours in Finance or Economics as approved by department chair.
Course Description

Finance (FI)

2303 Financial Markets & Institutions (3) SP
A survey of the various financial markets and the financial instruments that trade in them. Markets studied include the stock, bond, currency, derivative and commodity markets. Attention is focused on the risk and return characteristics of traded securities and on the role of financial markets in the larger world economy. Prerequisite: Economics 2403 The course is designed primarily for sophomores as they begin a major in Finance, and is not a part of the business core.

2213 Personal Finance (3) Offered on demand
A course designed primarily for non-business majors to cover all aspects of personal financial affairs. This course is not open to junior or senior majors in the College of Business.

2503 Business Analytics (3) F, SP, SU
This course primarily involves teaching of Excel and spreadsheet software in a business context. Practical examples will use analytical spreadsheet tools that are designed to enhance business decision-making. Prerequisites: Accounting 2503

3503 Principles of Finance (3) F, SP, SU
A study of risk and return relationships, time value of money, capital budgeting, analysis of financial statements, and working capital management. Prerequisites: Accounting 2503, Economics 2403

3603 International Economics and Finance (3) F
This course will focus on international trade as a sub-theme in the greater concert of the human struggle to survive and prosper that has continued, in essence, unchanged throughout the centuries. The emphasis will be on developing a framework for evaluating trade on a global scale. Prerequisites: Economics 2403 and 2413 with grades of "C" or above.

3643 Financial Planning (3) SP
A study that covers the broad range of financial services topics, including the financial planning process, the time value of money, insurance and risk management, investment tax planning, retirement planning and estate planning. Prerequisite Finance 3503 with a grade of "C" or above.

3703 Equity Investments (3) SP
Covers institutional facts about equity markets, modern portfolio theory and market efficiency, fundamental and technical analysis. Prerequisite: Finance 2303 with a grade of "C" or above.

3803 U.S. Business, Culture and Travel to [Insert destination] (3)
The course gives the learners the opportunity to travel to major center(s) in the United States, gaining exposure to a business environment not present in Middle Tennessee. Attention will be given to various business segments, trends, governing/advising bodies, cultural influences, political issues, marketing and service strategies, management approaches, financial institutions, money and capital centers, and other factors impacting the transaction of business in the chosen destination. Domestic trip participation is required.

390V Internship in Finance (1–6) F, SP, SU Prerequisite: Permission of professor in charge and department chair and junior or senior standing.

3913 Risk Management (formerly Debt and Derivatives) (3) F
This course covers institutional facts about money markets, bond markets, and derivative markets. Also covers asset pricing and portfolio management issues for debt and derivative instruments. Prerequisite: Finance 2303 with a grade of “C” or above.

401V Independent Study in Finance (1–3) F, SP, SU
Independent research of primary and secondary data in a selected topic; topic title to be approved by major professor and department chair; paper to be kept on file. Course may be repeated. Prerequisites: advanced standing, proven research ability and approval of academic chair.

4003 Corporate Governance and Internal Control (3) F
Corporate governance refers to the myriad of constraints designed to encourage managers and directors to act in the interest of shareholders. Topics include choice of legal entity, ownership structure, corporate charter, stakeholders and corporate social responsibility, proxy process, board of directors, CEO compensation, CEO performance evaluation, CEO retention, boundaries of the firm and international corporate governance. Additional topics will include the design and evaluation perspectives of the control environment, risk assessment, control activities and monitoring. Special attention will be given to the rapidly changing environment affecting corporate management in response to Sarbanes-Oxley Act. Students interested in obtaining the M.Acc. degree should not take this course at the undergraduate level. Prerequisite: Accounting 2513 with a grade of “C” or above and senior standing.

4343 Fundamentals of Real Estate (3) Offered on demand
An introduction to the basics of real estate: markets, law, appraisal, finance and management. Prerequisites: Finance 3503 with a grade of “C” or above.

4513 Managerial Finance (3) SP
An advanced study of the practice and policies applicable to the financial management of business enterprises, including cash flow analysis, lines of credit, the placing of securities and the role of the financial manager. Prerequisite: FI 3503 with a grade of “C” or above and senior standing.

4753 Financial Statement Analysis (3) F
Focuses on corporate financial statement and provides an appreciation for the issues faced by corporate managers as they design a financial reporting strategy. Skills developed in the course include analysis of business performance through financial statements; analysis of earnings quality and other accounting matters; and forecasting earnings and cash flows. The course also offers perspectives on the role of financial reporting
and financial statement analysis in the capital markets. Students interested in obtaining the M.B.A. or M.Acc. degree should not take this course at the undergraduate level. Prerequisite: Finance 3503 with a grade of “C” or above and senior standing.

4803 Global Business, Culture and Travel to [insert destination] (3)
This course gives learners international business exposure and a unique cultural experience with an opportunity to encounter first-hand a global business environment including various business segments, trends, governing/advising bodies, cultural influences, political issues, marketing and service strategies, management approaches, financial institutions, money and capital centers, and other factors impacting the transaction of business in the chosen destination. International trip participation is required.

4813 Portfolio Management (formerly Investment Fund Management) (3) F, SP, SU
Students enrolled in this course are responsible for managing a real portfolio of Tennessee Valley Authority funds. Students also compete in the TVA Investment Challenge against investment teams from other universities in the TVA region. Participating students are responsible for security selection, portfolio balancing and other fund management decisions. Corequisite: Finance 3703. Completion of Finance 3703 before taking this course is strongly recommended.

4913 Special Topics (3) SP
This course covers material that does not fit neatly into the other courses in the finance major, either for conceptual reasons or time constraints. The course will be composed of several distinct content modules. A partial list of possible topics includes: mergers and acquisitions, private equity, hedge funds, financial forecasting, financial modeling, bankruptcy and financial distress, and the valuation of private companies. Prerequisites: Senior standing in finance major.

2413 Principles of Microeconomics (3) F, SP, SU
Basic economic principles in the context of modern society and business, including scarcity and the allocation of resources, supply and demand, the American economy, the global economy, market structures and resource markets.

3303 Natural Resource Economics (3) SP
Offered on demand
Economic principles applied to the presence and utilization of natural resources. The nature of public policy will also be addressed, with emphasis on how natural resource and environmental issues fit into the greater policy context. This will include deeper study of the meaning of scarcity, cost, property rights, sustainability, and the limits of knowledge. Topics may include the law and economics of water and other minerals, forests, fisheries, energy supply, pollution, and climate change. Prerequisites: Economics 2413 with a grade of “C” or better.

3603 International Economics and Finance (3) F
This course will focus on international trade as a sub-theme in the greater concert of the human struggle to survive and prosper that has continued, in essence unchanged, throughout the centuries. The emphasis will be on developing a framework for evaluating trade on a global basis. Prerequisites: Economics 2403 and 2413 with grades of “C” or above.

390V Internship in Economics (1-6) F, SP, SU
Prerequisite: Permission of professor in charge and academic chair. Open only to juniors and seniors.

401V Independent Study in Economics (1-3) F, SP, SU
Independent research of primary and secondary data in a selected topic; topic title to be approved by major professor and department chair; paper to be kept on file. Course may be repeated. Prerequisites: Advanced standing, proven research ability and approval of department chair.

Economics (EC)
Effective with the Fall 2015 catalog, changes have been made in the offering of principles of economics: EC 2403 (formerly EC 2513) Principles of Macroeconomics is now offered first in the two-semester sequence, and EC 2413 (formerly EC 2503) Principles of Microeconomics is offered second in the sequence. Either course may be taken in either order with the preference being to take Macroeconomics prior to Microeconomics. Either course will satisfy 3 hours of Explorations General Education Social Science, but is not an “integrated” course.

2403 Principles of Macroeconomics (3) F, SP, SU
Basic economic principles in the context of modern society and government policy; national income accounting, output determination, fiscal policy, the banking system, monetary policy, and international trade.
Distinctives of the Management Major

The College of Business offers a management major with seven concentrations that prepare students for careers in a variety of organizations. The major helps bridge the transition from academic to professional life by requiring all students to complete an internship in their area of concentration. This gives them a competitive advantage in the post-graduation marketplace. With over 36,000 employers within 30 minutes of campus, students have a wide range of internship and career options.

The College of Business has recently started a program in missional entrepreneurship. This program blends traditional business school curriculum with courses from the College of Bible.

Management majors also have international experiences available. For example, during the summer term, students work as interns in Hong Kong with two major employers. As part of the college's expanding emphasis on global business, we operate an exchange program with Hang Seng Management College. Each term Lipscomb sends students to Hong Kong for a semester and receives Hong Kong students in exchange. The College also offers a Maymester trip to Europe.

Management faculty are thoroughly prepared as they average 20 years of real-world management experience and eight years of higher-education classroom teaching experience. Management faculty achievements include innovative research that has led to a best paper award from Proceedings of the Academy of Management, regular contributions to the Huffington Post, and a number of published case studies used at schools throughout the world. Faculty facilitate a rich learning environment for students that addresses both current management theory and practical experience.

Other Events and Programs

- Career and Networking Event. Students can network with employers at these events and learn about career opportunities. We also host Professional Men's and Women's fashion events.

- Society for Human Resource Management. Students can participate in our SHRM chapter and attend professional meetings with business leaders in the area.
• **Internships.** Students are required to participate in the internship program where students work in a professional environment while earning academic credit. Many also receive financial compensation.

• **Entrepreneurship.** Students can participate in a variety of activities surrounding entrepreneurship including new venture pitch competitions and entrepreneurship internships. The annual Kittrel competition includes cash prizes for promising ventures.

• **Mentoring.** Students can elect to participate in an innovative mentoring program with local business leaders.

• **Awards of Excellence.** Juniors and seniors with strong academic records majoring in management are recognized for their excellence at the annual College of Business awards banquet.

• **Student Center for the Public Trust.** Lipscomb University is home to the inaugural Student Center for the Public Trust chapter, created in 2009 by the NASBA Center for the Public Trust, to focus on educating and engaging future business leaders on ethics, accountability and integrity. The mission of the SCPT is to promote ethical thinking in the developing character and conscience of students. The SCPT enables students to develop a real awareness of ethical issues that will provide a moral and ethical foundation for their lives.

### Distinctives of the Marketing Major

The College of Business offers majors in marketing and marketing-graphic arts. With a B.B.A. in marketing, you will learn how to bring a product or service from the idea stage to marketplace acceptance and how to gain a competitive edge in the marketplace and in your career. B.B.A. Marketing majors can choose to concentrate their studies in one of four areas—corporate marketing, internet and social media, marketing for entrepreneurs, and professional sales. With the B.S. marketing-graphic arts major, one can combine a passion for creativity with the business knowledge needed for success in today’s business world.

Marketing student achievements at Lipscomb University include working on real-life marketing projects with local businesses and social enterprises and finding high quality internships with national firms.

Graduates apply marketing degrees to almost every field imaginable. Students at Lipscomb often find entry or advancement opportunities in advertising agencies, PR firms, corporate marketing departments, marketing research, brand management, sales and customer relationship management. There are also career opportunities in non-profit organizations such as registered charities, arts groups and special interest communities.

### Other Events and Programs

• **Annual Career and Networking Event.** Students can network with employers at this event and learn about career opportunities.

• **Internships.** Students are encouraged to participate in the internship program where students work in a professional environment while earning academic credit. Many also receive financial compensation.

• **Awards of Excellence and Scholarship.** Junior and seniors with strong academic records majoring in marketing are recognized for their excellence and scholarship at the annual College of Business awards banquet.

### Management Major

The management major includes a common set of core courses (MG 3403 - Servant Leadership, MG 4403 - Organization Behavior, and MG 390V - Internship) and a choice of four courses from one of seven concentration areas. The College of Business has designed each concentration to give the student a deeper level of knowledge in a specific area and increase placement opportunities. The concentrations include corporate management, entrepreneurship, human resources management, international business, social entrepreneurship, supply chain management, and sustainability management.

### Corporate Management

This is a broad-based business major that offers students broad choices of course work. Emphasis is placed on acquiring the knowledge, skills and experience necessary to successfully plan, organize, lead and control large organizations.

### Entrepreneurship

Entrepreneurship, the pursuit of value-creating opportunities, is the foundation of both the economic and philanthropic systems within the United States. The US Small Business Administration estimates that Americans start roughly 6 million new businesses each year and that small businesses generate 65% of net new jobs in the economy. This concentration focuses on the unique competencies that enable entrepreneurs to succeed in a dynamic but uncertain environment.

### Human Resources Management

This concentration focuses on mastery of specific human resources functions including job analysis, recruiting, selection, retention, compensation, training, development, employee relations and employment law. The curriculum emphasizes the strategic role of human resources professionals in today’s organizations.
International Business

As the global economy continues to grow, the demand for international business education is higher than ever and expected to increase. The international business concentration prepares students for future management roles with global companies or those companies providing significant expatriate opportunities by increasing understanding of international cultures, business, marketing and finance.

Social Entrepreneurship

Social entrepreneurship through its pursuit of value-creating opportunities in the social sector is fast becoming the foundation of philanthropic systems within the United States. According to the Urban Institute, the number of nonprofit organizations in the U.S. has grown by more than 50 percent in the past 10 years. In addition, many for-profit businesses recognize the need to contribute to improving the society in which they operate. This concentration focuses on the unique competencies that enable entrepreneurs to succeed in social enterprises, whether for profit or not for profit. Recently, the College has also added coursework and a minor in Missional Entrepreneurship, a unique blend of business as mission.

Supply Chain Management

Lipscomb University’s College of Business in partnership with the Hang Seng Management College in Hong Kong now offers a supply chain management concentration within the B.B.A. in Management. SCM is a dynamic and growing field that focuses on the movement of goods and services from suppliers to end customers. Under our unique partnership, students spend seven semesters on campus in Nashville and one semester in Hong Kong. Instruction is in English, and students have opportunities for travel during their term abroad.

Sustainability Management

Climate change, biodiversity loss, the increasing urbanization of the world’s population and the growth and integration of the world’s markets all confront local communities with opportunities and challenges. This concentration prepares students with a curriculum that takes into account the interconnectedness of the economy, society and the environment.

Management Career Opportunities

- Owning and operating a business
- Leadership roles in large multi-national corporations
- Managing small-to medium-sized firms
- Sales and sales management
- Positions with U.S. and international governmental agencies
- Not-for-profit and faith based enterprise management
- Human resource management
- Employee training and development
- Employee recruitment and talent management
- Employee relations
- Compensation and benefits analyst or manager
- Sustainability officer
- Sustainability analyst
- Sustainable design professional
- Environmental research assistant
- Sustainability consultant
- Energy efficiency analyst
- Resource manager
- Supply chain analyst or manager

Information Technology Management

Historically, the College of Business has offered a major in information technology management. With changes in the curriculum of the College of Computing and Technology, the IT management major is now housed there. The College of Business urges prospective students to consider majors from the College of Computing and Technology along with possible minors from the College of Business. Students can also pursue a major in business and a minor in a computing area.

Marketing Majors

For students wishing to prepare for a career in marketing, the College of Business offers the B.B.A. in Marketing degree. This major gives students a course of study that provides students the full complement of conceptual and quantitative courses needed to prepare for marketing positions in business. Students complete a common set of three core courses (MK 3533 - Marketing Management, MK 3553 - Promotional Strategies, and MK 3573 - Consumer Behavior) and a concentration area. B.B.A. Marketing majors can choose to concentrate their studies in one of four areas—corporate marketing, internet and social media, marketing for entrepreneurs and professional sales.

Corporate Marketing

The concentration in corporate marketing provides a student with the broadest and most general study in marketing. Built on a mastery of all core business disciplines, this concentration places its emphasis on acquiring the knowledge, skills and abilities needed to plan and carry out comprehensive marketing strategies.
Internet and Social Media Marketing
The rapid growth of Internet and social media has fundamentally changed the marketing field. The College of Business designed this concentration to give students the knowledge and skills needed to compete in this environment. This cross-disciplinary concentration combines the strengths of the College of Business, the Department of Communications, the Department of Art and the College of Computing to equip marketing students for this dynamic business environment.

Marketing for Entrepreneurs
For students with an entrepreneurial spirit, this concentration provides skills useful for essential marketing functions of new or startup firms. In combination with an understanding of other business functions developed through the College of Business core courses, students in this concentration will gain many of the skills needed to make new ventures successful.

Professional Sales
Organizations in the marketplace are constantly seeking motivated and talented communicators to take messages about those organizations and their products or causes to current and potential customers or donors. The College of Business has designed sales courses to provide knowledge of the techniques needed for effective communication and selling. The College of Business prepares students through course work and a sales internship to begin a career in the challenging and rewarding world of professional selling.

Marketing-Graphic Arts Major
The Department of Management & Marketing also offers a B.S. degree that combines most of the curriculum of the traditional marketing major with a minor in graphic design (offered by the Department of Art) to prepare students with specific knowledge, abilities and skills to communicate marketing messages in both traditional and digital worlds. The marketing faculty designed this major for students with an interest in marketing who also desire to develop artistic and communication abilities for use in a business setting. In the marketing-graphic arts major, students will typically develop a portfolio of graphic design work that they can present to prospective employers to demonstrate their capabilities.

Requirements for Management Majors

Management Major — Corporate Management Concentration
B.B.A. degree program
Total hours required — 21 (in addition to B.B.A. requirements)
Specific courses required —
Management 3403, 390V (3), and 4403
Concentration courses —
Management 4453
Nine hours selected from Management (MG), Marketing (MK), Entrepreneurship (ENT), Operations and Supply Chain Management (OSCM) and Business Administration (BA) that are not otherwise required in the student's degree program.

Management Major — Entrepreneurship Concentration
B.B.A. degree program
Total hours required — 21 (in addition to B.B.A. requirements)
Exception- substitute Business Administration 4503 with Entrepreneurship 4503)
Specific courses required —
Management 3403, 4403
Entrepreneurship 390V (3)
Concentration courses —
Entrepreneurship 3543, 4403, 4453,
Choose one of:
ENT 3403, 4Xn3, LJS3513

Management Major — International Business Concentration
B.B.A. degree program
Total hours required — 21 (in addition to B.B.A. requirements)
Specific courses required —
Management 3403, 390V (3), and 4403
Concentration courses —
Business Administration 3603 or Management 4803 (whichever was not taken in the business core)
Marketing 3753
Finance 3603
One foreign language course (minimum 3 hours)

Management Major — Human Resource Management Concentration
B.B.A. degree program
Total hours required — 21 (in addition to B.B.A. requirements)
Specific courses required —
Management 3403, 390V (3), and 4403
Concentration courses —
Management 4203, 4453, 4653 and 4753

Marketing Career Opportunities
- Assistant product managers
- Social media marketers
- Marketing research assistants
- Field sales representatives
- Advertising copywriters
- Media buyers
- Retail buyers
- Graphic artists
Management Major —
Supply Chain Management Concentration
B.B.A. degree program
Total hours required— 21 (in addition to B.B.A requirements)
  Specific courses required—
    Management 3403, 390V (3), and 4403
  Concentration courses—
    12 credit hours (4 courses) in supply chain management taken at Hang Sang Management College in Hong Kong
    OR
    12 credit hours (4 courses) taken at Lipscomb from the following courses:
    OSCM 4103, 4203, 4303, 4403
    IT 3423 (with permission of instructor)

Management Major —
Sustainability Management Concentration
B.B.A. degree program
Total hours required— 21 (in addition to B.B.A requirements)
  Specific courses required—
    Management 3403, 390V (3) and 4403
  Concentration courses—
    Economics 3303
    Environmental & Sustainability Science 2123, 4213
    Three credit hours selected from Environmental & Sustainability Management (ESS), Management (MG), or Marketing (MK)

Note: Students pursuing sustainability management are encouraged to complete science courses in their general education focused on sustainability and environmental science.

Requirements for Majors

Marketing Major —
Corporate Marketing Concentration
B.B.A. degree program
Total hours required— 21 (in addition to B.B.A requirements)
  Specific courses required—
    Marketing 3533, 3553 and 3573
  Concentration courses—
    Marketing 3543, 3753 and 4563
    Three hours selected from:
    Marketing 390V (3), 4Xn3

Marketing Major —
Internet and Social Media Concentration
B.B.A. degree program
Total hours required— 21 (in addition to B.B.A requirements)
  Specific courses required—
    Marketing 3533, 3553 and 3573
  Concentration courses—
    MK 3403
    IT 1213, 2223
    Three hours from Marketing (MK), Information Technology (IT except 1000 and 2043), Art (AR), Communications (CO, except 1003), or EN3123
    ST: Social Media. Students should consult a departmental advisor in course selection.

Marketing Major —
Marketing for Entrepreneurship Concentration
B.B.A. degree program
Total hours required— 21 (in addition to B.B.A requirements)
  Specific courses required—
    Marketing 3533, 3553, and 3573
  Concentration courses—
    Marketing 3543
    Entrepreneurship 3543
    Select two of the following courses
    ENT390V*, MK4N3x3 or any 3000 level or higher
    ENT course
    *Must be an internship in which entrepreneurial activities are a major component of the internship.

Marketing Major —
Professional Sales Concentration
B.B.A. degree program
Total hours required— 21 (in addition to B.B.A requirements)
  Specific courses required—
    Marketing 3533, 3553 and 3573
  Concentration courses—
    Marketing 3543, 4583, 390V (3)*
    Communication 2133
    * Must be an internship in sales or an internship in which selling activities are a major component of the internship.

Note: Minors, strongly recommended for students completing the B.B.A. marketing major concentration, include Web design and public relations.

Marketing- Graphic Arts Major —
B.S. degree program
Total hours required— 81* (63 in major, 18 in minor)
  Specific courses required—
    Accounting 2503
    Art 1033, 1723, 2513, 3713, 3723 and
    Choose 1 from: AR 2253, AR 2313, AR 3733,
    AR 3773 or AR 3913
    Business Administration 3603, 3703, 3803, 4503
    Economics 2403, 2413
    Entrepreneurship 2503
    Finance 2503, 3503
    Management 3013, 3503, 3613
    Marketing 3403, 3503, 3533, 3553, 3543, 3573, 390V (3)
    Mathematics 1113, 1123, 1135, 1314, or 2053

Note: A minor in graphic design is satisfied with this degree program.
Note: Although Managerial Accounting (Accounting 2513) is not required of B.S. Marketing-Graphic Arts majors, it is highly recommended.

Requirements for Minors

Any Lipscomb student can minor in entrepreneurship, human resource management, internet and social media marketing, management, marketing, missional entrepreneurship and social entrepreneurship. Only non-business majors can pursue a minor in general business. The International Business minor is only for business majors.
Entrepreneurship Minor (for all majors)
Total hours required—15
Specific courses required—
Entrepreneurship 2503, 3543, 4403, 4453,
and one of: ENT 3403, 4Xn3, or LJS3513

General Business Minor (for non-business majors)
Total hours required—15
Specific courses required—
Accounting 2503
Economics 2403
Entrepreneurship 2503
Management 3503
Marketing 3503

Human Resources Minor (for all majors)
Total hours required—15
Specific courses required—
Management 3503, 4203, 4453, 4653, 4753

Internet and Social Media Marketing Minor
(for all majors)
Total hours required—15
Specific courses required—
Marketing 3403, 3503
Information Technology 1213, 2223
Three hours selected from Marketing (MK), Information Technology (IT except 1000 and 2043), Art (AR), Communication (CO except 1003), or EN 3123 ST: Social Media. Students should consult a departmental advisor in course selection.

International Business Minor (for business majors)
Total hours required—15
Specific courses required—
Business Administration 3603 or Management 4803
Finance 3603
One foreign language course (three hours)
Management 4403
Marketing 3753
Management Minor (for all majors)
Total hours required— 15
Specific courses required—
  Entrepreneurship 2503
  Management 3403, 3503, 4403, and 4453

Marketing Minor (for all majors)
Total hours required— 15
Specific courses required—
  Marketing 3503
  Twelve hours of electives in marketing

Missional Entrepreneurship Minor (for all majors)
Total hours required— 15
Specific courses required—
  ENT 3403, BI 3213, LUEG 3xxx
  Creativity and Innovation
  Choose two courses from the following:
    Entrepreneurship 2503, 3543, 4403, 4453,
    4Xn3 (Special Topics), 390V
    MK 3403, LJS 3513, 4413, BI 3103

Social Entrepreneurship Minor (for all majors)
Total hours required— 15
Specific courses required—
  Entrepreneurship 2503, 3543, and 4453
  Law, Justice & Society 3513, 4413

International Studies Minor
Total hours required— 17
Specific courses required—
  Business Administration 3603
One of the following blocks:
  French 2114, 2124
  German 2114, 2124
  Spanish 2114, 2124
Six hours selected from:
  History 3153, 3323, 4053, 4103, 4133, 4143
  Political Science 3033, 3133, 3153, 4053, 4133,
  4213, 4233

Note: This is an interdisciplinary program of the departments of business administration; foreign languages; and history, politics and philosophy.

Course Descriptions

Management (MG)

3013 Business Statistics (3) F, SP, SU
The purpose of this course is to cover the fundamentals and primary methods of statistical inference. Topics include statistical applications in business, summarizing data by tabular and graphical presentations, descriptive methods, probability theory, probability distributions, sampling distributions, interval estimation, hypothesis testing single and two sample tests, simple regression and correlation, and multiple regression. Emphasis is on problem solving, applications and interpretation of results. Prerequisites: MA 1113, 1123, 1135, 1314 or 2053.

3403 Servant Leadership (3) F, SP, SU
This course blends servant leadership theory with practice. Through active participation in service-learning projects, students will demonstrate the key dimensions of servant leadership. Students will explore the biblical underpinnings of popular best seller business books. Guest speakers, such as well-known entrepreneurs and executives, will discuss their integration of faith and service in the workplace. Designated sections may satisfy the SALT Tier II requirement.

3503 Principles of Management (3) F, SP, SU
A survey of the basic principles involved in the effective management of a business enterprise which includes planning, organizing, coordinating and controlling. Designated sections may fulfill SALT Tier II requirement.

3613 Legal Aspects of Business (3) F, SP, SU
History of legal development, organization of courts and administrative agencies and legal principles involved in the law of agency, including: bailment, bankruptcy, carriers, contracts, corporations, commercial paper, creditor rights, property, mortgages and liens, insurance, partnerships, sales, crimes, torts, trusts and estates. Prerequisite: Sophomore standing.

3803 U.S. Business, Culture and Travel to [insert destination] (3)
The course gives learners the opportunity to travel to major business center(s) in the United States, gaining exposure to a business environment not present in Middle Tennessee. Attention will be given to various business segments, trends, governing/advising bodies, cultural influences, political issues, marketing and service strategies, management approaches, and other factors impacting the transaction of business in the chosen destination. Domestic trip participation is required.

390V Internship in Management (1-6) F, SP, SU
Prerequisite: Permission of professor in charge and academic chair and junior or senior standing. Repeatable for a maximum of six hours.

3913 Introduction to US Health Care System (3)
Offered on demand
This course will introduce students to the exciting world of health care. The course will expose students to the various organizations and services that comprise the current health care delivery system in the United States and give the students an understanding of how these various organizations and services come together in an effort to improve and enhance the health of communities and this nation as a whole. Students will explore how the various providers and organizations within the delivery system function and learn of opportunities that may be available for them to pursue in the future. Finally, students will contemplate current issues and ethical dilemmas in health care and begin to explore creative solutions to these daunting issues.

401V Independent Study in Management (1-3) F, SP, SU
Independent research of primary and secondary data in a selected topic, topic title to be approved by major professor. Prerequisites: Advanced standing, proven research ability and approval of academic chair. Repeatable for a maximum of six hours.
4203 Training and Development (3) SP
This course examines training and development in organizations. Emphasis is placed on conducting organization and learner analysis and design, development, implementation and evaluation of the training and development process. Prerequisite: Management 4453.

4403 Organizational Behavior: Global Perspectives (3) F, SP, SU
This course focuses on understanding human behavior, primarily in an organizational context, with the applied purpose of helping the student to become a more effective manager, leader, team member and organizational member in a global setting. Particular emphasis will be given to juxtaposing domestic organizational culture against multiple national and ethnic cultures. In doing so, both the prominent U.S. perspective on the topical areas and the perspectives of other international theorists will be explored. Prerequisite: Management 3503. Designated sections may satisfy the SALT Tier II requirement.

4453 Human Resource Management (3) F, SP, SU
The methods and techniques of personnel management will be examined. Emphasis is placed upon proper procedures in recruitment, selection, motivation, promotion, training, performance evaluation and compensation. An in-depth study of legal aspects of managing people. Prerequisite: Management 3503. Designated sections may satisfy the SALT Tier II requirement.

4653 Compensation (3) F
A course designed to explore the theory and practice of compensation and reward systems in organizations. Analysis of compensation strategy, structures and competitiveness as well as legal issues in compensation will be addressed.

4753 Recruitment, Selection and Retention (3) SP
A course designed to explore the theory and practice of staffing and retention of human resources in organizations. Focus is on recruitment, selection and retention of employees in complex organizational environments. Legal issues relating to staffing will also be addressed. Prerequisites: Management 4453.

4803 Global Business, Culture and Travel to [insert destination] (3)
This course gives learners international business exposure and a unique cultural experience with an opportunity to encounter first-hand a global business environment including various business segments, trends, governing/advising bodies, cultural influences, political issues, marketing and service strategies, management approaches and other factors impacting the transaction of business in the chosen destination. International trip participation is required.

4Xn3 Special Topics in [Insert Area] (3)
This course is designed to quickly respond to ever-changing demands of business through one time course offerings that will not be frequently repeated. Examples could include classes such as labor relations and collective bargaining, negotiation and conflict management, and family enterprising.

Business Administration (BA)
3403 Enterprise Systems and Analytics (3) F, SP, SU
In this course, students explore the role of enterprise resource planning and business analytics within and between organizations. Students learn to analyze and improve cross-functional business processes. Emphasis is placed on the use of ERP systems to integrate processes across marketing, finance/accounting, operations and HR management. Students also learn to visualize business performance measures and mine large datasets for actionable information. The course covers commonly used tools including SQL, QBE and data flow diagrams. Prerequisites: FI2503 or ITT2043

3603 Fundamentals of International Business (3) F, SP, SU
Environmental, economic, political and social constraints on doing business abroad as well as management problems and operations of an overseas business are discussed. Prerequisites: Economics 2403 or 2413.

3703 Business Communication (3) F, SP
A study of the process of human communication as a basis for managing organizations. Topics include business writing, report writing, the job-search process, writing for effect and technology-enabled communication. Prerequisites: Lipscomb Seminar 1103 or English 1113, English 1313 and Communication 1003. Designated sections may satisfy SALT Tier II requirement.

3803 Business Ethics (3) F, SP, SU
Explores individual and collective ethical decision making styles and the corporation as a social moral agent. It is conducted in a seminar style using cross-functional cases from core business disciplines. Prerequisite: Senior standing.

4503 Business Policy and Strategy (3) F, SP, SU
Study of the development of company policy and strategy and the impact of a company’s internal and external environment on strategic decisions. Includes case practice in analyzing and formulating business policy and strategy. An integrating experience to be taken in the final semester of study. Prerequisite: Senior standing, BA 3703, FI 3503, MK 3503, MG 3503.

Entrepreneurship (ENT)
2503 An Entrepreneur’s Introduction to Business (3) F, SP
This foundation course introduces students to business by taking an entrepreneurial perspective to the pursuit of value-creating opportunities. The course examines the entrepreneur’s approach to life, including business creation and leadership, approach to innovation and creativity, and the knowledge and skills necessary for these approaches to create value. Students will be able to recognize and evaluate entrepreneurial opportunities. At the end of the course, they will develop a business model for one of those opportunities and understand how that business model can apply to all business endeavors.
4453 Entrepreneurial Management (3) SP
Focuses on the business processes that an entrepreneurial enterprise needs to implement at start up and on the approach to maturing these processes as the enterprise grows. The course emphasizes human resources processes and surveys legal, operations, technology and service processes that a successful firm must practice. Students will explore which human resources should be employees of the firm and which the firm should outsource, will understand various approaches to compensation and employee organization, and will be able to determine the appropriate legal structure for an entrepreneurial venture. At the end of the course, they will develop an organizational plan for a growing firm through its first three years of existence. Prerequisite: Entrepreneurship 2503 or Law, Justice and Society 3513.

4503 Entrepreneurial Capstone Seminar (3) SP
This capstone seminar provides an intensive experiential opportunity to develop a for-profit or social entrepreneurial enterprise business plan. During the seminar, faculty will work with students to identify entrepreneurial opportunities and will lead them in developing a detailed business plan to address that opportunity. At the end of the course, students will have an actionable business plan reviewed by outside advisors. Prerequisites: senior standing and ENT4403

4Xn3 Special Topics in [Insert Area] (3)
This course is designed to quickly respond to ever-changing demands of business through one time course offering that will not be frequently repeated.

Marketing (MK)

3403 Strategic Internet Marketing (3) F, SP
In this course students learn to use the Internet as a strategic and operational marketing tool. Working hands-on and in teams, students will gain a first person perspective to modern Internet marketing. Topics covered include: Website design and creation, competitive analysis, SEO and SEM, content marketing, branding and strategy, social media, advertising, analytics, customer engagement and various online business models.

3503 Principles of Marketing (3) F, SP, SU
A general survey of the marketing function of the American business community, including an analysis of the roles, methods, costs and problems of the farmer, manufacturer, wholesaler, broker, retailer and other middlemen in entrepreneurship. Prerequisite: Sophomore standing.

3533 Marketing Management (3) F, SP
An advanced study of the practices and policies of sales and marketing management in major business firms; including study of markets, market trends, sales organization, sales planning, sales promotion, advertising and consumer relations. Some attention is also given to salesmanship. Prerequisite: Marketing 3503 with a grade of "C" or above.
**3543 Professional Selling (3) F, SP**  
This course covers the fundamentals of selling, sales theory, sales techniques and sales role playing. The personal qualifications required for effective selling are reviewed. Students are required to give sales presentations. Prerequisite: Marketing 3503 with a grade of “C” or above.

**3553 Promotional Strategy (3) F, SP**  
Analysis of the uses of various promotions in formulating an overall consumer communication strategy. Topics include advertising, publicity and sales promotion, creative strategies, evaluation of results and the advantages and disadvantages of differing types of media and vehicles in reaching the target audience. Prerequisite: Marketing 3503 with a grade of “C” or above.

**3573 Consumer Behavior (3) F, SP**  
A study of the influence of social and psychological factors upon the behavior of buyers. Topics include the consumer decision process and how it impacts marketing strategy. Prerequisite: Marketing 3503 with a grade of “C” or above.

**3753 Global Marketing (3) SP**  
A study of marketing practices in companies operating globally with emphasis on the economic, political and cultural differences among nations. Topics include strategic planning and organizing for international marketing – including pricing, product, promotion and distribution practices. Prerequisites: Marketing 3503 with a grade of “C” or above.

**3803 U.S. Business, Culture and Travel to insert destination] (3)**  
The course gives learners the opportunity to travel to major business center(s) in the United States, gaining exposure to a business environment not present in Middle Tennessee. Attention will be given to various business segments, trends, governing/advising bodies, cultural influences, political issues, marketing and service strategies, management approaches, financial institutions, money and capital centers and other factors impacting the transaction of business in the chosen destination. Domestic trip participation is required. Prerequisite: Marketing 3503 with a grade of “C” or above.

**390V Internship in Marketing (1-6) F, SP, SU**  
Prerequisites: Permission of professor in charge and/or academic chair prior to registration, junior or senior standing and Marketing 3503 with a grade of “C” or above.

**401V Independent Study in Marketing (1-3) F, SP, SU**  
Independent research using primary and secondary data in a selected topic; topic title to be approved by major professor and/or academic chair; paper to be kept on file. Course may be repeated. Prerequisites: Advanced standing, proven research ability and approval of departmental staff prior to registration. Repeatable for a maximum of six hours. Prerequisite: Marketing 3503 with a grade of “C” or above.

**4Xn3 Special Topics in Marketing (3) F, SP Offered on demand**  
This course covers a variety of topics not covered, or only lightly covered, in other marketing courses. Examples of topics that may be included are: e-commerce, relationship marketing, service marketing and business-to-business marketing. Students are expected to complete reading assignments in the various topics and to participate in discussions in a seminar atmosphere. Prerequisite: Marketing 3503 with a grade of “C” or above.

**4563 Marketing Research (3) F**  
A study of research methods and techniques applicable to problem solving in marketing. Topics include the planning and execution of market research projects, primary and secondary data collection, use of statistical methods, questionnaire design, interview methods, sampling tabulation and report writing. Prerequisites: Marketing 3503, Management 3013 with a grade of “C” or above.

**4583 Advanced Professional Selling (3) Offered on Demand**  
This course introduces advanced topics in selling, including relationship management, negotiation, team selling, time and territory management, customer incentives, the business environment, developing sales presentations and effective closing techniques. Role play and video-taped presentations will be a major part of the course.

**4803 Global Business, Culture and Travel to [insert destination] (3)**  
This course gives learners international business exposure and a unique cultural experience with an opportunity to encounter first-hand a global business environment including various business segments, trends, governing/advising bodies, cultural influences, political issues, marketing and service strategies, management approaches and other factors impacting the transaction of business in the chosen destination. International trip participation is required. Prerequisite: Marketing 3503 with a grade of “C” or above.

**Operations and Supply Chain Management (OSCM)**

**3503 Operations and Supply Chain Management (3) F, SP**  
This course is a survey of operations and supply chain management that relates to both service and manufacturing organizations. The course focuses on four core areas: strategy, process management, supply chain management and supply and demand planning. Additional topics include ethical behavior, forecasting, product and service design, innovation and sustainability, lean operations, quality assurance, global supply chains, and the impacts of technology. Students will use management science techniques in solving problems. Also, students will compete in a simulation to demonstrate course concepts. Prerequisite: MG 3013 Business Statistics and MA 1113, 1123, 1135, 1314 or 2053.
4103  **Advanced Supply Chain and Logistics (3)**  
*Offered on demand*

In this course students gain an understanding of logistics within the context of supply chain management. Attention is paid to a framework of supply chain management and a four-part discussion of logistics components. Students will learn to design inventory, transportation, warehousing, and packaging and handling solutions for organizations. Further, students will examine global supply networks, performance measures and green supply chains. Prerequisite: OSCM 3503 Operations and Supply Chain Management.

4203  **Supplier Relationship Management and Negotiation (3)**  
*Offered on demand*

In this course students gain an understanding of purchasing within the context of supply chain management. Attention is paid to the role of purchasing as part of a firm's material management function. Students will learn how firms select and evaluate suppliers on a global basis, and how firms negotiate purchasing contracts. Further, students will examine global supply networks, performance measures and green supply chains. Prerequisite: OSCM 3503 Operations and Supply Chain Management.

4303  **Quality Management (3)**  
*Offered on demand*

This course examines the principles and techniques for managing and improving quality in manufacturing and service organizations. Students learn the role of quality in a firm's strategic plans and drive for competitive advantage. Topics include quality culture, customer satisfaction, new product design control, incoming material control, process control, and continuous quality improvement. Students will use tools and techniques including quality function deployment, statistical process control, lean six sigma and total quality management. Prerequisite: OSCM 3503 Operations and Supply Chain Management.

4403  **BPM and Change Management (3)**  
*Offered on demand*

This course addresses the methods and techniques required to analyze, design, implement, automate and evaluate business processes. The course further examines organizational challenges in implementing change. Structured along the phases of the Business Process Management life cycle, students learn to analyze organizational performance from a process perspective, redesign processes using value-focused techniques, design workflows and implement them in BPM systems. Upon completion of this course, students will be able to assess the efficiency and effectiveness of an organization from a process perspective, conduct process improvement projects and determine effective methods to address organizational resistance to change. Prerequisite: OSCM 3503 Operations and Supply Chain Management.
Dean Institute for Corporate Governance and Integrity

Turney Stevens, Director
Brad Reid, Senior Scholar

The Dean Institute for Corporate Governance and Integrity was formed in 2008 as a national forum to integrate best practices in board governance with commitments to integrity for public and private company board directors and management.

The institute was funded initially by a generous gift from Hilton and Sallie Dean. Mr. Dean is a former vice chairman of Ernst & Young, LLP, New York, and currently serves as the chairman of the Board of Trustees of Lipscomb University.

Unlike other programs on corporate ethics and governance, Lipscomb’s Dean Institute approaches the issues confronting today’s board directors and corporate executives from a faith-based perspective and addresses the root issues at play. It seeks to inspire scholarship as well as dialogue at all levels of corporate and institutional life, exploring ways to encourage cultures of integrity and seeking practical methods of more responsible stewardship for all stakeholders. The institute seeks to examine and encourage the guiding principles and factors that inspire honesty and transparency, even when those qualities may appear to have negative short-term consequences.