May 6, 2005

MEMORANDUM

TO: Howard Frank  
Dean, Robert H. Smith School of Business

FROM: Victor Korenman  
Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to Change the Curriculum in the Operations Management Program  
(PCC Log No. 04069)

At its meeting on May 6, 2005, the Senate Committee on Programs, Curricula, and Courses approved your proposal to change the curriculum in the Operations Management Program. The enclosed copy of the approved proposal incorporates a minor wording change agreed to at the meeting.

The changes are effective in Fall 2005. The College should ensure that the new requirements are fully described in the Undergraduate Catalog and in all relevant descriptive materials, and that all advisors are informed.

VK:sfm  
Enclosure

Cc: Dr. Sylvester Gates, Chair, Senate PCC  
Dr. Mary Giles, University Senate  
Ms. Barbara Hope, Data Administration  
Mr. Brian Horlick, Robert H. Smith School of Business  
Dr. Phyllis Peres, Undergraduate Studies  
Ms. Anne Turkos, Archives  
Dr. Linda Yokoi, Records & Registrations
THE UNIVERSITY OF MARYLAND, COLLEGE PARK PROGRAM/CURRICULUM PROPOSAL

DIRECTIONS: Provide one form with original approval signatures in lines 1 - 4 for each proposed action. Keep this form to one-page in length. Forms and appropriate attachments should be submitted to the Office of Academic Affairs, who will assign a Log Number to each proposal. Additional copies may be required at a later time.

DATE SUBMITTED 2-7-05

PCC LOG NO. 04069

COLLEGE/SCHOOL Robert H. Smith School of Business

DEPARTMENT/PROGRAM Decision and Information Technologies – Operations and Quality Management

PROPOSED ACTION (A separate form for each) ADD_____ DELETE______ CHANGE ______ X____

DESCRIPTION (Provide a succinct account of the proposed action. Additional detail may be provided in an attachment. Provide old and new sample programs for curriculum changes.)

After a curriculum review, the Decision & Information Technologies (D&IT) department is requesting an update of the Operations & Quality Management major. Course options will be adjusted to reflect current business trends, and course descriptions will be updated. In addition, D&IT is also proposing a change of the major’s current name on a separate form.

See attached for more details.

JUSTIFICATION/REASONS/RESOURCES (Explain the reason for the proposed action. Identify the source of new resources that may be required. Attach additional material if needed.)

No new resources required. See attached.

APPROVAL SIGNATURES

1. Department Committee Chair

2. Department Chair

3. College/School PCC Chair

4. Dean

5. Dean of the Graduate School (if required)

6. Chair, Senate PCC

7. Chair of Senate

8. Vice President for Academic Affairs & Provost

DATE

2/14/05

2/14/05

2/18/05

05/06/05

5/6/05

VPAAP Rev. 2/2/98
REASONS FOR PROPOSED ACTION

Changes are proposed for the curriculum for the Operations Management (OM) major. In addition to the curriculum changes listed on this proposal, the Decision & Information Technologies Department is also requesting that the name of the program be changed from Operations and Quality Management to Operations Management. The renaming proposal is submitted in a separate proposal.

The proposed changes are based on: a benchmarking study of top 20 undergraduate business programs nationwide, a focus group of undergraduate OM majors in Spring 2004 (including the president of the Smith Undergraduate Student Association), a study of the career path of OM graduates, faculty input from within and outside the D&IT department, and from meetings with the Undergraduate Dean and Associate Director of Undergraduate Studies in RHS. Since the OM program was ranked #15 in “America’s Best Colleges 2005” published by U.S. News & World Report, the proposed changes are intended to further strengthen an already strong and highly regarded program.

DESCRIPTION OF CURRICULUM CHANGE

Approximately 25-30 students graduate each year, with OM as either their primary or secondary major, from the Smith School at the College Park and Shady Grove campuses combined. The OM major is trained to design, manage and improve a firm’s systems and processes, focusing on creation and delivery of products and services. OM graduates have pursued careers that include: consulting, procurement, project management, process design & analysis, process reengineering and portfolio management.

We have changed the Econ requirement from 2 courses to 1 course.
We have also changed the Math requirement from 2 courses to 1 course.
[The content in OM does not require a course in integral calculus.]
We have eliminated the concept of a managerial track and a technical track.
We have modified the set of major requirement courses and, in some cases, their description and content.

A summary of the proposed changes follow.

- The Economics requirement has been pared down from 2 courses to 1 course to reflect relevant material and courses actually offered.
- The Mathematics requirement has been reduced from 2 courses to 1 course to recognize that the OM major requirements do not require both MATH 220 and 221 (or MATH 140 and 141). This is consistent with most majors in the Smith School of Business.
- We have eliminated tracks, managerial and technical, within the major to provide further depth.
- As a result of the above change and to make the major more attractive as a second major, we have modified the portfolio of courses under “major requirements.”

See below for more details on the current curriculum and the proposed changes.

Old Requirements

<table>
<thead>
<tr>
<th>Major Requirements</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BMGT 332 Operation Research For Management Decisions</td>
<td>3 cr</td>
</tr>
<tr>
<td>BMGT 385 Production Management</td>
<td>3 cr</td>
</tr>
<tr>
<td>BMGT 486 Total Quality Management</td>
<td>3 cr</td>
</tr>
<tr>
<td>One of the following courses:</td>
<td>3 cr</td>
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<tr>
<td>BMGT 321 Managerial Accounting</td>
<td></td>
</tr>
<tr>
<td>BMGT 440 Financial Management</td>
<td></td>
</tr>
<tr>
<td>Two courses from one of the following tracks</td>
<td>6 cr</td>
</tr>
<tr>
<td>Managerial Track</td>
<td></td>
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<tr>
<td>BMGT 360 Human Resource Management</td>
<td></td>
</tr>
<tr>
<td>BMGT 372 Intro to Logistics and Supply Chain Mgmt</td>
<td></td>
</tr>
<tr>
<td>BMGT 472 Advanced Logistics Operations</td>
<td></td>
</tr>
<tr>
<td>Or</td>
<td></td>
</tr>
<tr>
<td>Technical Track</td>
<td></td>
</tr>
<tr>
<td>BMGT 430 Linear Statistical Models in Business</td>
<td></td>
</tr>
<tr>
<td>BMGT 431 Design of Statistical Experiments in Business</td>
<td>(no longer offered)</td>
</tr>
</tbody>
</table>
Total Major Requirements 18 cr

**Upper Level Economics Requirement for OQM Major**
One of the following courses: 3 cr
- ECON 305 Intermediate Macroeconomic Theory & Policy
- ECON 306 Intermediate Microeconomic Theory
- ECON 330 Money and Banking
- ECON 340 International Economics

One additional course from the following courses: 3 cr
- ECON 305 Intermediate Macroeconomic Theory & Policy
- ECON 306 Intermediate Microeconomic Theory
- ECON 311 American Economic History Before the Civil War
- ECON 315 Economic Development of Underdeveloped Areas
- ECON 316 Economic Development of Latin America
- ECON 317 No longer offered
- ECON 330 Money and Banking
- ECON 340 International Economics
- ECON 361 Economics of American Industries
- ECON 370 Labor Markets, Human Resources, and Trade Unions
- ECON 374 Sex Roles in Economic Life
- ECON 375 Economics of Poverty and Discrimination
- ECON 380 Comparative Economic Systems
- Or any 400 Level ECON except ECON 422, 423 or 425

Total Upper Level Economics Requirements 6 cr

**New Requirements**

**Major Requirements**
- BMGT 332 Operations Research For Management Decisions 3 cr
- BMGT 385 Operations Management (Title & Description Change) 3 cr
- BMGT 485 Project Management (Title & Description Change) 3 cr

One of the following courses: 3 cr
- BMGT 430 Linear Statistical Models in Business
- BMGT 434 Introduction to Optimization (Title & Description Change)
- BMGT 435 Business Process Simulation (Title & Description Change)

Two of the following courses: 6 cr
- BMGT 430 – Linear Statistical Models in Business
- BMGT 434 – Introduction to Optimization (Title & Description Change)
- BMGT 435 – Business Process Simulation (Title & Description Change)
- BMGT 403 – Systems Analysis and Design
- BMGT 372 – Introduction to Logistics & Supply Chain Management
- BMGT 486 – Total Quality Management or BMGT 487 – Six Sigma Innovation (Credit allowed for only 486 or 487)
- BMGT 490 - The Total Quality Practicum (Open only to QUEST students)

Total Major Requirements 18 cr

**Upper Level Economics Requirement for OQM Major**
One of the following courses: 3 cr
- ECON 305 Intermediate Macroeconomic Theory & Policy
- ECON 306 Intermediate Microeconomic Theory
- ECON 330 Money and Banking
- ECON 340 International Economics

Total Upper Level ECON requirements 3 cr
Additional Degree Requirements of the Operations & Quality Management Major

At the Smith School of Business, 120 credit hours are required to complete a Bachelor of Science degree. Besides the major requirements list above and the specific Smith School of Business requirements listed below, a student must complete the University's CORE General Education Requirements and sufficient lower and upper level elective credit to accumulate a total of 120 credit hours. A minimum of 58 credit hours of the required 120 hours must be in 300-400 (upper) level courses. Additional Smith School of Business degree requirements are listed below.

Freshmen/Sophomore Smith School Requirements
MATH 220* or 140** - Elem.Calculus I or Calculus I 3-4 cr
BMGT 201*** - Computer Applications in Business 3 cr
BMGT 220 & 221 - Principles of Accounting I & II 6 cr
BMGT 230 or 231**** - Business Statistics 3 cr
ECON 200 & 201 - Principles of Micro & Macro Economics 8 cr
COMM 100 or 107 - Foundations of Speech Communications or 3 cr
Speech Communication
Total 26-27 cr

* ** Follow-on courses MATH 221 or 141 are strongly recommended in addition
***BMGT201 also satisfied by CMSC 102, 103 or advanced computer programming course.
****Previously BMGT 231 was required for OQM-Technical Track majors

Junior/Senior Smith School Requirements
BMGT 340 - Business Finance 3 cr
BMGT 350 - Marketing Principles 3 cr
BMGT 364 - Management and Organization 3 cr
BMGT 367 - Career Search Strategies and Business 1 cr
BMGT 380 - Business Law 3 cr
BMGT 495 - Business Policies 3 cr
Total 16 cr

Current Catalog Description

The Operations and Quality Management major involves the management of resources for the production of goods or services. This includes such functions as work force planning, inventory management, logistics management, production planning and control, and resource allocation; and emphasizes total quality management principles. Career opportunities exist in manufacturing, retailing, service organizations, and government.

Students pursuing the managerial track must complete MATH 220 and 221 and BMGT 230 prior to junior standing. Students selecting the technical track must complete MATH 140 and 141 and BMGT 231 prior to Junior Standing; and those interested in graduate work are strongly advised to take MATH 240 and 241 as well.

Proposed Catalog Description

Operations Management involves the design and management of an organization’s systems and processes focusing on the creation and delivery of products and services. This includes such functions as capacity planning, inventory management, logistics management, production planning and control, resource allocation and total quality. Career opportunities exist in consulting, manufacturing, retailing, service organizations and government.

Students pursuing the Operations Management major must complete MATH 220 or MATH 140 and BMGT 230 or 231 prior to junior standing; and those interested in graduate work in this field are strongly advised to complete MATH 141, MATH 240 and 241 as well.

Typical 4 Year Plan
## Typical 4 Year Plan

### Year 1, First Term

<table>
<thead>
<tr>
<th>Courses</th>
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<tbody>
<tr>
<td>ENGL101 (if not exempt) or elective</td>
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<td>MATH 220 or 140 (or as placed)</td>
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<td>ECON200</td>
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<td>COMM107</td>
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<td>BMGT220</td>
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<td>Lower level elective (or BMGT231)</td>
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<tr>
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<td>BMGT201 (if not exempt) or elective</td>
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### Year 2, Second Term

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<td>BMGT221</td>
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<td>CORE</td>
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<td>Remaining electives</td>
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### Year 3, First Term

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<tr>
<td>College Core</td>
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<td>College Core</td>
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<td>BMGT332 (Major requirement 1 of 6)</td>
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### Year 3, Second Term

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<td>BMGT385 (2 of 6)</td>
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<td>Upper level elective (2 of 5)</td>
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<td>BMGT367 (if still needed)</td>
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### Year 4, First Term

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<td>BMGT 485 (Major requirement 4 of 6)</td>
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<td>Major requirement from options (5 of 6)</td>
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<td>Professional Writing</td>
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### Year 4, Second Term

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<td>BMGT495 (College Core) (340/350/364 prereqs)</td>
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<tr>
<td>Major requirement from options (6 of 6)</td>
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<td>Upper level elective (4 of 5)</td>
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<tr>
<td>Upper level elective (5 of 5)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
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Major/Economic Requirements: Prerequisite/Course Sequencing Structure Junior/Senior Year

Since there are no significant prerequisite strings in most of the OQM major courses, students will have a great degree of flexibility in scheduling their major requirements in junior or senior year. Certain course could have credit restrictions which will dictate when the course can be taken in the program.

BMGT 332 (prereq: BMGT 230 or 231)
BMGT 372
BMGT 385
BMGT 430 (prereq: BMGT 230 or 231)
BMGT 434 (prereq: MATH 220 or MATH 140)
BMGT 435 (prereq: BMGT 230 or 231)
BMGT 485 (prereq: BMGT 230 or 231)
BMGT 486 (prereq: BMGT230 or equivalent)
BMGT 487 (Prerequisite: BMGT 190H or ENES 190H; and (BMGT 230, BMGT 231, STAT 400 or ENME 392)
BMGT 403 (Prerequisite: BMGT 305 or equivalent. Recommended: BMGT 302).
BMGT 490 (Prerequisite: BMGT 390 or ENES 390).
Upper Level ECON (prereq: ECON200 & 201, some options also require MATH 220/140)

Course Descriptions

BMGT 321 Managerial Accounting (3) Prerequisite: BMGT 221. A study of the basic concepts of product costing and cost analysis for management planning and control. Emphasis is placed on the role of the accountant in organizational management, analysis of cost behavior, standard cost budgeting, responsibility accounting and relevant costs for decision-making.

BMGT 332 Operations Research For Management Decisions (3) Prerequisite: BMGT 230 or 231. Surveys the philosophy, techniques and applications of operations research to managerial decision-making. Techniques covered include: linear programming, transportation and assignment models, Markov processes and inventory and queuing models. Emphasis is placed on formulating and solving decision problems in the functional areas of management. (revised description & prerequisites)

BMGT 360 Human Resource Management (3) The basic course in human resource management includes manpower planning, recruitment, selection, development, compensation, and appraisal of employees. Explores the impact of scientific management and unionism on these functions.

BMGT 372 Introduction to Logistics and Supply Chain Management (3) The study of logistics and supply chain management involving the movement and storage of supplies, work-in-progress and finished goods. Logistics cost trade-offs with the firm and between members of the supply chain are examined.

BMGT 385 Operations Management (3) Studies the design, management and improvement of a firm’s processes and systems for creation and delivery of products and services. Includes strategic and operational views of supply chains, product development, and capacity analysis, highlighting the competitive advantages that operations management can provide the firm. (revised title and description)

BMGT 403 Systems Analysis and Design (3) Prerequisite: BMGT 305 or equivalent. Recommended: BMGT 302. Techniques and tools applicable to the analysis and design of computer-based information systems. System life cycle, requirements analysis, logical design of databases and performance evaluation. Emphasis on case studies. Project required that involves the design, analysis and implementation of an information system.

BMGT 430 Linear Statistical Models in Business (3) Prerequisite: BMGT 230 or BMGT 231 or permission of department. Model building involving an intensive study of the general linear stochastic model and the applications of this model to business problems. The model is derived in matrix form and this form is used to analyze both the regression and ANOVA formulations of the general linear model.

BMGT 434 Introduction to Optimization (3) Prerequisite: MATH 220 or MATH 140; or permission of department. Introduces concepts and techniques of operations research to model and solve business decision problems, focusing on optimization and commercially available software tools. Models include linear programming, integer programming, the transportation and assignment problems, network flow models, and non-linear programming. Emphasis is placed on analyzing business scenarios and formulating associated decision models. (revised title, description and prerequisites)
BMGT 435 Business Process Simulation (3) Prerequisite: BMGT 230 or BMGT 231 or permission of department. Develop and plan simulation studies, build simulation models with special purpose software, analyze and interpret the results. Extensive use of applications and real-world examples. The emphasis is on model formulation and the interpretation of results, rather than mathematical theory. (revised title, description and prerequisites)

BMGT 440 Financial Management (3) Prerequisite: BMGT 340. Analysis and discussion of cases and readings relating to financial decisions of the firm. The application of finance concepts to the solution of financial problems is emphasized.

BMGT 472 Advanced Logistics Operations (3) Prerequisite: BMGT 372. Analysis of the operational aspects of logistics management, including purchasing policies, transportation planning, and inventory control. Attention is directed toward total logistics cost minimization and the establishment of a sustainable competitive advantage based on logistical activities.

BMGT 485 Project Management (3) Prerequisite: BMGT 230 or 231 or equivalent. This course covers modern project management techniques that are used by modern practicing professionals. Particular attention is given to the management of technology based systems and projects in a business enterprise. The topics covered include: defining project scope, alignment of projects with enterprise strategy, managing project cost, time and risks using tools such as CPM/PERT, and measuring project performance. (revised title, description and prerequisites)

BMGT 486 Total Quality Management (3) Prerequisite: BMGT 230 or equivalent. Total Quality Management and the synergy required between functions to obtain the customer's quality demands. Statistical tools which are mandatory in any successful quality effort.

BMGT 487 Six Sigma Innovation (3) Prerequisite: BMGT 190H or ENES 190H; and (BMGT 230, BMGT 231, STAT 400 or ENME 392). Six Sigma Innovation of products and processes via the Define-Measure-Analyze-Improve-Control (DMAIC) breakthrough improvement strategy is addressed. Emphasizes that quality and statistical tools and strategies of Six Sigma and requires their use in an applied business improvement project. Satisfactory completion of the course is equivalent to Six Sigma Red Belt certification representing content mastery and applications experience that exceeds the widely recognized and much in demand six Sigma Green Belt certification. This course is restricted to Quest program students.

BMGT 490 The Total Quality Practicum (3) Prerequisite: BMGT 390 or ENES 390. Also offered as ENES 490. Credit will be granted for only one of the following: BMGT 490 or ENES 490. Capstone course for the four-course total quality program. Based on a major project undertaken by student teams in an industry environment emphasizing integrative aspects of total quality, each project will be supervised by a joint faculty/industry team with differing areas of expertise. Requires extensive out-of-class work. This course is restricted to Quest Program students.

ECON 305 Intermediate Macroeconomic Theory and Policy (3) Prerequisites: ECON 200; and ECON 201; and MATH 220. Analysis of the determination of national income, employment, and price levels. Discussion of consumption, investment, inflation, and government fiscal and monetary policy.

ECON 306 Intermediate Microeconomic Theory (3) Prerequisites: ECON 200; and ECON 201; and MATH 220. Analysis of the theories of consumer behavior and of the firm, market systems, distribution theory and the role of externalities.

ECON 311 American Economic Development (3) Prerequisites: (ECON 200 and ECON 201); or ECON 205. An analysis of the major issues in the growth and development of the American economy. Basic economic theory related to such topics as agriculture, banking, industrialization, slavery, transportation, and the depression of the 1930's.

ECON 315 Economic Development of Underdeveloped Areas (3) Prerequisites: (ECON 200 and ECON 201) or ECON 205. Credit will be granted for only one of the following: ECON 315 or ECON 416. Analysis of the economic and social characteristics of underdeveloped areas. Recent theories of economic development, obstacles to development, policies and planning for development.

ECON 316 Economic Development of Latin America (3) Prerequisites: (ECON 201 and ECON 203) or ECON 205. Institutional characteristics of Latin America and an analysis of alternative strategies and policies for development.

ECON 340 International Economics (3) Prerequisite: ECON 200 and ECON 201. Credit will be granted for only one of the following: ECON 340 or ECON 440. Formerly ECON 440. A description of international trade and the analysis of international transactions, exchange rates, and balance of payments. Analysis of policies of protection, devaluation, and exchange rate stabilization and their consequences.

ECON 350 Introduction to Public Sector Economics (3) Prerequisite: (ECON 200 and ECON 201) or ECON 205. Credit will be granted for only one of the following: ECON 350 or ECON 450. Formerly ECON 450. The role of federal, state, and local governments in meeting public wants. Analysis of theories of taxation, public expenditures, government budgeting, benefit-cost analysis and income redistribution, and policy applications.
ECON 361 Economics of American Industries (3) Prerequisites: (ECON 200 and ECON 201) or ECON 205. A survey of industrial organization theory. Analysis of the structure, conduct, performance, and public policies in selected American industries.

ECON 370 Labor Markets, Human Resources, and Trade Unions (3) Prerequisites: (ECON 200 and ECON 201) or ECON 205. Credit will be granted for only one of the following: ECON 370 or ECON 470. A survey of labor markets and the American labor movement. Analysis of labor force growth and composition, problems of unemployment and labor market operations, theories of wage determination, the wage-price spiral, collective bargaining, and governmental regulation of employment and labor relations.

ECON 374 Sex Roles in Economic Life (3) Prerequisites: (ECON 200 and ECON 201) or ECON 205. Discrimination against women in the labor market; the division of labor in the home and the workplace by sex; the child care industry; women in poverty.

ECON 375 Economics of Poverty and Discrimination (3) Prerequisites: (ECON 200 and ECON 201) or ECON 205. The causes of the persistence of low income groups; the relationship of poverty to technological change, to economic growth, and to education and training; economic results of discrimination; proposed remedies for poverty and discrimination.

ECON 380 Comparative Economic Systems (3) Prerequisites: (ECON 200 and ECON 201) or ECON 205. A comparative analysis of the theory and practice of various types of economic systems, with special attention being given to the economic systems of the United States, the Soviet Union, Mainland China, Western and Eastern Europe, and lesser developed countries.