

# UNIVERSITY FACULTY SENATE FORMS

## Academic Program Approval

This form is a routing document for the approval of new and revised academic programs. Proposing department should complete this form. For more information, call the Faculty Senate Office at 831-2921.

**Submitted by:** Christine Kydd phone number x1783

**Action:** Change core requirement for BS in Management, Marketing and Operations Management  
(Example: add major/minor/concentration, delete major/minor/concentration, revise major/minor/concentration, academic unit name change, request for permanent status, policy change, etc.)

**Effective term** 06F  
(use format 04F, 05W)

**Current degree** BS  
(Example: BA, BACH, BACJ, HBA, EDD, MA, MBA, etc.)

**Proposed change leads to the degree of:** BS  
(Example: BA, BACH, BACJ, HBA, EDD, MA, MBA, etc.)

**Proposed name:** \_\_\_\_\_  
Proposed new name for revised or new major / minor / concentration / academic unit  
(if applicable)

### Revising or Deleting:

**Undergraduate major / Concentration:**  
Management, Marketing, and Operations Management  
(Example: Applied Music – Instrumental degree BMAS)

**Note: This revision applies equally to all three majors, thus we are submitting a single proposal for the three majors in the department**

**Undergraduate minor:** \_\_\_\_\_  
(Example: African Studies, Business Administration, English, Leadership, etc.)

**Graduate Program Policy statement change:** \_\_\_\_\_  
(Attach your Graduate Program Policy Statement)

**Graduate Program of Study:** \_\_\_\_\_  
(Example: Animal Science: MS Animal Science: PHD Economics: MA Economics: PHD)

**Graduate minor / concentration:** \_\_\_\_\_

**List program changes for curriculum revisions:**

1. Add as a requirement a new freshman business course (BUAD110) described below.
2. Change the communications requirement. The table below shows the current and proposed requirements:

Current Communication Requirement	Proposed Communication Requirement
COMM 212 Oral Communication in Business .....3	One of the following courses: .....3 COMM 212 Oral Communication in Business ENGL 301 Expository Writing ENGL 312 Written Communications in Business ENGL 410 Technical Writing ENGL 415 Writing in the Professions
One of the following courses: .....3 ENGL 301 Expository Writing ENGL 312 Written Communications in Business ENGL 410 Technical Writing ENGL 415 Writing in the Professions	

**List new courses required for the new or revised curriculum:**

(Be aware that approval of the curriculum is dependent upon these courses successfully passing through the Course Challenge list. If there are no new courses enter “None”)

**NOTE: This course has been entered into the course challenge system.**

Course Number: BUAD110

Course Title: Basics of Business

Course Description:

An introduction to business for Business majors to inform them about each of the functional areas of business through lectures, readings, discussions, guest speakers, cases and projects. Course will include topics relating to Operations, Marketing, Finance, Management, Accounting and MIS, as well as business ethics, and critical thinking and decision making.

PREREQS: None

RESTRICTIONS: Open only to freshmen in the Alfred Lerner College of Business and Economics

This course has been taught two semesters and is planned for a third semester as BUAD167

**Other affected units:**

(List other departments affected by this new or revised curriculum. Attach permission from the affected units. If no other unit is affected, enter “None”)

Reduced demand for courses in English or Communications Department. The Arts and Sciences college would see a net decrease in demand of approximately 300-400 students (900-1200 student contact hours) per year.

Letters of support from Stephen Bernhardt, Chair of the Department of English and Elizabeth Perse, Chair of the Department of Communications are attached.

**Rationale:**

(Explain your reasons for creating, revising, or deleting the curriculum or program.)

The purpose of this proposal is to describe a new business course and the broader Freshman Experience that we envision for our freshmen in the department of Business Administration. We describe the goals of the course and experience. The reduction in communications/English requirements reflects the fact that written and oral communication is a significant part of the new freshman course experience and an increasing part of courses throughout the Business Administration Department curriculum, and provides room in our curriculum for this course.

**1. Goals of the course and experience**

The purpose of the Business Freshman experience is three-fold. The first goal is to introduce our business majors to all aspects of the field of business when first entering our College. Currently, business students do not receive any formal exposure to business functional areas until they begin taking courses in their junior year, even though they now must declare a major at the start of their sophomore year. Given their limited exposure to each of the business areas up to that point, their decision is a difficult one. We have found that many of our Business students are unprepared for successfully completing business courses and choosing careers. If students begin to learn about the different options within business during their Freshman year, they will have more time to consider how the fields are inter-related and which field best matches their own skills and interests. The new BUAD110 course will include a variety of pedagogical approaches and will give the students an overview of all of the basic functional areas of business, including operations, marketing, organizational behavior and theory, finance, accounting, management information systems, and international business. The course will attempt to utilize plant tours, guest speakers, and case analyses, as well as class lectures, and problem-based-learning activities. All of these will give students exposure to real business problems and people. The cases and problems will provide the students with the opportunity to identify business issues and develop decision-making skills.

Second, the Business Freshman experience will clearly communicate the importance of developing high personal standards for academic performance. The course will reinforce good study skills, and will instill the strong work ethic necessary for success in the Alfred Lerner College of Business and Economics as well as in careers beyond college. High standards are of paramount importance to the business world today. Thus, the high personal and professional standards that the students will develop in this course will be beneficial to them during both their educational and career experiences. This course will also help to acculturate the students into the world of business and professional standards much earlier than is now possible. Business standards and ethics will be topics that are addressed in the BUAD110 course.

Third, the revised course will require business students to begin preparation for their eventual careers through a resume development exercise which stresses the importance of both excellent academic performance and well rounded extracurricular activities, such as taking leadership positions in student organizations, volunteering in the community, and obtaining relevant summer work or internship experience. This goal places high importance on our students learning to communicate appropriately, in

both written and oral formats. It will also emphasize the appropriate use of technology to solve business problems, as well as provide practice in solving real problems. The course will demand that students evaluate their current skill set and career aspirations so that we can then provide guidance for obtaining or improving skills that need further development. By beginning this process in the freshman year, students will have ample time to round out their skill sets during their time in our College. Freshmen in the Business School do not really have this opportunity at the current time since they do not get into the full Business curriculum until their junior year.

In summary, the goals for the new Business Freshman experience emphasize content, process, and skills. The content goals stress providing the students with a solid understanding of business problems and issues, and potential areas where they can match their strengths to the problems and make a contribution (i.e., find a major that they like). The process and skills goals focus on setting the appropriate and desired expectations for the students and giving the students the skill set that they need (communications, problem-solving and technology related) to ensure success in the Business School and beyond school in their eventual careers.

#### *Course Components that will address Gen Ed Goals Specifically*

The Business Freshman experience will address several of the General Education goals. Attaining effective oral and written communications skills, quantitative reasoning and information technology use (Goal 1 of UD's Gen Ed goals) will be partially achieved through collaboration with the English and Communications departments. Several joint individual and group assignments will provide students practice in oral and written communications skills. The course will be linked to ENGL 110. ENGL 110 faculty are collaborating to develop parallel assignments that will draw on lessons in BUAD110 and skills developed in ENGL 110. Additionally, the Communications Fellows program is participating to provide guidance and instruction in oral communication within the BUAD110 course. Possible collaboration with the Accounting and MIS department will provide technology-related skills through joint projects emphasizing appropriate choice and use of technology for problem solving. Several projects will require quantitative reasoning regarding business data and the use of information technology for analysis. In addition, this course may include a review module of quantitative and information technology skills needed for future Business courses. Faculty in the college may be polled to ascertain the knowledge and skill sets required for higher-level courses. These skill sets will then be incorporated into course projects. Thus, the BUAD 110 course provides an integration of oral and written communication with quantitative reasoning and information technology applications.

Goal 2 (thinking critically to solve problems) is particularly important to Business majors, since many of them will assume roles in management. Thinking critically so as to be able to analyze and solve complex problems is among the most important skills required for a successful career in business. One method that will be used to introduce and develop these skills is the use of a business case or problem that will address all functional areas within business. Students will be taught the process of 1) analyzing the situation or setting, 2) identifying the problem, 3) formulating alternative solutions, 4) collecting and analyzing past research and possibly data for each alternative, and 5) selecting and recommending the

best solution. The new Business Freshman course will incorporate the use of cases and/or problem-based learning (PBL) to address this goal.

The course will also address the ability to work and learn both independently and collaboratively (Goal 3). There will be independent assignments that will encourage students to investigate various business problems and solutions through library research as well as contact with practicing business people. Collaborative learning will be emphasized in the required collaborative group project. There will also be instruction relating to the formation and maintenance of teams in a business setting. This skill is of paramount importance to business students, as they will have to work in many different teams on many different levels in the business world. By understanding how groups should function to be effective, our students will be better prepared to work in real business teams upon graduation.

Finally, the development of intellectual curiosity, confidence and engagement (Goal 6) will be addressed by having students meet local business people and alumni, and hear about real business problems. Students will be expected to investigate various types of business problems, and learn the best ways to approach such problems. This may involve working with an external contact or solving problems within the context of a business case, and will likely involve active learning or PBL on the part of the student.

**Program Requirements:**

(Show the new or revised curriculum as it should appear in the Course Catalog. If this is a revision, be sure to indicate the changes being made to the present curriculum.)

See attached catalog copy

**ROUTING AND AUTHORIZATION:** (Please do not remove supporting documentation.)

Department Chairperson \_\_\_\_\_ Date \_\_\_\_\_

Dean of College \_\_\_\_\_ Date \_\_\_\_\_

Chairperson, College Curriculum Committee \_\_\_\_\_ Date \_\_\_\_\_

Chairperson, Senate Com. on UG or GR Studies \_\_\_\_\_ Date \_\_\_\_\_

Chairperson, Senate Coordinating Com. \_\_\_\_\_ Date \_\_\_\_\_

Secretary, Faculty Senate \_\_\_\_\_ Date \_\_\_\_\_

Date of Senate Resolution \_\_\_\_\_ Date to be Effective \_\_\_\_\_

Registrar \_\_\_\_\_ Program Code \_\_\_\_\_ Date \_\_\_\_\_

Vice Provost for Academic Programs & Planning \_\_\_\_\_ Date \_\_\_\_\_

Provost \_\_\_\_\_ Date \_\_\_\_\_

Board of Trustee Notification \_\_\_\_\_ Date \_\_\_\_\_

## BUSINESS ADMINISTRATION

Professional education in business administration serves to develop the capabilities of students so that they may assume positions of leadership and responsibility at all levels of management in our society.

Students pursuing a program of study leading to the degree of Bachelor of Science within the Department of Business Administration must select one of three majors: management, marketing, or operations management. Honors Degree options are available in all the majors. Students may also pursue a minor in international business and/or apply to the minors in management information systems, economics, or a variety of other fields. A minor in business administration is also available to students majoring in other fields.

Each candidate for a degree must: (1) earn a minimum of 121 credits, (2) achieve a minimum cumulative GPA of C (2.0) on all work undertaken at the University of Delaware, (3) fulfill the course requirements of the degree program, and (4) achieve at least a C- in specified business, finance, accounting, math and economics courses. Students seeking a Bachelor of Science Degree in any major within the Department of Business Administration may take only one of the four required upper-level Courses in their major at another institution unless advance permission is granted for credit earned in residential study-abroad courses.

All 300- and 400-level courses are restricted to Business Administration Department students and to those students whose programs require the course.

Telephone: (302) 831-2554

[www.lerner.udel.edu/business/](http://www.lerner.udel.edu/business/)

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**DEGREE: BACHELOR OF SCIENCE**

**MAJOR: MANAGEMENT**

Managers are essential to every organization because they work with people to make and implement decisions that move organizations forward. The Management major prepares students to be productive and insightful managers. It enhances students' leadership, communication, and analytical skills; provides strategies and models for solving problems ethically and effectively; and equips students to become managers who can make things happen in a dynamic global economy.

## CURRICULUM

## CREDITS

### UNIVERSITY REQUIREMENTS

ENGL 110 Critical Reading and Writing  
(with a minimum grade of C-) 3

Three credits in an approved course or courses stressing multi-cultural, ethnic and/or gender-related course content (see p. xx-xx) 3

### MAJOR REQUIREMENTS

Twelve Humanities credits from: 12  
Art History, History, English (except composition or similar courses), Foreign Languages (up to 6 of the allowable 9 credits may be grammar courses), Philosophy, Music (except credit for participation in instrumental and/or choral organizations), Theatre, Comparative Literature, and literature courses in a foreign language. No more than nine credits may be taken in one department.

Psychology 3  
Sociology 3

Six credits from: 6  
Anthropology, Economics (200-level or higher), Geography, Political Science, Psychology or Sociology (except Criminal Justice). No more than six credits may be taken in one department to fulfill Social and Behavioral Science requirements:

MATH 221 Calculus I 3  
(minimum grade C-)  
MATH 201/202 Introduction to Statistics I and II 6  
(minimum grade C-)

One of the following courses: 3  
COMM 212 Oral Communication in Business  
ENGL 301 Expository Writing  
ENGL 312 Written Communications in Business  
ENGL 410 Technical Writing  
ENGL 415 Writing in the Professions

Seven Natural and Physical Science credits including one lab credit from: 7  
Animal Science, Biological Sciences, Chemistry, Entomology, Geology, Marine Studies, Physics, Plant Science and Science.

ECON 151 Introduction to Microeconomics: 3  
Prices and Markets (min. grade C-)  
ECON 152 Introduction to Macroeconomics: 3  
National Economy (min., grade C-)



and maintain mutually beneficial exchanges with consumers and/or businesses to achieve organizational objectives.

**CURRICULUM**

**CREDITS**

**UNIVERSITY REQUIREMENTS**

ENGL 110 Critical Reading and Writing (with a minimum grade of C-) 3

Three credits in an approved course or courses stressing multi-cultural, ethnic and/or gender-related course content (see p. xx-xx) 3

**MAJOR REQUIREMENTS**

Twelve Humanities credits from: 12  
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MATH 221 Calculus I (minimum grade C-) 3

MATH 201/202 Introduction to Statistics I and II (minimum grade C-) 6

One of the following courses: 3

- COMM 212 Oral Communication in Business
- ENGL 301 Expository Writing
- ENGL 312 Written Communications in Business
- ENGL 410 Technical Writing
- ENGL 415 Writing in the Professions

Seven Natural and Physical Science credits including one lab credit from: 7  
 Animal Science, Biological Sciences, Chemistry, Entomology, Geology, Marine Studies, Physics, Plant Science and Science.

ECON 151 Introduction to Microeconomics: Prices and Markets (min. grade C-) 3

ECON 152 Introduction to Macroeconomics: National Economy (min. grade C-) 3

ACCT 160 Introduction to Business Information Systems I 3

ACCT 207 Accounting I (minimum grade C-) 3

ACCT 208 Accounting II (minimum grade C-) 3

ACCT 261 Introduction to Business Information Systems II 3

ACCT 352 Law and Social Issues in Business 3

FINC 311 Principles of Finance (minimum grade C-) 3

Only one of the following will count toward graduation:

ACCT 261 or ACCT 302

Students must earn a grade of C- or better in all of the following courses:

BUAD 110 Basics of Business 3

BUAD 301 Introduction to Marketing 3

BUAD 302 Marketing Research 3

BUAD 306 Operations Management 3

BUAD 309 Management and Organizational Behavior 3

BUAD 441 Strategic Management 3

BUAD 477 Information Technology Applications in Marketing 3

BUAD 479 Marketing Strategy for the Firm 3

Three of the following courses (minimum grade C- in each course).

(Must include either BUAD 471 or BUAD 473) 9

BUAD 470 Sales Management and Selling

BUAD 471 Advertising Management

BUAD 472 Marketing, Society & Environment

BUAD 473 Buyer Behavior

BUAD 474 Marketing Channels and Retailing

BUAD 475 International Marketing

BUAD 478 Field Projects in Marketing (Honors only)

One of the following International theme courses: 3

ACCT 383 Introduction to International Accounting

ACCT 395 Seminar: International Accounting

BUAD 341 Environment of Multinational Corporations (cross-listed with ECON 341 and/or POSC 341)

BUAD 382 International Business Management

BUAD 383 Seminar on International Business

BUAD 391 Seminar on International Management

BUAD 393 Seminar on International Marketing Management

BUAD 394	Seminar on International Operations Management		
BUAD 475	International Marketing		
ECON 305	Cooperative Economic Systems		
ECON 311	Economics of Developing Countries		
ECON 318	Economic History of France		
ECON 340	International Economics		
ECON 341	Environment of Multinational Corporations (may be cross-listed as BUAD 341 and/or POSC 341)		
ECON 344	The Making of the European Economy		
ECON 348	Industrial Policies of France		
ECON 405	The Planned Economics		
ECON 411	Economic Theory of Developing Countries		
ECON 441	Advanced International Microeconomics		
ECON 443	International Monetary Economics		
ECON 444	Analysis of European Economic Performance		
FINC 392	Seminar on International Financial Management		
FINC 415	International Finance		
<b>PROFESSIONAL ELECTIVES</b>			
ACCT, FINC, BUAD, or BUEC courses (at the 300 level or higher)		3	
<b>ELECTIVES</b>			
After required courses are completed, sufficient credits must be taken to meet the minimum credits required for the degree. Elective courses should be chosen from outside the Alfred Lerner College of Business and Economics, and no more than two credits can be from HESC 120.			
<b>CREDITS TO TOTAL A MINIMUM OF</b>		<b>121</b>	
<hr/>			
<b>DEGREE: BACHELOR OF SCIENCE</b>			
<b>MAJOR: OPERATIONS MANAGEMENT</b>			
The Operations Management (OM) Major focuses on the process by which a firm produces a product or provides a service. OM majors are concerned with addressing questions such as how much of a product to produce? What is the most efficient way to produce that amount of product or that level of service? OM is all about the transformation of raw materials, labor and capital into final products and/or services. The OM major prepares students to be effective problem solvers by increasing their ability to analyze and interpret quantitative information that they then can use to make solid business decisions			
		<b>CURRICULUM</b>	<b>CREDITS</b>
		<b>UNIVERSITY REQUIREMENTS</b>	
		ENGL 110 Critical Reading and Writing (with a minimum grade of C-)	3
		Three credits in an approved course or courses stressing multi-cultural, ethnic and/or gender-related course content (see p. xx-xx)	3
		<b>MAJOR REQUIREMENTS</b>	
		Twelve Humanities credits from: Art History, History, English (except composition or similar courses), Foreign Languages (up to 6 of the allowable 9 credits may be grammar courses), Philosophy, Music (except credit for participation in instrumental and/or choral organizations), Theatre, Comparative Literature, and literature courses in a foreign language. No more than nine credits may be taken in one department.	12
		Psychology	3
		Sociology	
		Six credits from: Anthropology, Economics (200-level or higher), Geography, Political Science, Psychology or Sociology (except Criminal Justice). No more than six credits may be taken in one department to fulfill Social and Behavioral Science requirements.	6
		MATH 221 Calculus I (minimum grade C-)	3
		MATH 201/202 Introduction to Statistics I and II (minimum grade C-)	6
		One of the following courses:	3
		COMM 212 Oral Communication in Business	
		ENGL 301 Expository Writing	
		ENGL 312 Written Communications in Business	
		ENGL 410 Technical Writing	
		ENGL 415 Writing in the Professions	
		Seven Natural and Physical Science credits including one lab credit from: Animal Science, Biological Sciences, Chemistry, Entomology, Geology, Marine Studies, Physics, Plant Science and Science.	7
		ECON 151 Introduction to Microeconomics: Prices and Markets (min. grade C-)	3
		ECON 152 Introduction to Macroeconomics:	

National Economy (min. grade C-)	3	ECON 441	Advanced International Microeconomics	
ACCT 160 Introduction to Business Information Systems I	3	ECON 443	International Monetary Economics	
ACCT 207 Accounting I (minimum grade C-)	3	ECON 444	Analysis of European Economic Performance	
ACCT 208 Accounting II (minimum grade C-)	3	FINC 392	Seminar on International Financial Management	
ACCT 261 Introduction to Business Information Systems II	3	FINC 415	International Finance	
ACCT 352 Law and Social Issues in Business	3	<b>PROFESSIONAL ELECTIVES</b>		
FINC 311 Principles of Finance (minimum grade C-)	3	ACCT, FINC, BUAD, or BUEC courses (at the 300 level or higher)		

Only one of the following will count toward graduation:  
ACCT 261 or ACCT 302

Students must earn a grade of C- or better in all of the following courses:

BUAD 110	Basics of Business	3
BUAD 301	Introduction to Marketing	3
BUAD 306	Operations Management	3
BUAD 309	Management and Organizational Behavior	3
BUAD 346	Analysis of Operations Problems	3
BUAD 441	Strategic Management	3
BUAD 446	Operations Planning and Control	3
BUAD 447	Quality in Operations	3
BUAD 448	Decision Support Systems for Operations	3
BUAD 449	Problem Structuring for Operations Decision Making	3

One of the following International theme courses: 3

ACCT 383	Introduction to International Accounting	
ACCT 395	Seminar: International Accounting	
BUAD 341	Environment of Multinational Corporations (cross-listed with ECON 341 and/or POSC 341)	
BUAD 382	International Business Management	
BUAD 383	Seminar on International Business	
BUAD 391	Seminar on International Management	
BUAD 393	Seminar on International Marketing Management	
BUAD 394	Seminar on International Operations Management	
BUAD 475	International Marketing	
ECON 305	Cooperative Economic Systems	
ECON 311	Economics of Developing Countries	
ECON 318	Economic History of France	
ECON 340	International Economics	
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ECON 348	Industrial Policies of France	
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**ELECTIVES**

After required courses are completed, sufficient credits must be taken to meet the minimum credits required for the degree. Elective courses should be chosen from outside the Alfred Lerner College of Business and Economics, and no more than two credits can be from HESC 120.

**CREDITS TO TOTAL A MINIMUM OF 121**

**From:** Bernhardt, Stephen A. [mailto:sab@english.udel.edu]  
**Sent:** Tuesday, September 27, 2005 2:43 PM  
**To:** Sawyer, John  
**Cc:** Melissa lanetta  
**Subject:** RE: Business Curriculum change

The English Department supports the proposed curriculum change within Business that will require EITHER ENGL312 OR COMM212.

We hope the outcome will be that business students end up with better honed communication skills. We look forward to working together on an integrated first year experience. In place of a required ENGL312 course that is frequently delivered late in the curriculum, we can start early with the right habits and skills. We would then hope that Business will build on those skills in an integrated fashion throughout the curriculum. We will attempt to make seats in ENGL312 available during sophomore or junior years, to continue and reinforce the transfer of learning to business courses. We would also be ready to provide consulting expertise to faculty who wish to integrate oral and written skills into their classes.

Stephen A. Bernhardt  
 Chair, Department of English  
 Kirkpatrick Chair in Writing  
 University of Delaware  
 302-831-3351  
<http://www.english.udel.edu/sab/>

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**From:** Sawyer, John [mailto:sawyerj@lerner.udel.edu]  
**Sent:** Monday, September 12, 2005 7:04 PM  
**To:** Bernhardt, Stephen A.; eperse@udel.edu  
**Cc:** Kydd, Christine  
**Subject:** Business Curriculum change

As you know the Department of Business Administration is working on implementing our new Freshman Business Course (BUAD110). This course is already being taught experimentally as BUAD167. Chris Kydd has worked closely with the English Department in coordinating with the ENGL110 instructors and with the Oral Communications Fellows program. We are planning now to make this a required course in our curriculum.

In order to make this a required course, we need to make room in the curriculum. We are proposing a change in the requirements for our majors that will impact your departments. The change is as follows:

1. Add as a requirement a new freshman business course (BUAD110).
2. Change the communications requirement. The table below shows the current and proposed requirements:

Current Communication Requirement	Proposed Communication Requirement
COMM 212 Oral Communication in Business .....3	One of the following courses: .....3 COMM 212 Oral Communication in Business ENGL 301 Expository Writing
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ENGL 312 Written Communications in Business ENGL 410 Technical Writing ENGL 415 Writing in the Professions	ENGL 410 Technical Writing ENGL 415 Writing in the Professions
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The result of this change would be to reduce demand for courses in English and/or Communications Department. The Arts and Sciences College would see a net decrease in demand of approximately 300-400 students (900-1200 student contact hours) per year.

As we move this proposal through our college and the Faculty Senate I need to attach your consent and/or reactions to this plan. Please call me if you have questions and/or reply with your response to this plan.

Thank you

John E. Sawyer, Ph.D.  
Professor & Department Chair  
Department of Business Administration  
University of Delaware  
Newark, DE 19716  
302-831-1787  
sawyerj@lerner.udel.edu

**From:** Elizabeth M. Perse [eperse@UDel.Edu]  
**Sent:** Tuesday, September 13, 2005 11:58 AM  
**To:** Sawyer, John  
**Subject:** Re: Business Curriculum change

Hello John. The Department of Communication has no problems or issues with the proposed change in Communication course requirements for BUAD students.

Elizabeth Perse

At 07:03 PM 9/12/2005, you wrote:

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reactions to this plan. Please call me if you have questions and/or reply with your response to this plan.

Thank you

John E. Sawyer, Ph.D.  
Professor & Department Chair  
Department of Business Administration  
University of Delaware  
Newark, DE 19716  
302-831-1787  
sawyerj@lerner.udel.edu

Elizabeth M. Perse  
Professor and Chair  
Department of Communication  
University of Delaware  
302.831.8041  
302.831.1892 (fax)