

# Process Management & Consulting

The Process Management & Consulting major is designed for students interested in managing and leading within organizations, consulting with organizations, and developing the skills and tools to design more effective processes and make quicker and better decisions. The major is interdisciplinary drawing on faculty with interests in areas such as operations, information systems, organizational behavior, and strategy. Students graduating with a Process Management & Consulting major are likely to pursue interests in both the private and public sectors in areas such as management and strategy, information technology, operations, healthcare administration, and organizational transformation.

## The Major

The major in Process Management & Consulting requires 12 semester hours in addition to the Undergraduate Business Core Curriculum.

### Required Courses:

- BUAD 431\* Strategic Analysis & Consulting (3 cr)
- BUAD 437 Change Management & Organizational Transformation (3 cr)
- BUAD 466 Developing Business Intelligence (3 cr)

### Electives (choose three credits):

- BUAD 459 Lean Processes (1.5 cr)
- BUAD 461 Six Sigma (1.5 cr)
- BUAD 465 Managing Supply Chains in a Digital Economy (1.5 cr)
- BUAD 467 Advanced Data Management & Modeling (1.5 cr)
- BUAD 469 Visual Basic for Business (1.5 or 3 cr)
- BUAD 474 Negotiation (1.5 or 3 cr)
- BUAD 476 Electronic Commerce (1.5 or 3 cr)
- BUAD 480 Sustainability/Green Supply Chain (1.5 cr)
- BUAD 482 Project Management (1.5 cr)
- BUAD 492 Special Topics: Environmental Consulting (3 cr)
- BUAD 492 Special Topics: Healthcare Infomatics (1.5 or 3 cr)

*\*BUAD 431 fulfills the strategy requirement for the major. Students may not apply both BUAD 431 and BUAD 432 Strategic Management to the 120 hour degree requirement.*

## Get Involved!

### William & Mary Consulting Club

William & Mary Consulting provides members with experiences in the field of consulting. Students learn from professionals about consulting opportunities and how to improve critical consulting skills. William & Mary Consulting sponsors case competitions and workshops that develop consulting expertise and give members an additional chance to network with employers and each other.

For more info, please contact:  
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so why should your education be?

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THE UNDERGRADUATE PROGRAM

# Process Management & Consulting Curriculum (continued)

## The Concentration

Students majoring in Accounting, Finance or Marketing can add this concentration to prepare for a future in consulting. *Six credits are required.*

### Required:

BUAD 431 Strategic Analysis & Consulting (3 cr)

### Electives (choose three credits):

BUAD 437 Change Mgt. & Org. Transformation (3 cr)  
BUAD 459 Lean Processes (1.5 cr)  
BUAD 461 Six Sigma (1.5 cr)  
BUAD 465 Supply Chains in a Digital Economy (1.5 cr)  
BUAD 466 Developing Business Intelligence (3 cr)  
BUAD 467 Advanced Data Mgmt & Modeling (1.5 cr)  
BUAD 469 Visual Basic for Business (1.5 or 3 cr)  
BUAD 474 Negotiation (1.5 or 3 cr)  
BUAD 476 Electronic Commerce (1.5 or 3 credits)  
BUAD 480 Sustainability/Green Supply Chain (1.5 cr)  
BUAD 482 Project Management (1.5 cr)  
BUAD 492 Special Topics: Environmental Consulting (3 cr)  
BUAD 492 Special Topics: Healthcare Infomatics (1.5 or 3 cr)

## The Minor *(Students admitted Fall 2011 or later)*

*This minor requires 18.5 credits of study.*

### Required:

BUAD 317 Organizational Behavior & Mgmt (2 cr)  
BUAD 350 Intro to Process Mgmt & Consulting (3 cr)  
BUAD 351 Operations Technology (1.5 cr)  
BUAD 352 Information Technology (1.5 cr)  
BUAD 431 Strategic Analysis & Consulting (3 cr)  
BUAD 437 Change Mgt. & Org. Transformation (3 cr)  
BUAD 466 Developing Business Intelligence (3 cr)

### Electives (choose at least 1.5 credits):

BUAD 459 Lean Processes (1.5 cr)  
BUAD 461 Six Sigma (1.5 cr)  
BUAD 465 Supply Chains in a Digital Economy (1.5 cr)  
BUAD 467 Advanced Data Mgmt & Modeling (1.5 cr)  
BUAD 469 Visual Basic for Business (1.5 or 3 cr)  
BUAD 474 Negotiation (1.5 or 3 cr)  
BUAD 476 Electronic Commerce (1.5 or 3 cr)  
BUAD 480 Sustainability/Green Supply Chain (1.5 cr)  
BUAD 482 Project Management (1.5 cr)  
BUAD 492 Special Topics: Environmental Consulting (3 cr)  
BUAD 492 Special Topics: Healthcare Infomatics (1.5 or 3 cr)

## Course Descriptions for PMC Courses

### 350. Introduction to Process Management & Consulting.

*Fall and Spring (3) Abraham, Staff. Prerequisites: a computer skills course or the equivalent and BUAD 231 or the equivalent.*

The theme of this course is "business process excellence." This course considers business processes at the strategic level of the firm, at the tactical level, and in day-to-day operations. The course shows how viewing "things that get done" as processes is an effective mindset and it describes the key operations management and information technology tools required for executing processes competently.

### 431. Strategic Analysis & Consulting.

*Spring (3) McCoy. Prerequisite: Junior Standing. Students may not be concurrently enrolled in BUAD 431 and BUAD 300.*

The course will focus on the process of analysis and consulting. Students will engage with a variety of tools for data collection, information gathering, interviewing, and the evaluation of hard and soft data sources. Students will develop an appreciation for the multiple moving parts in a consulting assignment through a case competition and an engagement for a specific organization.

### 437. Change Management & Organizational Transformation.

*Fall (3) Slade. Prerequisite or Corequisite: BUAD 317 or consent of instructor.*

The course will focus on effective process design, change management, and transforming the organization through changes in process, people, and technology. Topics will include stakeholder analysis, goal/strategy alignment, generating buy-in, effectively informing processes, performance measurement and incentives.

### 459. Lean Processes.

*Spring (1.5) Staff. Prerequisite or Corequisite: BUAD 361 or BUAD 350; or consent of the instructor. (not offered 2011-2012)*

This course focuses on developing lean processes within a variety of operating environments. Tools and strategies leading to improved process management are included.

### 461. Six Sigma.

*Fall (1.5) Guerrero. Prerequisites or Corequisites: BUAD 361 and 362, or BUAD 350; or consent of instructor.*

This course focuses on Six Sigma approaches to process quality and includes emphasis on tools and procedures for implementing Six Sigma strategies within organizations.

### 465. Supply Chains in a Digital Economy.

*Fall (1.5) Staff. Prerequisite: BUAD 361 or BUAD 350. (not offered 2011-2012)*  
This course will explore these initiatives and tools that firms are using to manage supply chains and B2B integration.

### 466. Developing Business Intelligence.

*Fall 2011, Spring 2013 (3) Abraham. Prerequisites or Corequisites: BUAD 361 and 362, or BUAD 350; or consent of instructor.*  
The course focuses on the collection, representation and analysis of evidence in support of decision making and process improvement. The course will examine hard and soft measures, criteria for evaluation, performance measurement.

### 467. Advanced Data Management & Modeling.

*Fall (1.5) Guerrero.*  
This course includes spreadsheet modeling, building simulations and additional data manipulation.

### 469. Visual Basic for Business.

*Spring (1.5 or 3) McCoy. Prerequisite: BUAD 361 and 362, or BUAD 350.*  
An introductory course in practical computer programming using Visual Basic.Net, the leading tool for designing user interfaces and web services.

### 474. Negotiation.

*Spring (1.5 or 3) Stewart.*  
This course introduces students to the art and science of negotiation through the study of well-documented historical negotiations, personal experience with live negotiation exercises, and the study of game theory.

### 476. Electronic Commerce.

*Fall (1.5 or 3) McCoy. Prerequisite BUAD 362 or BUAD 350.*

Electronic commerce describes the use of digital connectivity to pursue business objectives, including information technologies such as electronic data interchange, electronic funds transfer, Internet, intranets, extranets, mobile and wireless.

### 480. Sustainability/Green Supply Chain.

*Spring (1.5) Staff. Prerequisite or Corequisite: BUAD 361 or BUAD 350; or consent of instructor. (not offered 2011-2012)*  
This course focuses on the development of sustainable supply chains. Students will explore leading-edge initiatives by forward-thinking companies to (re)design and market products, source, manufacture, and eventually distribute them in an environmentally-, ecologically-, and socially- responsible way.

### 482. Project Management.

*Fall (1.5) Holmlin.*  
This course will focus on the concepts and tools related to the management of projects within organizations. Students will examine all phases of project management including selection, planning, scheduling, control, and termination.

### 492. Special Topics: Environmental Consulting.

*Spring (3) Boone.*  
This course is designed to introduce students to sustainable business practices and environmental management systems. A wide variety of tactic and strategies that organizations are using to reduce the negative environmental, health, and social impacts of their operations will be covered.

### 492. Special Topics: Healthcare Infomatics

*Spring (1.5 or 3) Kohli*  
Information and technology are vitally important in the health care system. This course is aimed at providing an overview of healthcare and IT to educate students about the healthcare industry and that is necessary for consulting in this field to promote quality, process, and financial performance improvements.