DEPARTMENT OF MANAGEMENT

College of Business and Public Management
404 Business and Public Management Center
50 Sharpless Street
West Chester, PA 19383
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Department of Management (http://www.wcupa.edu/management/)
Linda (Xiaowei) Zhu (szhu@wcupa.edu), Chairperson
Leah Ndanga (lnndanga@wcupa.edu), Assistant Chairperson
Li Lu (llu@wcupa.edu), Coordinator – Minor in Business Analytics
Matthew Shea (mshea@wcupa.edu), Coordinator – International Business
Jennifer Bozeman (jbozeman@wcupa.edu), Coordinator – Minor in Human Resource Management
Sandra Tomkowicz (stomkowicz@wcupa.edu), Coordinator – Minor in Business Law
Monica Zimmerman (mzimmerman@wcupa.edu), Coordinator – Minor in Entrepreneurship
Mark (Ma Ga) Yang (myang@wcupa.edu), Coordinator – Minor in Supply Chain Management

The Department of Management offers a B.S. in Business Management and a B.S. in International Business. The Management Department seeks to provide students with the skills required to manage business and public organizations effectively and ethically. The Management and International Business programs at West Chester University encompass a diverse curriculum and various hands-on opportunities for students to learn these valuable concepts and skills. Additionally, each program is designed to provide students with the solid foundation for advanced degrees in business administration, management, or international business as well as professional careers in any area of industry or entrepreneurship.

All freshmen and those transfer students who have not completed the required courses will be admitted to the pre-business program.

- Co-hosted by the MGT and ECO/FIN departments

Philadelphia Campus

The B.S. in Business Management is also offered at the Philadelphia Campus.

Curriculums for programs offered at the alternative PASSHE Center City (http://wcupa.edu/philly/) satellite campus in Philadelphia are equivalent to those found on WCU’s main campus. With state-of-the-art classrooms, the Center City location serves the needs of degree completers and/or adult learners who are balancing work and family obligations.

DCCC Marple Campus

The B.S. in Business Management is also offered at the DCCC Marple Campus.

Curriculums for programs offered at the alternative DCCC Marple (http://wcupa.edu/dccc/) satellite campus in Media are equivalent to those found on WCU’s main campus. The DCCC Marple location provides convenience and flexibility to serve the needs of degree completers and/or adult learners who are balancing work and family obligations.

Programs

Majors

- B.S. in International Business (http://catalog.wcupa.edu/undergraduate/business-public-management/management/international-business-bs/)

Minors


Graduate Opportunities

See the graduate catalog for more information on the Management (http://catalog.wcupa.edu/graduate/business-public-management/management/) and Business Administration (http://catalog.wcupa.edu/graduate/business-public-management/business-administration/) programs.

Policies

- See undergraduate admissions information. (http://catalog.wcupa.edu/general-information/admissions-enrollment/undergraduate-admissions/)
- See academic policies. (http://catalog.wcupa.edu/undergraduate/academic-policies-procedures/)

All undergraduate students are held to the academic policies and procedures outlined in the undergraduate catalog. Students are encouraged to review departmental handbooks for program tips, suggested course sequences, and explanations of procedures. When applicable, additional policies for specific department programs may be listed below.

Prerequisites for Entry into the Business Majors: Accounting, Economics, Finance, Management, and Marketing

To apply for their business major, students must:

1. Complete ECO 111, ECO 112, ECO 251, MGT 200, MKT 250, and ACC 201 with a C or better in each course
2. Pass and complete both MAT 113 and MAT 143 with a C or better required in at least one of them. If a student is placed directly into MAT 143 and receives a C or higher or has completed MAT 161 or MAT 162 with a C or better, then the student does not have to take MAT 113 (replaced as a free elective).
3. Have a minimum overall GPA of 2.50
4. Have at least 45 credit hours

These requirements must be met to be eligible to register for 300 and 400 level business courses. The same rules apply to all transfer students—both internal (those from within the University) and external (those from a non-WCU institution).
Management Major Graduation Policies
To graduate with an earned degree from the Department of Management’s major programs, students must have a 2.50 overall GPA.

GPA Requirement for the Minor in Business Law
To be admitted to the Business Law Minor students must have an overall 2.5 GPA. Students must maintain an overall 2.5 GPA and earn a grade of C or better in each required and elective course for the minor.

Faculty
Professors
Gerard A. Callanan (gcallanan@wcupa.edu) (2001)
B.A., Temple University; M.B.A., La Salle University; Ph.D., Drexel University
Lisa Calvano (lcalvano@wcupa.edu) (2011)
B.S., Drexel University; M.Sc., London School of Economics; M.B.A., Ph.D., Temple University
Brian Halsey (bhalsey@wcupa.edu) (2010)
Coordinator, MBA Program
B.A., Shippensburg University; J.D., Widener University School of Law; LL.M., Villanova University School of Law
Sandra M. Tomkowicz (stomkowicz@wcupa.edu) (1993)
Director, Pre-Law Program
B.S., Messiah College; M.B.A., Pennsylvania State University; Ph.D., Temple University

Associate Professors
Susan Fiorentino (sfiorentino@wcupa.edu) (2013)
Graduate Coordinator, Management
B.A., West Chester University; M.A., J.D., Villanova University
Kelly Fisher (kfisher@wcupa.edu) (2014)
B.S., Excelsior College; M.B.A., University of North Florida; Ph.D., Monash University
Guohua Jiang (gjiang@wcupa.edu) (2013)
B.A., Hubei University of Economics and Business; M.S., University of Reading (UK); Ph.D., Temple University
David Perri (dperri@wcupa.edu) (2005)
B.A., College of the Holy Cross; M.A., Pennsylvania State University
Paul F. Rotenberry (protenberry@wcupa.edu) (2005)
B.A., Widener University; M.A., Ph.D., University of Akron; SHRM-SCP, The Society for Human Resource Management
Matthew I. Shea (mshae@wcupa.edu) (2012)
Minor Coordinator, Management
B.A., Connecticut College; M.H.A., M.B.A., University of Pittsburgh; Ph.D., Temple University
Ma Ga (mark) Yang (myang@wcupa.edu) (2013)
Minor Coordinator, Management
B.A., Hankuk University of Foreign Studies; M.B.A., Ph.D., The University of Toledo

Assistant Professors
Jennifer R. Bozeman (jbozeman@wcupa.edu) (2016)
Minor Coordinator, Management

Courses
BLA
BLA 201. Legal Environment of Business. 3 Credits.
Examines the framework of the American legal system and its impact on the environment in which business operates. Sources of law, including constitutional, statutory, administrative, and common law principles, that define the relationships between government and business; buyers and sellers of goods and services; and employers and employees are discussed. Distance education offering may be available. Typically offered in Fall, Spring & Summer.

BLA 302. Business and Commercial Law. 3 Credits.
A study of the most widely examined commercial law subjects. It is meant to be a partial preparation for the uniform Certified Public Accountant (CPA) examination. The course also provides business students with knowledge of advanced business law topics, including the following: the Uniform Commercial Code; debtor-creditor relationships; business organizational structures; and, other relevant federal laws and regulations. Pre / Co requisites: BLA 302 requires a prerequisite of BLA 201. Distance education offering may be available. Typically offered in Spring.

BLA 306. Employment Law. 3 Credits.
This course introduces students to the body of statutory and common law that affects employees and employers in the workplace, with a special emphasis on laws that prohibit discrimination, such as Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act and the Age Discrimination in Employment Act. Other laws examined in this course include laws affecting employee health, safety and welfare as well as statutes designed to protect employees’ rights to engage in whistleblower and union activity. Employment Law is designed to help students examine the interaction of legal considerations in the management process. This class is delivered in an online format, and includes video lectures, readings and discussion boards. Pre / Co requisites: BLA 306 requires a prerequisite of BLA 201. Distance education offering may be available. Typically offered in Fall & Spring.

BLA 307. Intellectual Property and the Online Environment. 3 Credits.
Coverage of the basics of patent, copyright, trademark, trade secrets, salient current issues in intellectual property law, and the challenges to copyright law posed by new technologies. Pre / Co requisites: BLA 307 requires a prerequisite of BLA 201. Distance education offering may be available. Typically offered in Spring.
BLA 308. Entrepreneurial Law. 3 Credits.
In-depth coverage of the legal considerations affecting an entrepreneurial enterprise throughout the life cycle of an organization, including pre-startup phases, launch considerations, growth challenges, and exit options.
Pre / Co requisites: BLA 308 requires prerequisites of BLA 201 and ACC 201.
Distance education offering may be available.
Typically offered in Fall.

BLA 309. Labor Law. 3 Credits.
This course examines and analyzes labor-management relationships, particularly with respect to federal laws and regulations, administration of labor contracts, mediation, and arbitration processes. It incorporates all legal aspects of collective bargaining as well as related practices, and strategies of negotiation, unfair labor practices, and the management of organization-union relations. This class is delivered in an online format, and includes video lectures, readings and discussion boards.
Pre / Co requisites: BLA 309 requires a prerequisite of BLA 201.
Distance education offering may be available.
Typically offered in Fall & Spring.

BLA 310. Constitutional Law & Business. 3 Credits.
This course is designed to provide students with a more sophisticated understanding of the relationship between government and business. We will examine the sources of constitutional authority for government regulation of business and the constitutional rights afforded business. Students will be encouraged to develop critical thinking and analytical reasoning skills to enhance their decision-making ability. This class is delivered in an online format, and includes video lectures, readings and discussion boards.
Pre / Co requisites: BLA 310 requires a prerequisite of BLA 201.
Distance education offering may be available.
Typically offered in Fall.

INB

INB 199. Transfer Credits. 1-10 Credits.
Transfer Credits.
Repeatable for Credit.

INB 300. Introduction to International Business. 3 Credits.
Analysis of international business transactions in large and small businesses, multinational and domestic. Functional emphasis on multinational environment, managerial processes, and business strategies.
Pre / Co requisites: INB 300 requires prerequisites of MGT 200 and a minimum 2.50 cumulative GPA.
Distance education offering may be available.
Typically offered in Fall & Spring.

INB 403. International Accounting. 3 Credits.
Deal with accounting problems which are peculiar to international or multinational businesses. The financial reporting requirements for foreign income and investments of the FASB and SEC will be analyzed as they affect depreciation, foreign exchange, and statements of income and expenses.

INB 469. International Management Seminar. 3 Credits.
Study of issues confronting executives as they plan, organize, staff, and control a multinational organization. Lectures, case analyses, and outside projects with local firms engaged in, or entering, international business will be utilized.
Pre / Co requisites: INB 469 requires prerequisites of INB 300 and MGT 200 and a minimum 2.50 CUM GPA.
Distance education offering may be available.
Typically offered in Fall & Spring.

MGT

MGT 200. Principles of Management. 3 Credits.
Introduction to the principles and functions of management. Examines the management process, organizational theory, planning, decision making, motivation, and leadership in supervisory contexts.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.

MGT 313. Business and Society. 3 Credits.
An analysis of the social, political, legal, environmental, and ethical problems faced by business firms.
Pre / Co requisites: MGT 313 requires prerequisites of MGT 200 (majors only) and a minimum 2.50 cumulative GPA.
Typically offered in Fall, Spring & Summer.

MGT 321. Organization Theory and Behavior. 3 Credits.
Study of the theoretical foundations of organization and management. The system of roles and functional relationships. Practical application of the theory through case analysis.
Pre / Co requisites: MGT 321 requires prerequisites of MGT 200 (Majors only) and minimum 2.50 CUM GPA.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.

MGT 341. Production and Operations Management. 3 Credits.
Operations management is one of the three primary functions of any organization, along with marketing and finance. It is responsible for the production of goods and services. All operations decisions are made within the context of all other business functions and the organization's external environment. This course is designed to introduce the students to the basic concepts, principles, and techniques of production and operations management; to provide a multifunctional perspective on operations decision-making; and to explore the strategic role of the operations function in the survival and success of organizations. Although this course is primarily quantitative in nature, qualitative aspects across various business functions will also be discussed.
Pre / Co requisites: MGT 341 requires prerequisites of MAT 121 or MAT 125 or ECO 251 and MGT 200 and minimum CUM GPA of 2.50.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.

MGT 381. Quality Management. 3 Credits.
This course examines basic quality concepts and explores the three sub-processes of quality management: quality planning, quality assurance, and quality control. This course also explains key quality tools relevant to the framework and presents them in a logical order of application. Finally, this course offers practical exercises in a management environment so that students will learn how to apply the quality theories/concepts to real world situations.
Pre / Co requisites: MGT 381 requires prerequisites of MGT 341 and minimum CUM GPA of 2.50.
Distance education offering may be available.
Typically offered in Fall & Spring.

MGT 399. Transfer Elective Upper Level. 1-10 Credits.
Transfer Elective Upper Level.
Repeatable for Credit.

MGT 411. Communicating Business Insights and Ethics in Big Data. 3 Credits.
This course tackles two critical issues in the business analytics field. The first one deals with how to present information derived from data analysis effectively to distinct stakeholders in either a written or oral way. This skill, i.e., clearly translating analytical results to valuable business insights with visual aids, is highly sought after in the business world now. Specifically, students will learn how to generate visual displays through a chosen computer software, how to engage audiences with storytelling techniques, and how to apply basic design principles to generate reports for specific audiences. The second issue concerns an increasingly rising interest in how business can leverage insights from business analytics in an ethical way. We will discuss ethical issues rising from business operations of data collection, data management, and data presentation. This section will equip students with a stronger ethical mindset in this increasingly data-driven business world.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.

MGT 431. Human Resource Management. 3 Credits.
Study of the effective management of an organization's human resources. Topics include recruitment, selection, compensation, performance appraisal, labor relations, and enforcement of equal employment opportunity laws.
Pre / Co requisites: MGT 431 requires prerequisites of MGT 200 (Majors only) and 2.50 Minimum CUM GPA.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.
MGT 432. Staffing & Development. 3 Credits.
This course examines all aspects of talent acquisition and management in organizations, including workforce planning, staffing, training, career development and performance management. The importance of building an ethical culture that enhances employee engagement and organizational effectiveness is emphasized. Pre / Co requisites: MGT 432 requires a prerequisite of MGT 321 or MGT 431, or department consent for non-business majors. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 433. Compensation Management. 3 Credits.
This course examines the development and implementation of compensation systems in organizations. Topics covered include compensation philosophies; economic and social factors affecting compensation plans; pay surveys; pay equity; and specific types of financial and non-financial compensation and benefits. Pre / Co requisites: MGT 433 requires a prerequisite of MGT 321 or MGT 431, or department consent for non-business majors. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 434. Human Resource Consulting. 3 Credits.
This course offers applied experience through client-based or historic human resources management consulting projects. These projects will require an in-depth investigation of human resource issues in various industries, as well as an oral presentation and written professional report. Students will be assigned to teams to work on various human resources projects and present recommendations to interested parties, such as faculty, other students, and executives. Pre / Co requisites: MGT 434 requires prerequisites of MGT 321, MGT 431, or department consent. Cumulative GPA must be greater than 2.5. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 435. Negotiation. 3 Credits.
Negotiation is an important life-long skill in a variety of business relationships. Every day managers negotiate with coworkers, suppliers, distributors, customers, the government, etc. Determining the salaries and compensation, who will do what assignment, the terms of a contract — all of these are negotiations. Negotiation is the art and science of securing agreements and resolving disputes between two or more interdependent parties. As a manager, you not only need analytical skills to discover optimal solutions to problems (the science), but also good negotiation skills to get these solutions accepted and implemented (the art). The purpose of this course is to help students develop expertise in managing negotiations that occur in a variety of business settings, specifically focusing on the area of human resources. The learning method is experiential (i.e., a learn-by-doing approach). Students will prepare for and engage in a variety of negotiations exercises (individually, and as a team). Pre / Co requisites: MGT 435 requires a prerequisite of MGT 321, MGT 431, or department consent. Cumulative GPA must be greater than 2.5. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 451. Systems Management. 3 Credits.
Application of systems theory and principles to the operation of contemporary organizations with emphasis on nonquantitative methods of analysis. Pre / Co requisites: MGT 451 requires prerequisite of MGT 321 and minimum 2.50 CUM GPA.

MGT 471. Introduction to Entrepreneurship. 3 Credits.
This course is designed to introduce students to the entrepreneurship process and the mindset of the entrepreneur. The course content addresses opportunities and challenges in the entrepreneurship process with a special emphasis on idea generation and opportunity recognition. It is a foundation course which provides an introduction to topics that students will apply in advanced entrepreneurship courses. Pre / Co requisites: MGT 471 requires a prerequisite of 60 completed credits. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 472. Entrepreneurship: Feasibility and Launch. 3 Credits.
The focus of this course is testing the feasibility and writing a business plan for a new business launch. Students will learn about industry analysis, market research, funding, financial statement projections, management team and personnel, and marketing strategy. Students will test the feasibility of business ideas, select a feasible idea, develop a business plan and present it. Pre / Co requisites: MGT 472 requires a prerequisite of MGT 471. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 473. Entrepreneurship: Startup and Growth. 3 Credits.
This course is designed to address managing new and emerging growth companies. It addresses implementing the business plan across five functions of startups: accounting, finance, marketing, human resources, and operations. It also addresses management challenges commonly encountered at different stages in the life-cycle of new and emerging growth companies including start-up, growth, change of direction, and exit. Pre / Co requisites: MGT 473 requires a prerequisite of MGT 471. Distance education offering may be available. Typically offered in Fall & Spring.

MGT 483. Management Internship. 3 Credits.
The management internship is designed to enhance the student's educational experience by providing a substantive work experience in the business world. Pre / Co requisites: Minimum 2.50 CUM GPA. Consent: Permission of the Department required to add. Repeatable for Credit.

MGT 486. Management Internship. 6 Credits.
The management internship is designed to enhance the student's educational experience by providing a substantive work experience in the business world. Pre / Co requisites: Minimum 2.50 CUM GPA. Consent: Permission of the Department required to add. Repeatable for Credit.

MGT 487. Special Topics in Management. 3 Credits.
This course deals with current concepts in management not covered by existing courses. The course content is determined at the beginning of each semester. Pre / Co requisites: MGT 487 requires prerequisites of MGT 200 and minimum 2.50 CUM GPA. Typically offered in Fall & Spring. Repeatable for Credit.

MGT 488. Independent Studies in Management. 1-3 Credits.
Special research projects, reports, and readings in management. Pre / Co requisites: Minimum 2.50 CUM GPA. Repeatable for Credit.

MGT 498. Seminar in Management. 3 Credits.
This course engages students in reading, writing, discussion, and research on current topics in management. Pre / Co requisites: MGT 498 requires a minimum 2.50 cumulative GPA and a minimum of 90 credits completed. Gen Ed Attribute: Writing Emphasis. Distance education offering may be available. Typically offered in Fall & Spring.

MIS 199. Transfer Credit Electives. 1-15 Credits.
Transfer Credit. Repeatable for Credit.
MIS 300. Introduction to Management Information Systems. 3 Credits.
A comprehensive introduction to the role of information systems in an organizational environment. This course focuses on transforming manual and automated data into useful information for managerial decision making.
Pre / Co requisites: MIS 300 requires prerequisites of MGT 200 and minimum CUM GPA of 2.50.
Distance education offering may be available.
Typically offered in Fall & Spring.

MIS 301. Introduction to Business’s Software. 3 Credits.
The goal of this course is to teach business majors the uses of standard business software for solving standard business problems. The focus is on spreadsheets and presentation software systems.
Pre / Co requisites: MIS 301 requires prerequisite of minimum 2.50 CUM GPA.
Typically offered in Fall & Spring.

MIS 453. Decision Support Systems. 3 Credits.
This course is an advanced presentation of the role of management information systems in the special support needs of managers for aiding decision making.
Pre / Co requisites: MIS 453 requires a prerequisite of MIS 300.
Typically offered in Fall & Spring.

SCM

SCM 351. Supply Chain Management. 3 Credits.
Building on the fundamentals of operations management covered in SCM 341, this course explores the core concepts of supply chain management, including underlying principles and practical techniques related to supply chain processes. Topics covered include: supply chain strategy, network and system design, operations management, sourcing, logistics, forecasting and demand planning, inventory management, and many others. Particular emphasis is placed on global and sustainability aspects of supply chain management. This course also explores how SCM is intertwined with other organizational functions. New topics, including the importance of big data analytics in SCM, as well as other technological advances such as 3-D printing, cloud computing, machine learning, driverless vehicles, the Internet of Things, and RFID are also covered.
Pre / Co requisites: SCM 351 requires a prerequisite of 60 completed credits.
Distance education offering may be available.
Typically offered in Fall, Spring, and Winter.

SCM 361. Principles of Project Management. 3 Credits.
This course aims to provide students the principles and concepts of project management and essential skills in project management. This course also helps students to prepare PMI (Project Management Institute) certifications exams, like CAPM Project Management certification. Topics include the core knowledge areas of project management: integration, scope, time, cost, quality, human resources, communication, risk procurement. Several basic tools/methods will be studied, such as Work Breakdown Structure, Gantt Chart, PERT/CPM method, and crashing. This course will explore the challenges facing today’s project managers and will provide a broad understanding of the project management environment focused on multiple aspects of the project. Skill development is accomplished through lectures, discussion, and project.
Pre / Co requisites: SCM 361 requires a prerequisite of 60 completed credits.
Distance education offering may be available.
Typically offered in Fall, Spring & Summer.

SCM 371. Logistics Management. 3 Credits.
This course presents fundamental concepts, theories, and techniques in the field of logistics management, which serves a role of planning, implementing, and controlling the forward and reverse flow of goods, services, and related information between the origin point to the consumption point. The topics of this course include demand management, location, warehousing management, packaging and materials handling, distribution, transportation, logistics IT, and SAP applications in logistics management.
Pre / Co requisites: SCM 371 requires a prerequisite of 60 completed credits.
Distance education offering may be available.
Typically offered in Fall, Spring, Summer, Winter.

SCM 387. Supply Chain Management in China. 3 Credits.
The course objectives are to learn the latest approaches to Supply Chain Management in China. A combination of coursework and company site visit in China will enable students to gain a firsthand understanding of Chinese business practices and culture.
Typically offered in Spring & Summer.

SCM 391. Purchasing & Supply Management. 3 Credits.
This course presents fundamental concepts, theories, and techniques for purchasing and supply management. Topics include supply strategy, supply organization, supply process and technology, make-or-buy decision, need identification and specification, competitive bidding and contract options for pricing, supplier selection, evaluation, and relationship management.
Pre / Co requisites: SCM 391 requires a prerequisite of 60 completed credits.
Distance education offering may be available.
Typically offered in Fall, Spring, and Winter.

SCM 483. Supply Chain Management Internship. 2-6 Credits.
The supply chain management internship is designed to enhance the student’s educational experience by providing a substantive work experience in the supply chain management field. Required hours of internship work will depend on the number of credits being earned.
Pre / Co requisites: SCM 483 requires prerequisites of MGT 200 and SCM 341 or SCM 351.
Typically offered in Fall, Spring, Summer, Winter.

SCM 487. Healthcare Supply Chain Management. 3 Credits.
This course provides students the knowledge and the processes in the healthcare supply chain management with the GMP (Good Manufacturing Practices) guideline and regulations. Topics covered include: supply chain strategy, network and system design, operations management, sourcing, logistics, forecasting and demand planning, inventory management, and many others, in pharmaceutical, bio-tech, medical device, hospital, and clinical operations.
Pre / Co requisites: SCM 487 requires a prerequisite of MGT 341 or SCM 351.
Distance education offering may be available.
Typically offered in Fall & Spring.

SCM 488. Small Business Operations. 3 Credits.
Companies with fewer than 250 employees provide nearly one half of the jobs in the private sectors. Operating a business with limited resources in a smaller market brings specific challenges and opportunities. Successful hands-on owners and managers must grasp the activities of their entire business, including marketing, finance, operations, supply chain and human resources. This course covers each of those areas from a small business perspective, comparing and contrasting the operating activities and keys to success in specific industries.
Pre / Co requisites: SCM 488 requires a prerequisite of MGT 341 or SCM 351.
Distance education offering may be available.
Typically offered in Fall & Spring.