

*Upper Division***MGMT 3000 Organizational Behavior (3)**

Students are provided with theoretical and conceptual frameworks drawn from the social sciences for understanding human behavior in business organizations. Emphasis is placed on the application of these theories and concepts to management and behavioral issues in organizations. Topics include individual differences, perception, motivation, learning, groups, communication, leadership, decision-making, diversity, total quality management, international OB, politics, and ethics.

**MGMT 3020 Introduction to Operations Management (3)**

An introduction to the system for planning, operating, and controlling the processes that transform inputs into outputs of finished goods and services in both profit and nonprofit organizations. Topics include: operations strategy, operations technology, product and service design, project planning and scheduling, facility location planning, facility layout, materials management, Six Sigma, and quality management and control. Computer software is used to analyze operations management functions. Recommended: BA 3010.

**MGMT 3080 Organization Theory and Design (3)**

A study of the theories and research that explain why business organizations operate the way they do. A social system perspective is presented that views the business organization's external environment and structure as critical determinants of organizational effectiveness. Key department level and organizational level variables and models are studied with the goal of developing an understanding of the patterns and relationships among organizational dimensions such as strategy, structure, goals, size, technology, and external environment. Prerequisite: MGMT 3000.

**MGMT 3090 Career and Managerial Skills (3)**

This course has three primary objectives: increase understanding of relevant career options through completion of the comprehensive career assessment plan, increase understanding of managerial and employee survival skills and increase understanding of work/life balance issues through completion of a comprehensive work/life balance assessment balance. Prerequisite: MGMT 3000.

**MGMT 3100 Human Resource Management (3)**

This course provides an overview of the functional areas of Human Resource Management. The course begins by examining environmental factors such as legislation, organizational strategy, labor, and global issues. Next the HR process is examined-recruiting, training, compensation, benefits, performance appraisal, and termination. Throughout the course, students are provided with the opportunity to engage in HR practice and develop HR policy. Prerequisite: MGMT 3000.

**MGMT 3400 Entrepreneurship (3)**

This course fosters the acquisition of knowledge and skills needed to start a new venture. The student is required to assess his or her own entrepreneurial orientation and to formulate a realistic business plan for a new venture. Topic areas include self-assessment, identifying and evaluating new venture opportunities, obtaining capital, writing and presenting the business plan, and managing the emerging firm.

**MGMT 3450 Small Business Management (3)**

This course is designed to facilitate the acquisition of knowledge and skills needed to manage an ongoing small business. The focus is on owner/manager decision-making. Topics covered include ownership, personal selling, advertising, sales promotion, financial analysis, record keeping, personnel management, and the like.

**MGMT 4000 Strategic Management (3)**

The course serves dual purposes. The first is to introduce students to strategic management. The objective here is to see and practice how strategic decisions are made. Strategic management topics include external environments, industry and competitor analyses, resources and capabilities, corporate governance, strategy formulation, strategy implementation, strategy controls, mergers and acquisitions, strategic alliances and coalitions, and strategic corporate social responsibility. The second purpose is to integrate the tools of strategic management with the other core disciplines of the business major in order to understand and to make wise decision and ethical strategic decisions. Prerequisites: BA 3008 or ECON 3008, ECON 4510, BA 3010, 3108, MGMT 3000, 3020, MIS 3000 or ACCT 3600, FIN 3000, MKTG 3000.

**MGMT 4050 International Management (3)**

An examination of contemporary issues related to managerial training, political structure, foreign receptivity to United States business, cultural factors, organizing, and controlling the international firm. Prerequisite: MGMT 3000.

**MGMT 4200 Compensation and Benefits Administration (3)**

This course is designed to provide the student with a practical and theoretical understanding of compensation and benefits from the perspectives of managers (who make reward decisions), employees (who receive the rewards and are the "customers" of the reward system), and human resource practitioners (who assist in the design and maintenance of reward systems). Topics include pay strategies, job evaluation, salary surveys, pay structures, pay banding, merit pay, skill-based pay, team-based pay, gain sharing, profit sharing, legally required benefits, health insurance, and retirement plans. Prerequisite: MGMT 3100.

## **MGMT 4220 Staffing, Selection, and Workforce Development (3)**

This course is designed to provide the student with a practical and theoretical understanding of workforce planning, specifically the staffing and selection process and workforce development. Topics include current legal issues, interviewing methods, assessment centers, integrity testing, personality testing, psychological tests, validation methods, planning, and cost evaluation, as well as workforce training and development needs. Prerequisite: MGMT 3100.

## **MGMT 4280 Current Topics in Human Resource Management (3)**

This course is about leading edge topics in Human Resource Management. As the organization's requirements change, so must the skill set of the HR professional supporting that organization. Topics may include top management roles, change management methodologies, strategic HR planning, international HRM, benchmarking HR processes, reengineering human resources, the role of training, and consultant roles. This course will rely on case studies and research to develop these skills. Prerequisite: MGMT 3000.

## **MGMT 4300 Negotiation, ADR, and Conflict Management (3)**

Comprehensive survey of current trends in the theory and practice of negotiation as a means of transacting business, including the resolution of conflict and reaching agreement. Principles of Alternative Dispute Resolution (ADR) will be introduced as a tool for resolving disputes by non-litigious approaches, such as third party intervention, mediation, arbitration, etc. Topics include: integrative and distributive methods; internal team management and pre-negotiation analysis; tactics and strategies; context and dynamics; diversity impact of culture, gender, and personality types; implementation, monitoring, and follow-up; and multilateral negotiation. Prerequisite: MGMT 3000.

## **MGMT 4400 Logistics Management (3)**

This is an introductory survey course of the history, current issues, and basic principles of logistics. It will examine the basic activities of logistics operations, the role of information technology, benefits of strategic partnerships, procurement, customer service, warehousing, transportation, and regulation. All will be discussed within the context of globalization. Prerequisite: MGMT 3000, 3020.

## **MGMT 4450 Purchasing and Supply Chain Management (3)**

This is a survey course of the current issues and basic principles of purchasing and its role in the era of global supply chains. It will examine the traditional role of purchasing and supply management in cost containment and revenue enhancement. As well, the more recent responsibilities of environmental, social, political, and security concerns that have arisen with the expansion of supply chains into developing countries will also be examined. Prerequisite: MGMT 3000, 3020.

## **MGMT 4600 Total Quality Management (3)**

This course uses an applied and theory based approach to introduce the core principles of TQM, the most common and current TQM practices/techniques and how they relate to familiar management concepts. The course covers the concepts of customer-supplier relations, teamwork, and empowerment, and how TQM relates to topics such as organizational design and change, groups, leadership, and motivation. Students will learn how these principles and methods have been put into effect in a variety of organizations. Topics include: a review of contributions by Deming, Juran, Crosby and other, statistical aids, process control, quality teamwork, designing organizations for quality, strategic planning and total quality implementation, and quality leadership.

## **MGMT 4770 Selected Topics in Management (3)**

This course provides an opportunity to present an in-depth study of selected management subjects not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

## **MGMT 4850 Individual Study (1-3)**

Individual supervised projects or directed reading projects for students qualified to carry on independent work. Prerequisite: Permission of the instructor and department chair. Up to 3 units may be used to satisfy elective degree requirements. Department determines application and number of units. Note: To count for graduate elective credit and maintain graduate course standards, 4000-level courses must be augmented with additional work.

## **MGMT 4860 Internship in Management (3)**

This course is designed to provide an integrated academic experience in a work setting. Units may not be used to satisfy the requirements of the Business Administration major. Students may earn a maximum of 3 units through internships. Offered on a credit, no-credit basis only.

## **MGMT 4900 Strategic Management (3)**

This is a terminal integrating course. The course serves dual purposes. The first is to introduce students to strategic management. The objective here is to see and practice how strategic decisions are made. Strategic management topics include external environments, industry and competitor analyses, resources and capabilities, corporate governance, strategy formulation, strategy implementation, strategy controls, mergers and acquisitions, strategic alliances and coalitions, and strategic corporate social responsibility. The second purpose is to integrate the tools of strategic management with other core disciplines of the business major in order to understand and to make wise decision and ethical strategic decisions. Prerequisites: BA 1008, 3008, ECON 4510, FIN 3000, MGMT 3000, 3010, 3020, MIS 3000 and MKTG 3000. MGMT 4900 normally is taken in the last term before graduation.

*Graduate Courses***MGMT 6000 Seminar in Organizational Theory and Design (3)**

This is a study of the theories and research that explain why business organizations operate the way they do. A social systems perspective is presented that views the business organization's external environment and structure as critical determinants of organizational effectiveness. Key department-level and organizational-level variables and models are studied with the goal of developing an understanding of the patterns and relationships among organizational dimensions such as strategy, goals, size, technology, and external environment. The case method is used extensively to develop skill in diagnosing and solving organizational design problems.

**MGMT 6020 Seminar Operations Management (3)**

This course is an examination of principles related to effective utilization of factors of production in manufacturing and non-manufacturing systems. This course uses extensive readings and case studies to define and analyze problems of productivity improvement, production planning, inventory management, quality control, system design and implementation from the operating manager's perspective. Issues in management of technology-based organizations, capacity planning, scheduling, facilities design, operations strategy in services, and supply chain management will also be explored.

**MGMT 6040 Advanced Organizational Behavior (3)**

This course provides a review and extension of the basic theoretical and conceptual framework necessary for making sense out of behavior in organizations. The emphasis is on applying theory and concept to management, particularly in business organizations. Topics include: individual differences, perception, learning, motivation, group dynamics, communication, leadership, conflict management, organizational structure, organizational culture, and change management. Application is made through case studies, analysis of video clips, and through group and classroom discussions.

**MGMT 6050 Managerial Skills (3)**

This course focuses on developing and enhancing managerial skills that are of major importance for current and future career survival and success. Specific skill areas include: self-management, communication, decision making, motivation, delegation, team management, diversity management, negotiation, organizational politics, and change management. The course is primarily experiential in nature with skill assessments, exercises, role-plays, case studies, and group discussion activities being the primary learning tools. Relevant literature from the behavioral sciences will provide a knowledge base for skill development.

**MGMT 6100 Seminar in Human Resource Management (3)**

This course is about the strategic management of human capital. A strategic analysis of the traditional human resource management functions—selection, compensation, recruiting, and training—will be completed. The influences of the legal environment are also considered. Other topics focus on the tools that are used to manage data necessary to manage human capital effectively. These include HR-based change management methods, process mapping HR processes, and Human Resource Information Systems (HRIS).

**MGMT 6200 Managing Small Business Enterprises (3)**

This course is designed to provide the student with a practical and theoretical understanding of compensation and benefits from the perspectives of managers (who make reward decisions), employees (who receive the rewards and are the "customers" of the reward system), and human resource practitioners (who assist in the design and maintenance of reward systems). Topics include pay strategies, job evaluation, salary surveys, pay structures, pay banding, merit pay, skill-based pay, team-based pay, gain sharing, profit sharing, legally required benefits, health insurance, and retirement plans.

**MGMT 6450 Seminar in Small Business Management (3)**

This course is designed to facilitate the acquisition of knowledge and skills needed to manage an ongoing small business. The focus is on owner/manager decision-making. Topics covered include ownership, personal selling, advertising, sales promotion, financial analysis, record keeping, personnel management, and the like.

**MGMT 6500 Seminar in Global Operations Management (3)**

This course introduces students to a conceptual framework which will help them recognize and meet international operations management challenges. It studies issues relating to global sourcing and logistics, and manufacturing competencies of different nations. Topic areas include: strategic planning for global competitiveness, managing global facilities, managing global supply chains, building a strategic alliance, coordinating international manufacturing and technology, and overcoming the limits to global operations project.

**MGMT 6520 Project Management (3)**

This course examines the process and practice of project management (PM) as a key enabler to today's business environment. Several factors that influence PM such as business structure, organizational culture, leadership and team dynamics, financing, project selection, risk management, and tools and techniques of project execution will be addressed. The course is designed to explore PM end-to-end and present tools and techniques influencing a project from initiation to

close out. It is designed to provide students with an overview of the PM process followed by an in-depth examination of the activities needed to successfully initiate, plan, schedule, and control the cost, schedule and content factors of a project.

### **MGMT 6550 Seminar in Statistical Analysis (3)**

The issues and methods involved in conducting business research will be explored. Students will collect data that will then be analyzed by utilizing a variety of statistical techniques via computer. Bivariate, multivariate and nonparametric techniques will be covered. A strong emphasis will be placed on the use of statistics to aid in managerial decision-making. Examples of actual business research will be reviewed.

### **MGMT 6570 Advanced Reading in Management (3)**

This course will develop skills in graduate students to support continued professional and academic development beyond their current degree program. While traditional college learning is focused on textbooks, the knowledge that is presented in these books typically first appeared in academic journals and books produced by researchers for the professional public. The purpose of this course is to introduce graduate students to this type of literature and to enhance their ability to critically read, evaluate and learn from this literature. The format of the course is that of a seminar, requiring extensive reading and preparation before class in order to facilitate in depth analysis and discussion during class.

### **MGMT 6770 Selected Topics in Management (3)**

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

### **MGMT 6850 Individual Graduate Study in Management (1-3)**

Individual study is offered to give the student experience in planning and outlining a course of study on the student's own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 3 semester units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

### **MGMT 6800 e-Business: Challenges and Opportunities (3)**

This course provides students with a conceptual framework for understanding the challenges and opportunities that face e-Business systems. The course is cross-functional, decision focused, and strategic in its orientation. Different types of e-Business applications are analyzed based on web site reviews and case studies. The course includes a practicum in which teams of students build a prototype e-Business system. Specific topics covered include the integration of supply chain management and e-Business, e-procurement, selling, chain

management, enterprise resource planning, collaborative computing technologies, virtual team management, considerations for hardware and software development and/or purchasing, controlling e-Business cost, quality, and risks, and the legal and social environment of e-Business.

### **MGMT 6900 Seminar in Strategic Management (3)**

The subject of this course is competitive behavior and the "strategy" of business firms. Competition is defined to be the effort to create and retain economic value within an environment of interdependence among competing firms. Strategic behavior is the effort of a firm as a coherent objective-seeking entity to create economic value within a competitive environment. An understanding of strategic behavior requires a close examination of 1) business objectives, 2) firm structural interdependence, and 3) value creation within the structure of competitive interdependence. Prerequisites: FIN 6000, MGMT 6000 and MKTG 6000.