

## MANAGEMENT

## MGT

**Department of Management  
The Eli Broad College of Business  
and The Eli Broad Graduate  
School of Management**

**293 Cooperative Education for Business Students**

Fall, Spring. 1(1-0) A student may earn a maximum of 3 credits in all enrollments for this course. Interdepartmental with Accounting and Economics and Finance and Hospitality Business and Marketing and Supply Chain Management. Administered by Marketing and Supply Chain Management. R: Approval of department.

Integration of pre-professional educational employment experiences in industry and government with knowledge and processes taught in the student's academic program. Educational employment assignment approved by the Department of Marketing and Supply Chain Management.

**315 Managing Human Resources and Organizational Behavior**

Fall, Spring, Summer. 3(3-0) RB: Programs for which MGT 315 is a catalog-listed requirement. R: Open only to juniors or seniors in the College of Business. Not open to students in The School of Hospitality Business. SA: MGT 310

Formulation and administration of human resource policies in the business enterprise. Personnel planning, job analysis and evaluation, staffing. Compensation and labor relations. Employee safety. Training, development, and performance appraisal. Issues of diversity and ethics.

**325 Management Skills and Processes**

Fall, Spring, Summer. 3(3-0) R: Open to juniors or seniors and open to students in the James Madison College or in the Agribusiness Management major or in the Agribusiness Management Specialization or in the Apparel and Textile Design major or in the Applied Engineering Sciences major or in the Communication major or in the Construction Management major or in the Dietetics major or in the Economics major or in the Food Industry Management major or in the Food Industry Management Specialization or in the Food Science major or in the Interdisciplinary Studies in Social Science-Health Studies major or in the Interdisciplinary Studies in Social Science-Human Resources and Society major or in the Interdisciplinary Studies in Social Science major or in the Packaging major or in the Park, Recreation and Tourism Resources major or in the Retailing major or in the Security Management Specialization or in the Technology Systems Management major or in the Telecommunication, Information Studies and Media major. SA: MGT 302

Managerial skills and processes in goal-directed institutions.

**352 Entrepreneurship: New Venture Process**  
Fall. 3(3-0) P: ACC 202 R: Open to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to students in the School of Hospitality Business.

Becoming an entrepreneur. Developing successful business ideas. Moving from an idea to an entrepreneurial firm. Managing and growing an entrepreneurial firm.

**409 Business Policy and Strategic Management**

Fall, Spring, Summer. 3(3-0) P: MSC 300 and MSC 303 and FI 311 R: Open only to seniors in the College of Business. Not open to students in The School of Hospitality Business.

Techniques for building and maintaining consistent and effective policy and strategy. Major functions within a firm. Strategic integration, ethics, and international competition.

**411 Organizational Staffing**

Fall. 3(3-0) P: (MGT 315 or concurrently) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business.

Job and organizational analysis. Personnel planning, recruitment, selection and placement. Employment interviewing and testing. Validation of selection procedures, equal opportunity employer (EEO) guidelines, and affirmative action. Issues and diversity of ethics.

**412 Compensation and Reward Systems**

Spring. 3(3-0) P: (MGT 315 or concurrently) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business.

Designing compensation systems. Job evaluation, internal and external equity. Pay-for-performance plans and financial incentives. Wage and salary surveys. Benefits administration. Diversity and ethical considerations.

**413 Personnel Training and Development**

Spring. 3(3-0) P: (MGT 315 or concurrently) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business.

Designing and implementing training and development programs. Career stages and career planning. Needs analysis. Experimental design and program evaluation. Learning theories. Issues and diversity of ethics.

**414 Diversity in the Workplace**

Fall. 3(3-0) P: (MGT 315 or concurrently) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business.

Problems experienced by racial, ethnic, physically disabled, and other minorities in work organizations. Awareness training for managers. Ethical issues.

**418 Labor-Management Relations**

Spring. 3(3-0) P: MGT 315 or concurrently R: Open to seniors or juniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to students in the School of Hospitality Business.

Contextual framework of employment relations in union and non-union settings; history and labor law; environmental influences and employer and organized labor strategies; collective bargaining process including negotiations; grievance administration and arbitration; public sector employment relations.

**460 Capstone for Management Majors (W)**

Fall, Spring. 3(2-2) P: (MGT 315 or concurrently) R: Open only to seniors in the Human Resource Management or General Management major.

Topics in management and organizational behavior.

**474 Negotiations**

Fall, Spring. 2(2-0) Interdepartmental with Marketing and Supply Chain Management. Administered by Marketing and Supply Chain Management. P: MSC 371 or concurrently R: Open to undergraduate students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.

Strategic negotiation, negotiation preparation, buyer-supplier relationship assessment, international negotiations, and negotiation simulation.

**475 Negotiation and Conflict Management**

Fall. 3(3-0) P: MGT 315 or concurrently R: Open to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to students in the School of Hospitality Business or approval of department.

Negotiation and bargaining to manage people and interpersonal relations. Developmental processes, stages, and types of conflict. Conflict management and resolution.

**476 Globalization and International Management (D)**

Fall. 3(3-0) P: MGT 315 or concurrently R: Open to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to students in the School of Hospitality Business or approval of department.

International management issues, including national culture, leadership, decision making, team performance, communication, negotiations, structure, and personal career implications of international management.

**490 Independent Study**

Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open only to juniors or seniors. Approval of department.

Supervised program of independent library research designed to supplement classroom study.

## Management—MGT

- 491 Special Topics in Human Resource Management**  
Spring of even years. 3(3-0) A student may earn a maximum of 9 credits in all enrollments for this course. P: (MGT 315 or concurrently) R: Open only to juniors or seniors in The Eli Broad College of Business. Not open to students in The School of Hospitality Business.  
Topics in human resource management such as advanced organizational behavior, managing labor relations, organizational development, and organizational theory and design.
- 804 International Management**  
Spring of even years. 3(3-0) P: (MBA 824) R: Open only to graduate students in the College of Business or approval of department.  
Management challenges and roles in a multinational business. Strategic planning in global firms, managing people in international organizations, leadership, and the future of international management.
- 805 Special Topics in Management**  
Spring of even years. 3(3-0) A student may earn a maximum of 9 credits in all enrollments for this course. P: (MBA 824) R: Open only to graduate students in the College of Business or approval of department. SA: MGT 815  
Organizational behavior, organizational theory and design, human resource management, and strategic management.
- 810 Human Resource Management for General Managers**  
Fall. 3(3-0) P: MBA 824 or concurrently R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Human resource management functions performed by all managers. Design, administration, and evaluation of human resource activities. Needs assessment, program implementation and evaluation, information management and decision support, and international human resource management.
- 811 Human Resource Staffing**  
Spring. 3(3-0) P: MBA 824 or concurrently R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Scientific, legal, and administrative issues in the selection, placement, and promotion of individuals in organizations. Job analysis, recruitment, testing, interviewing, performance appraisal, and affirmative action.
- 813 Human Resource Training**  
Spring. 3(3-0) P: MBA 824 or concurrently R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Planning, implementing, and evaluating training programs. Career stages and career planning. Matching individual and organizational development needs.
- 822 Human Resource Compensation**  
Fall. 3(3-0) P: MBA 824 or concurrently R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Application of compensation principles to organizational objectives. Strategic use of compensation systems for attracting, motivating, and retaining employees. Managerial aspects of paying employees at all organizational levels.
- 824 Management and Organizational Behavior**  
Spring. 3(3-0) R: Open only to students in Manufacturing and Engineering Management major. Not open to students in the College of Business. SA: MGT 806  
Micro and macro models of organizational behavior applied to the management of people, group processes, and organization design. Motivation, diversity, leadership, group performance, organization structure and culture.
- 832 Negotiation and Conflict Management**  
Spring. 3(3-0) P: (MBA 824) R: Open only to graduate students in the College of Business or approval of department.  
Negotiation and bargaining to manage people and interpersonal relations. Developmental processes, stages, and types of conflict. Conflict management and resolution.
- 840 Leadership and Team Management**  
Fall, Spring. 3(2-2) P: (MBA 808) R: Open only to graduate students in the College of Business or approval of department.  
Development of leadership abilities through readings and laboratory application.
- 842 Leading The Strategic Change Process**  
Spring of even years. 3(3-0) P: MBA 824  
Analysis and management of the change process in organizations. Micro- and macro-organizational interventions.
- 852 Entrepreneurship: New Venture Strategy**  
Spring. 3(3-0) P: MBA 824 or MGT 824 R: Open to graduate students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Starting a new business. Identifying a viable business opportunity, recognizing the risks and challenges of starting a new venture, and developing a business plan.
- 863 Negotiations**  
Summer. 1 to 2 credits. Interdepartmental with Marketing and Supply Chain Management. Administered by Management. R: Open to masters students in the Supply Chain Management major.  
Strategic negotiations, negotiation preparation, buyer-supplier relationship assessment, international negotiations, and negotiation simulation.
- 864 Leadership Applications in Supply Chain Management**  
Spring. 3(3-0) R: Open to masters students in the Supply Chain Management major.  
Development of student abilities to assess and acquire knowledge and skills to lead others and themselves throughout their careers.
- 872 Strategic Decision-Making**  
Fall. 3(3-0) R: Open to MBA students. C: MBA 850 concurrently.  
Process of strategic decision-making. Identification of issues that both impede and improve the likelihood of decision success.
- 875 Change Management**  
Fall. 2(2-0) R: Open to masters students in the Supply Chain Management major.  
Role and process of organizational change management. Types of change, identifying need for change, and change management process.
- 879 Strategic Management Consulting Projects**  
Spring. 3(2-2) P: MBA 850 and MGT 872 R: Open to MBA students.  
Team-based, project-oriented course in which students work with a company to analyze a strategic issue facing the company. Development of a consulting engagement from project definition through a final report and recommendations.
- 880 Organizational Communication and Leadership**  
Spring, Summer. 3(3-0) Interdepartmental with Accounting. Administered by Accounting.  
Communication and responsibility in a new era. Theoretical and practical skills approaches to organizational communication and leadership. Leadership self-assessment, leadership in action and managerial communication, and leadership accountability.
- 890 Independent Study**  
Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open only to graduate students in the Eli Broad College of Business. Approval of department.  
Faculty-supervised independent study.
- 906 Seminar in Organizational Research Methods**  
Spring. 3(3-0) R: Open only to Ph.D. students in the College of Business or approval of department.  
Methods for scientific research in the areas of organizational behavior, personnel, and organizational theory. Theory building, hypothesis formation and testing, reliability theory, construct validity, external validity, research design.
- 907 Seminar in Organizational Behavior**  
Fall of even years. 3(3-0) R: Open only to Ph.D. students in the College of Business or approval of department.  
Directed readings on the behavior of individuals within organizations. Theory and empirical research on perception, decision-making, work motivation, work attitudes, leadership and group dynamics.
- 908 Seminar in Organizational Theory**  
Fall of odd years. 3(3-0) RB: MGT 906 R: Open only to Ph.D. students in the College of Business or approval of department.  
Formal organizations viewed as rational, natural, and open systems. Survey of contemporary theory and empirical research.
- 909 Seminar in Human Resource Management**  
Spring of odd years. 3(3-0) R: Open only to Ph.D. students in the College of Business or approval of department.  
Classic and current empirical research. Job analysis, personnel selection, training, and incentive systems.

- 910 Seminar in Strategic Management**  
Fall of even years. 3(3-0) R: Open only to Ph.D. students in the College of Business or approval of department.  
Review of recent research literature. Topics include developments in strategic types, identification of strategic groups, strategy formulation, implementation, and decision making.
- 914 Applied Regression Models in Business Research**  
Spring. 3(3-0) Interdepartmental with Statistics and Probability. Administered by Management. RB: (STT 430 or STT 441) or or equivalent R: Open only to Ph.D. students in the College of Business or approval of department.  
Seminar on design and analysis of regression-based statistical models. Modeling issues arising in business research.
- 999 Doctoral Dissertation Research**  
Fall, Spring, Summer. 1 to 24 credits. A student may earn a maximum of 99 credits in all enrollments for this course. R: Open only to Ph.D. students in Management.  
Doctoral dissertation research.