

# MANAGEMENT

## Management Courses

### MGMT 2110. Principles of Management

#### 3 Credits (3)

An introduction to the basic theory of management including the functions of planning, organizing, staffing, leading, and controlling; while considering management's ethical and social responsibilities.

#### Learning Outcomes

1. Explain the major functions of management including planning, organizing, communications, controlling, motivating, leading, and staffing.
2. Recognize major developments in the history of management thought.
3. Describe the basic managerial processes including decision-making and other key skills necessary for managers to perform their roles.
4. Identify an organization's stakeholders and the importance of social and ethical responsibility of managers.
5. Explain the formulation and implementation of strategic planning, including the relationship between goals, plans, vision statements, and mission statements.
6. Describe the strategies managers use to help organizations adapt to changing internal and external environments.
7. Explain organizational change, forces for change, sources of resistance to change, and the techniques managers can use to implement and facilitate change.

### MGMT 309. Human Behavior in Organizations

#### 3 Credits (3)

Interpersonal and organizational behavior, motivation, communication, team building, leadership, diversity management, legal and ethical issues, and politics in organizations.

#### Learning Outcomes

1. Analyze behavior of people at work in all types of organizations.
2. Understand what influences human motivation, communication, team relationships.
3. Understand how human interactions in an organization influence employee and organizational performance.

### MGMT 310V. Entrepreneurial Mindset

#### 3 Credits (3)

This course provides the opportunity to learn to think like an entrepreneur in the broader context of social entrepreneurship, intrapreneurship, creative problem solving, opportunity recognition, and innovation.

#### Learning Outcomes

1. Define and explain entrepreneurial skills, behaviors, and attributes.
2. Describe and assess your own entrepreneurial skills, behaviors, and attributes and evaluate your potential for an entrepreneurial career.
3. Describe and assess the entrepreneurial process by identifying and employing various strategies for business idea generation, assessing business opportunities, and identifying the key steps in the start-up process.

### MGMT 332. Human Resources Management

#### 3 Credits (3)

Introductory course in human resources management. Includes recruitment, selection, legal and ethical implications, performance appraisal, training, compensation, safety, and union-management relations.

#### Learning Outcomes

1. Provides basic understanding of the functional areas in Human Resource Management (HRM), including recruitment, selection, performance management, compensation, employee development, legal compliance, and union-management relations.
2. Understand the concerns and functions of the principal actors in employment systems: employees, management, and government.
3. Enable an understanding of how to strategically align HR practices with organizational goals and achieve effective workforce management and performance.

### MGMT 333. Training and Development

#### 3 Credits (3)

Training and development of human capital, including training needs assessment, training approaches and techniques, and evaluation of training effectiveness.

#### Learning Outcomes

1. Research and practice various methods of delivering management training and development programs, including, lectures, experiential exercises, simulations, self-assessment tools and questionnaires to stimulate self-reflection.
2. Analyze one's own skills as a trainer and areas needing improvement.
3. Conduct training needs assessments via questionnaires and interviews.
4. Evaluate the success of a training program by collecting and interpreting feedback from training session participants and the course instructor.

### MGMT 335V. Business and Government

#### 3 Credits (3)

Crosslisted with: ECON 335G

### MGMT 344. Production and Operations Management

#### 3 Credits (3)

Management of physical and human resources; management of information systems and decision-making in operations; applications in various organizations.

**Prerequisite:** MATH 1350G or A ST 311; and BCIS 338 or BCIS 350.

#### Learning Outcomes

1. Develop an understanding of the challenges and solutions in operations, production, and delivery of goods and services in manufacturing and service organizations.
2. Employ quantitative and analytical techniques in industrial and service settings to enhance decision-making in operations management.
3. Evaluate the use of sustainable practices in operations and their influence on the environment and business efficiency, encouraging the development of responsible management decisions.
4. Cultivate critical thinking skills and apply operations management concepts and methodologies to address and solve specific operational problems.

### MGMT 345V. Quality and Competitiveness: An International Perspective

#### 3 Credits (3)

Quality management and competitiveness are studied in manufacturing, services, and the public sector with an international perspective. Topics include: global history of quality, foreign competition and its impact on quality and productivity, quality management and continuous improvement, international operations management, quality assessment, and a review of the emergence of quality and competitiveness in government, education and health care. May be repeated up to 3 credits.

**Learning Outcomes**

1. Developing critical thinking skills through challenging material and assignments.
2. Foster intelligent inquiry through assignments, participative lectures, team projects.
3. Develop an integration and synthesis of knowledge through applications to case studies and individual assignments.
4. Promote a breadth of knowledge on international developments in quality and competitiveness with a holistic view of quality and its impact on businesses, organizations, nations and individuals.

**MGMT 347. Management Functions and Processes****3 Credits (3)**

Planning, organizing, directing, and controlling operating units in an organization. Applications to a variety of types of organizations.

**Learning Outcomes**

1. Understand and explain the theory and role of planning and organizing in today's organizations or operating units.
2. Understand and explain the theory and role of leading and directing today's organizations or operating units.
3. Understand and explain the concept and role of control in today's organizations.

**MGMT 351. Supply Chain Management****3 Credits (3)**

Acquisition and control and delivery of materials, parts, equipment, and services for end use in the organization. Applications to service and manufacturing industries, nonprofit, and governmental institutions.

**Learning Outcomes**

1. Acquire an understanding of supply chain management (SCM) topics, including integration and management of supply chain processes, strategic purchasing management, accurate demand forecasting, customer relationship management, and supply chain performance measurement.
2. Recognize the strategic significance of effective supply chain design, planning, and operations for business success.
3. Learn to leverage key supply chain performance drivers at conceptual and practical levels to enhance supply chain efficiency, employing analytical methodologies for in-depth supply chain analysis.
4. Explore using digital technologies to enhance supply chain transparency, visibility, and efficiency, including implementing IoT, blockchain, and AI solutions to streamline operations and improve supply chain resilience.

**MGMT 361. Small Business Management****3 Credits (3)**

Principles and practice of managing a small enterprise with emphasis on growth and performance.

**Learning Outcomes**

1. Understand the small business environment and operations.
2. Understand various strategies and processes unique to small business, including forms of ownership, sustainability issues, strategic planning, alternative forms of business, and succession issues.
3. Analyze the financial reporting, financial performance, and risks associated with small businesses.

**MGMT 388V. Leadership and Ethics****3 Credits (3)**

Exploration of the multifaceted nature of leadership and principal-based ethics in modern society through readings, cases, and seminar discussion.

**Learning Outcomes**

1. Provide students with a critical and multi-perspectival and leadership understanding of business ethics and the social responsibilities of businesses today.
2. Understand how to apply this knowledge to actual cases and especially to students' own experiences and understandings of ethics in organizations.
3. Develop more complex moral reasoning and understand important principles of ethics (integrity, trust, accountability, transparency, fairness, respect, rule of law and viability) and how to apply and practice them.

**MGMT 391. Management Internship and Cooperative Education I****1,3 Credits**

Application of management skills to the work environment. Open only to students majoring or minoring in management. The amount of academic credit (1-3 cr.) will be determined by the academic experience and not by the work experience. May be repeated up to 3 credits.

**Prerequisite:** MGMT 309.

**Learning Outcomes**

1. Student learning outcomes will vary for each student.

**MGMT 449. Strategic Management****3 Credits (3)**

Integrative approach to envisioning the future and shaping strategies for business success.

**Prerequisite:** BCIS 338 or BCIS 350; BLAW 316; BFIN 341; MGMT 309; MKTG 303; and one of the following: MGMT 344 or MGMT 470 or BCIS 485.

**Learning Outcomes**

1. Apply strategic management ideas, frameworks, and concepts to analyze situations and identify strategic management issues.
2. Create and evaluate alternative courses of action.
3. Communicate and support conclusions to others using strategic analysis tools, and in writing and speech.
4. Think in a critical, analytic, integrative, and ultimately strategic manner.

**MGMT 450. Business Process Improvement****3 Credits (3)**

Identify, design, and implement process change techniques to create efficient and effective processes in various business context. Student must be in final academic year before graduation or have consent of instructor.

**Learning Outcomes**

1. Describe the benefits and steps of process improvement.
2. Provide examples of resources and tools to support process improvement.
3. Demonstrate an ability to utilize practice improvement tools such as process mapping and PDSA (Plan-Do-Study-Act) cycles.

**MGMT 451. Strategic Talent Management****3 Credits (3)**

Staffing and talent management processes for organizational selection, promotion, and retention. Use of selection methods and measurement of work behavior for the evaluation of employee performance.

**Prerequisite:** MGMT 332 or instructor permission.

**Learning Outcomes**

1. Understand the legal and regulatory environment surrounding the human resources functions of selection, placement, and evaluation.
2. Understand how to select, develop and implement reliable, valid, and cost-effective employee selection and evaluation procedures, specific to job analysis, job application and resume screening, various employment tests, role of virtual mediums, and structured interviews.

**MGMT 458. International Business Management****3 Credits (3)**

Cultural influences on management are examined in a global business environment with a particular emphasis on human behavior and people management in multinational organizations. Same as I B 458.

**Learning Outcomes**

1. Understand the global business environment as it relates to HR and people management, including the economic, social, political, cultural, and legal environments of different countries.
2. Develop a capacity to think about business and human behavior in a global context, and how to adapt to cultural differences.
3. Assess the risks and opportunities of doing business in different countries.
4. Understand the ethical considerations and decision-making differences of doing business in a global context.

**MGMT 459. Transportation Optimization****3 Credits (3)**

Equip students with a deep understanding of logistics network design, transportation planning, and cost optimization strategies while exploring emerging technologies such as AI, IoT, and blockchain. This course will develop the analytical and strategic skills needed to enhance efficiency, resilience, and sustainability in modern global supply chains.

**Prerequisite:** MGMT 344, MGMT 351.

**Learning Outcomes**

1. Develop an ability to critically analyze transportation data and logistics to make informed decisions that optimize operational efficiency and reduce costs.
2. Learn how to strategize and plan transportation routes and schedules that meet business objectives while considering budget, time, and environmental impact constraints.
3. Develop and apply optimization models to solve real-world transportation problems, utilizing linear programming, network design, and routing algorithms.
4. Gain experiential learning with advanced transportation technologies and software, including GIS (Geographic Information Systems), GPS (Global Positioning System), and real-time data analytics platforms and leverage these technologies to enhance route planning, fleet management, and overall transportation system performance.

**MGMT 460. Compensation Management****3 Credits (3)**

An overview of wage and salary administration, including job evaluation, wage and salary surveys, program administration, legal aspects of pay systems, and benefits administration.

**Prerequisite:** MGMT 332 or consent of instructor.

**Learning Outcomes**

1. Understand and design effective compensation systems within an organization that seek to define and measure employee work performance.
2. Understand foundational concepts such as the different compensation philosophies, components of a total compensation package, and market competitiveness analysis.

3. Understand relevant employment laws and ethical principles that impact compensation.

**MGMT 461. Entrepreneurial Decision Making****3 Credits (3)**

Explore the fundamentals of lean startup methodologies and customer discovery in this hands-on course. Students will learn to develop and test business ideas using the Lean Canvas, conduct effective customer interviews, and apply continuous feedback to iterate on their concepts. By the end of the course, students will be equipped to make strategic decisions and validate their business models with real-world insights. Crosslisted with: MKTG 461.

**Prerequisite:** Students in final year or consent of instructor.

**Learning Outcomes**

1. Explore the fundamentals of lean startup methodologies.
2. Develop skills to conduct effective customer interviews and apply continuous feedback in concept development.
3. Possess competency to make strategic decisions and validate business models with real-world insight.
4. Learn to develop and test business ideas through customer discovery.

**MGMT 465. Contemporary Issues in Human Resources Management****3 Credits (3)**

Integrative course in human resources management, emphasizing the application of advanced contemporary concepts to complex personnel cases and strategic human resource initiatives.

**Prerequisite:** MGMT 332.

**Learning Outcomes**

1. Develop increased understanding of current trends in Human Resource Management.
2. Understand how HR trends can be used to optimize HR strategy in the 21st century.
3. Develop critical thinking skills and communication skills.

**MGMT 470. Project Management in Organizations****3 Credits (3)**

Roles, responsibilities, and techniques of project managers in managing projects effectively. Preparation for professional certification.

**Learning Outcomes**

1. Develop an understanding of a project manager's roles and responsibilities.
2. Develop knowledge of the skills and abilities needed to manage a project effectively, to include effective communication, leadership, time management, problem-solving, adaptability, and decision-making.
3. Gain an ability to develop the foundations of a project plan, implement and control the project, and terminate a project effectively.
4. Provide a foundation for preparation for project management certification.

**MGMT 490. Selected Topics****1-18 Credits (1-18)**

Seminars in selected current topics in the various areas of management and administration. Prerequisites vary according to the seminar being offered.

**MGMT 491. Management Internship and Cooperative Education II****1-3 Credits**

Covers the application of management skills to the work environment. The amount of academic credit (1-3 cr.) will be determined by the

academic experience and not be the work experience. May be repeated for a maximum of 3 credits. Restricted to majors and minors.

**Prerequisite:** MGMT 309 and consent of instructor.

#### **MGMT 498. Independent Study**

##### **1-3 Credits**

Individual studies directed by consenting faculty with the prior approval of the department head. A maximum of 3 credits may be earned.

**Prerequisites:** junior or above standing and consent of instructor.

#### **MGMT 502. Operations Management**

##### **3 Credits (3)**

Systems and specialized models applied to the management of production facilities and service operations, including physical and human resources.

##### **Learning Outcomes**

1. Explain the elements of design, operation and improvement of productive systems that creates the firm's products and services.
2. Develop working knowledge of operations principles and techniques that will increase customer satisfaction and value to the firm.

#### **MGMT 503. Organizational Behavior and Management Processes**

##### **3 Credits (3)**

Covers the theory and practice related to the successful management of human capital in organizations operating within a dynamic global environment. Course goals include developing alternative frameworks for analyzing issues related to human behavior, management science, and organizational structure and theory.

##### **Learning Outcomes**

1. Discern, analyze, and evaluate issues at the individual, group, and organizational levels of analysis, understanding these levels are both separate and interrelated forces in need of alignment.
2. Understand how effective leaders communicate, influence, motivate, negotiate, and build and manage teams.
3. Apply problem solving methods and develop action plans and recommendations to optimize, resolve, or mitigate complex problems or opportunities.
4. Recognize, describe, compare, and contrast the central concepts and theories of organizational behavior, including organizational culture, change, and social and political processes, team dynamics, individual and team decision making, and leadership.

#### **MGMT 510. AI and Machine Learning for Supply Chain Decision-Making**

##### **3 Credits (3)**

This course provides an understanding of the use of artificial intelligence (AI) and machine learning (ML) in supply chain operations, focusing on data-driven decision-making. Students will apply predictive and prescriptive models to address challenges in forecasting, inventory management, customer segmentation, and sourcing, among others.

**Prerequisite:** Programming Foundations (either CSCI 4525 or CSCI 4520), AI Foundations (CSCI 5405, CSCI 5420 or EE 565).

##### **Learning Outcomes**

1. Understand the most common supply chain management challenges and the potential for AI to address them.
2. Apply traditional AI and ML techniques such as regression and clustering to solve supply chain problems.
3. Assess model performance in the context of the supply chain.
4. Compare customer and supplier segmentation models.
5. Develop basic AI-driven supply chain decision support tools.
6. Reflect on the ethical implications of AI/ML applications in the supply chain.

7. Understand the implications of data management on developing AI decision support tools.

#### **MGMT 520. Advanced Supply Chain Intelligence: Optimization and Generative AI**

##### **3 Credits (3)**

This advanced course is complementary to MGMT/BCIS 510. It equips students to design and optimize emerging intelligent supply chain systems using mathematical optimization, simulation, and generative AI technologies, including large language models (LLMs) and generative adversarial networks (GANs). Students will develop planning, risk management, and automation models using system development platforms such as Nvidia Developer or Llama through hands-on projects like digital twinning or agentic decision tools, while critically evaluating their strategic and ethical implications in supply chain operations. Students will collaborate to bridge technical and business knowledge.

**Prerequisite:** MGMT 510 or BCIS 510.

##### **Learning Outcomes**

1. Formulate and solve supply chain optimization problems using Nvidia Developer or Llama.
2. Design and evaluate simulation models for decision-making under uncertainty.
3. Utilize large language models (LLMs) for supply chain documentation and automation.
4. Generate synthetic data for risk analysis and what-if scenarios using generative AI.
5. Design basic AI-driven agents for supply chain automation.
6. Critically assess generative AI's operational, strategic, and ethical implications in supply chains.
7. Integrate technical and strategic perspectives to develop AI-driven supply chain solutions.
8. Develop vector databases for customer sentiment analysis and update LLMs with current supply chain information.

#### **MGMT 548. Small Business Consulting**

##### **3 Credits (3)**

Study, analysis, and presentation of recommendations for solving significant problems confronting small businesses. Same as MGMT 448 with differentiated assignments for graduate students.

**Prerequisite(s):** Graduate standing.

#### **MGMT 550. Small Business Consulting**

##### **3 Credits (3)**

Study, analysis, and presentation of recommendations for solving significant problems confronting small businesses. Same as MGMT 450 with differentiated assignments for graduate students.

##### **Learning Outcomes**

1. Understand financials and other indicators of firm health.
2. Understand how to analyze a firm's market and competitive environment.
3. Identify warning signs that a business turnaround may be needed.
4. Formulate a recovery plan for a troubled company.

#### **MGMT 590. Strategic Management**

##### **3 Credits (3)**

Covers the integration of functional, human, technological, and environmental aspects of business within the framework of management policy and strategy formulation. Formulate, implement, evaluate and control the various functions of the organization from a systems perspective. Understand the external environment and its impact on the organization. Restricted to majors.

**Prerequisite:** M.B.A. student in his or her final semester.

**MGMT 591. Seminar in Entrepreneurship**  
**3 Credits (3)**

For students interested in owning and operating their own business; students desiring hands-on, real-time experience in helping start up a business. Same as MGT 461 with differentiated assignments for graduate students. Crosslisted with: MKTG 591.

**Prerequisite(s):** Graduate standing.

**MGMT 598. Special Research Programs**  
**1-3 Credits**

Individual investigations either analytical or experimental. A maximum of 6 credits may be earned.

**Prerequisite:** consent of instructor.

**MGMT 600. Doctoral Research**  
**1-15 Credits (1-15)**

This course number is used for assigning credit for research performed prior to successful completion of the doctoral qualifying examination. Restricted to management majors. May be repeated up to 88 credits.

**MGMT 601. Research in Management**  
**1 Credit (1)**

Ph.D. course provides opportunities for significant interaction between Management faculty and Management Ph.D. students. The course also provides opportunities for development of professional scholarly standards, ethics, and critiques, as well as insight into current research areas and topics supported by the Management Department and other relevant disciplinary areas. May be repeated for a maximum of 6 credits. Restricted to Ph.D. students. Graded S/U.

**MGMT 645. Seminar in Human Resources Management**  
**3 Credits (3)**

Seminar will address current issues in human resources management. Focus on research related to the selection, development, and effective use of human resources. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 650. Seminar in Organizational Behavior**  
**3 Credits (3)**

Seminar will include specific organizational behavior topics; motivation, leadership, group and inter-group relations, and attitude theory. Focus on current research and theory. Restricted to doctoral students. May be repeated up to 3 credits.

**Learning Outcomes**

1. Varies

**MGMT 655. Seminar in Organizational Systems and Theory**  
**3 Credits (3)**

Analysis of organizations from a macro perspective. Topics include organizational theory, organizational design, organizational environment, and sociotechnical systems. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 660. Research Design and Methodology**  
**3 Credits (3)**

Topics will include philosophy of science, theory building, and research methods applicable to the study of organizational behavior. Restricted to doctoral students. May be repeated up to 3 credits.

**Learning Outcomes**

1. Varies

**MGMT 661. Qualitative Research Methods**  
**3 Credits (3)**

In-depth coverage of selected topics in research methodology, including theory and logic of scientific investigation, grounded theory, action

research, and ethnomethodology. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 670. Seminar in Operations Management**  
**3 Credits (3)**

Seminar examines the major problem areas, research findings, and research methodologies of operations management. Focus on the critical evaluation of current theory and methodology. Restricted to Doctoral students. May be repeated up to 3 credits.

**MGMT 675. Seminar in Strategic Management**  
**3 Credits (3)**

Survey of current and classical readings in strategy. Introduces the doctoral level student to strategic issues, strategic topics for research, and publication venues. Restricted to doctoral students. May be repeated up to 3 credits.

**MGMT 685. Story Consulting to Organizations**  
**3 Credits (3)**

Apply various qualitative story and narrative research methods (plot analysis, script analysis, life history, and restoring) to action research consulting project. Students will conduct story assessment and (propose or enact) intervention with a local consenting organization. Restricted to doctoral students.

**MGMT 690. Special Topics**  
**3 Credits (3)**

Seminars in selected current topics in the various areas of management. May be repeated for unlimited credit. Restricted to doctoral students.

**Prerequisite(s):** Vary according to seminar being offered.

**MGMT 698. Special Topics**  
**1-3 Credits**

**Prerequisite:** consent of instructor.

**MGMT 700. Doctoral Dissertation**  
**1-15 Credits (1-15)**

May be repeated up to 88 credits.

**Prerequisite:** advancement to candidacy.