MANAGEMENT  MGT

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

302. Management and Organizational Behavior  Fall, Spring, Summer. 3(3-0)  P: EC 201 or ECE 110H; ACC 201 or ACC 220 or ACC 221H. R: Open only to juniors and seniors in the College of Business or in programs for which MGT 302 is a catalog-listed requirement. Managerial roles and functions in goal-directed institutions. Organization design, analysis of organizational structures. Leadership, motivation, work attitudes, conflict management, and management of diversity.  QP: ACC 201 or ACC 220, ACC 221H, EC 201 or EC 251H  QA: MGT 302

303. Materials and Logistics Management  Fall, Spring, Summer. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 303. R: Open only to juniors and seniors in Materials and Logistics Management. Functions of purchasing managers. Tactical issues in implementing internal and external resource planning.  QP: MGT 303 QA: MGT 304, MGT 305

306. Decision Making Models  Spring. 3(3)  P: ML 317, MTH 120 or approval of department. R: Open only to majors in the College of Business. Quantitative techniques used for analyzing business decision situations in resource allocation and decision models. Forecasting, planning, and computer simulation. Decision analysis under risk. Project management. Use of computer software.  ML 317 QA: MGT 306

310. Human Resource Management  Fall, Spring. 3(3-0)  P: MGT 302 concurrently. R: Open only to juniors and seniors in the College of Business or in programs for which MGT 310 is a catalog requirement. Formulation and administration of human resource policies in business and non-business settings. Personnel planning, job analysis, employee selection, compensation, and labor relations. Employee safety, training, development, and performance appraisal. Issues of diversity and ethics.  QP: MGT 302 QA: MGT 310

401. Procurement and Supply Management  Fall, Spring. Summer. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 304, ML 345. R: Open only to juniors and seniors in Materials and Logistics Management. Strategic issues in procurement and supply management. Purchasing process, procurement cycle, purchasing research, relationships with suppliers, negotiation, and commodity planning. Cost, price, and value analysis.  QP: MGT 303 QA: MGT 403

402. Manufacturing Planning and Control  Fall, Spring. Summer. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 304, ML 345. R: Open only to juniors and seniors in Materials and Logistics Management. Production planning, demand management, master scheduling, materials requirements, and capacity planning. Shop floor control, computer-integrated manufacturing, and just-in-time systems.  QP: MGT 304 QA: MGT 405

403. Topics in Purchasing and Sourcing Management  Fall of even-numbered years. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 304, ML 345. R: Open only to juniors and seniors in Materials and Logistics Management. Current topics in sourcing and negotiation strategy such as price and cost analysis, and purchasing research techniques.  QP: MGT 304

404. Topics in Operations Management  Spring of even-numbered years. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 304, ML 345. R: Open only to juniors and seniors in Materials and Logistics Management. Managerial aspects of current issues such as total quality, computer integrated manufacturing and inventory control, and automated systems engineering.  QP: MGT 304

409. Business Policy and Strategic Management  Fall, Spring, Summer. 3(3-0)  P: MGT 302, MGT 303, Fl 311. ML 300. R: Open only to seniors in the College of Business. Technical approaches for formulating and implementing consistent and effective policy and strategy. Content cuts across the major functions within a firm. Strategic integration, ethics, and social responsibility.  QP: MGT 302, Fl 391, ML 300 QA: MGT 409

411. Organizational Staffing  Fall. 3(3)  P: MGT 310 or concurrently. R: Open only to majors in the College of Business or in programs for which MGT 411 is a catalog-listed requirement. Job and organizational analysis, personnel planning, recruitment, selection and placement. Employment interviewing and testing. Validation of selection procedures, EEO guidelines, and affirmative action. Diversity and ethics issues.  QP: MGT 310 QA: MGT 411

412. Compensation and Reward Systems  Spring. 3(3)  P: MGT 310 or concurrently. R: Open only to juniors and seniors in the College of Business or in programs for which MGT 412 is a catalog-listed requirement. 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.  QP: MGT 310 QA: MGT 412

413. Personnel Training and Development  Spring. 3(3)  P: MGT 310 or concurrently. R: Open only to juniors and seniors in the College of Business or in programs for which MGT 413 is a catalog-listed requirement. Designing and implementing training and development programs. Career stages and career planning. Needs analysis. Experimental design and program evaluation. Learning theories. Diversity and ethics issues.  QP: MGT 310 QA: MGT 426

414. Diversity in the Workplace  Fall. 3(3)  P: MGT 310 or concurrently. R: Open only to juniors and seniors in the College of Business or in programs for which MGT 414 is a catalog-listed requirement. Procedures experienced in work organizations by racial, ethnic, physically handicapped, and other minorities. Awareness training for managers. Ethical issues.  QP: MGT 310 QA: MGT 417

419. Topics in Human Resource Management  Fall of odd-numbered years. 3(3-0)  P: MGT 310 or concurrently. R: Open only to juniors and seniors in the College of Business or in programs for which MGT 419 is a catalog-listed requirement. Topics of interest to specialists in human resource management, such as advanced organizational behavior, managing labor relations, organizational development, and organizational theory and design.  QP: MGT 310 QA: MGT 419, MGT 413

493. Field Studies  Fall, Spring, Summer. 1 to 5 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open only to seniors in Management. Approval of department. Program of observation, study, and work in selected business firms to supplement classroom study. Supervised independent research on special topics in Management.  QA: MGT 486

800. Materials and Logistics Management  Fall, Spring. 3(3-0) Interdepartmental with Marketing and Logistics.  R: Open only to graduate students in Business. Fundamentals of materials and logistics management. Strategic impact of the transformation process in a global economy. Quality, inventory management, logistics strategy, customer service, international procurement, management of technology.  QA: MGT 800

801. Materials Management: Tactical and Strategic Perspectives  Fall, Spring. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 800. R: Open only to graduate students in Business. Integration of procurement and operations management for competitive advantage. Strategic and tactical approaches to customizing supply systems. Management of supply chains, procurement, process assessment, quality, manufacturing planning and control, and technology.  QP: MGT 800 QA: MGT 801, MGT 815

802. Procurement and Sourcing Strategies  Fall, Spring. 3(3-0) Interdepartmental with Marketing and Logistics.  P: MGT 800. R: Open only to graduate students in Business. Sources and applications. Negotiation planning and execution.  QP: MGT 800 QA: MGT 802, MGT 815

803. Operations Management Strategy  Fall. 3(3)  R: Open only to graduate students in Business. Operations management issues including quality, technology, group technology, computer integrated manufacturing, and just-in-time manufacturing.  QP: MGT 800 QA: MGT 801

806. Management and Organizational Behavior  Fall, Spring. 3(3-0)  R: Open only to graduate students in Business or students in programs for which MGT 806 is a catalog-listed requirement. Micro and macro models of organizational behavior applied to the management of organizational processes and design. Motivation, leadership, structural design, and workforce diversity.  QA: MGT 806

808. Business as an Institution  Fall. 3(1-0)  R: Open only to students in the Advanced Management Program. Institutional goals and control of the business enterprise. Positioning of the firm in the marketplace. Ethical foundations of business.

810. Human Resource Management  Fall, Spring. 3(3-0)  P: MGT 800 concurrently. R: Open only to graduate students in the College of Business or in programs for which MGT 810 is a catalog-listed requirement. Design, administration, and evaluation of the human resource function. Job analysis, planning, staffing, training, performance appraisal, and career development. Labor relations, safety and health programs. international human resource management.  QP: MGT 808 QA: MGT 810

A-102
811. Organizational Staffing
Spring, 3(3-0)
P: MGT 806, MGT 813 or concurrently. R: Open only to graduate students in the College of Business or in programs for which MGT 811 is a catalog-listed requirement.
Scientific, legal, and administrative issues in the selection, placement, and promotion of individuals in organizations. Topics include job analysis, recruitment, testing, interviewing, performance appraisal, and affirmative action.
QA: MGT 806, MGT 810 QA: MGT 811

813. Human Resource Training and Development
Spring, 3(3-0)
P: MGT 810, R: Open only to graduate students in the College of Business or in programs for which MGT 813 is a catalog-listed requirement.
Planning, implementing, and evaluating training programs. Career stages and career planning. Matching individual and organizational development needs.
QA: MGT 810 QA: MGT 826

815. Special Topics in Human Resource Management
Spring of odd-numbered years, 3(3-0)
P: MGT 826, MGT 819 or concurrently. R: Open only to graduate students in Business.
Advanced organizational behavior, organizational theory and design, labor relations, and organizational development.
QA: MGT 805, MGT 810

819. Organization Design and the Management of Change
Fall, 3(3-0)
P: MGT 808, R: Open only to students in the Advanced Management Program.
Alternative methods of organization. Dividing tasks and coordinating divided parts. Strategies for implementing new organizational forms and for changing strategies in general.
QA: MGT 808

822. Management of Compensation
Fall, 3(3-0)
P: MGT 810 or concurrently. R: Open only to graduate students in the College of Business or in programs for which MGT 812 is a catalog-listed requirement.
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. Course stresses policy.
QA: MGT 810

823. Operations Management
Spring, 3(3-0) Interdepartmental with Marketing and Logistics.
R: Open only to students in the Advanced Management Program.
Strategic issues in manufacturing operations, purchasing, and distribution. Impact of business systems on productivity and competitive strategies in an international economy.
QA: MGT 800

830. Contemporary Management Issues
Spring, Summer. 2 credits. A student may earn a maximum of 4 credits in all enrollments for this course.
R: Open only to students in the Advanced Management Program.
Emerging issues in business management of critical importance to executive managers. Topics may involve ethics, quality, diversity, and globalization.

839. Decision Support Models
Fall, Spring, 3(3-0)
P: Open only to graduate students in Business.
Analytical models to support decision making. Topics include multiple regression, linear optimization, decision under uncertainty, and forecasting.
QA: MGT 833

843. Optimisation Models I
Fall of odd-numbered years, 3(3-0)
P: MGT 533 or approval of department.
QA: MGT 833 QA: MGT 834

836. Management in the Global Marketplace
Summer, 3(3-0)
R: Open only to students in the Advanced Management Program.
Strategic economic, political, and cultural factors associated with patterns of trade and direct investment in global industries. Focus on various specific economic regions of the world.

837. Introduction to Computer Simulation
Fall of even-numbered years, 3(3-0)
P: STT 442.
Discrete computer simulation and its use in research and planning. Simulation approaches and computer simulation languages. Design and interpretation of simulation experiments. Internal mechanisms of simulation programs.
QA: STT 445 QA: MGT 837

838. Design and Analysis of Statistical Experiments
Spring of even-numbered years, 3(3-0)
P: STT 442 or COM 905.
Basic experimental design. Non-parametric and multi-factor experiments. Response surface methodology. Data analysis using statistical packages such as BMD and SPSS.
QA: COM 905 or STT 445 QA: MGT 838

846. Organizational Behavior and Personal Administration
Fall, 3(3-0)
R: Open only to students in the Advanced Management Program.
Theory of management of human resources. Leadership, motivation, communication, employee perceptions, individual and organizational learning, staffing, interviewing, training, development, appraisal, terminating, and legal issues.
QA: MGT 811

847. Managerial Decision Support Models
Fall, 3(3-0)
R: Open only to students in the Advanced Management Program.
Development and application of analytical models to support decision making. Topics include multiple regression, linear optimization, decision under uncertainty, forecasting.
QA: MGT 833

855. Labor and Management Relations
Spring, 3(3-0) Interdepartmental with Labor and Industrial Relations.
R: Open only to students in the Advanced Management Program.

858. Advanced Strategic Management
Spring, 3(3-0)
R: Open only to students in the Advanced Management Program.
Capstone integration and application of previous course work from the general manager's perspective. Topics include environmental analysis, competitive strategies, and strategy formulation and implementation.
QA: MGT 807

870. Strategic Management
Fall, Spring, 3(3-0)
R: Open only to second-year M.B.A. students.
Determination of the strategic direction of the firm and management of strategic processes in the firm. Integration of environmental factors and organizational functions in the analysis and solution of management problems.
QA: ML 805, FI 889 QA: MGT 807

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 Business. Approval of department.
Facility-supervised independent study.
QA: MGT 890

906. Seminar in Organizational Research Methods
Spring, 3(3-0)
R: Open only to Ph.D. students.
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.
QA: MGT 908

918. Procurement and Sourcing Theory
Fall of even-numbered years, 3(3-0)
R: Open only to Ph.D. students.
Theoretical models explaining procurement and sourcing strategies. Frameworks to guide research.
QA: MGT 801

919. Procurement and Sourcing Strategy
Spring of even-numbered years, 3(3-0)
P: MGT 801. R: Open only to Ph.D. students.
Management issues affecting the contribution of procurement and sourcing strategies to the competitiveness of the firm.

920. Seminar in Manufacturing Strategy
Spring of odd-numbered years, 3(3-0)
P: MGT 801, MGT 805. R: Open only to Ph.D. students.
QA: MGT 801, MGT 821 QA: MGT 920

921. Seminar in Inventory Management
Fall of odd-numbered years, 3(3-0)
P: MGT 801, MGT 805. R: Open only to Ph.D. students in Business.
Classical, just-in-time, and multi-echelon inventory control models. Forecasting.
QA: MGT 801, MGT 821 QA: MGT 921

922. Seminar in Production Planning & Scheduling
Spring of odd-numbered years, 3(3-0)
P: MGT 801, MGT 805, MGT 834. R: Open only to Ph.D. students in Business.
Aggregative and disaggregative planning, master scheduling, material requirements planning, lot-sizing, short-term capacity planning, and control.
QA: MGT 801, MGT 821, MGT 834 QA: MGT 922

Management—Descriptions of Courses
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#### 338. Food Marketing Management
**Spring, 3(3-0) Interdepartmental with Food Systems Economics and Management.**

- **P:** FSM 200 or ML 300.
- **R:** Open only to juniors and seniors in College of Business and in programs for which ML 335 is a catalog-listed requirement.

Management decision-making in food industry organizations (processors, wholesalers, retailers). Marketing and sales in response to customer and consumer needs. Distribution and merchandising systems in domestic and international contexts.

**QP:** MTA 302 or FSM 300 QA: MTA 335

#### 345. Logistics Management
**Spring, 3(3-0) Interdepartmental with Management.**

- **P:** MGT 302.
- **R:** Open only to juniors and seniors in College of Business.

Activities and decisions necessary to plan, implement, and control private and public physical distribution and transportation channel systems. Physical, human, informational, and organizational system components.

**QP:** MGT 302 or MTA 301 QA: MTA 345

#### 351. Retail Management
**Fall, Spring, 3(3-0)**

- **P:** MGT 300.
- **R:** Open only to juniors and seniors in the College of Business or in programs for which MTA 351 is a catalog-listed requirement.

Domestic and international retailing structure, environment, and development. Managerial strategy. Location, pricing, promotion, human, informational, and promotional techniques. Retail budgeting and control. Social and ethical considerations.

**QP:** MTA 302 QA: MTA 351

#### 413. Personal Selling and Sales Management
**Fall, 3(3-0)**

- **P:** MGT 202.
- **R:** Open only to juniors and seniors in the College of Business.

Planning, implementing, and controlling the firm's personal selling function. Analysis of sales territories; management of recruitment, selection, training, and motivation of sales personnel; evaluation of sales performance. Diversity and ethical issues.

**QP:** MTA 302 QA: MTA 413

#### 415. International Marketing Management
**Fall, Spring, 3(3-0)**

- **P:** MGT 300, MGT 310.
- **R:** Open only to juniors and seniors in the College of Business.

Marketing decision, strategies, and operations of the firm involved in international business. Researching global market opportunities and formulating marketing entry strategies. Developing and implementing the international marketing program.

**QP:** MTA 300, MTA 301 or EC 426 or EC 429 QA: MTA 415

**Fall, 3(3-0) Interdepartmental with Food Systems Economics and Management.**

- **P:** ML 335 or FSM 355; STT 201 or STT 200 or STT 315.
- **R:** Open only to juniors and seniors in College of Business and in programs for which MTA 439 is a catalog-listed requirement.

Principles and techniques of business analysis and strategic planning applied to food firms. Food trend forecasting, market potential, competition and cost analyses, business and strategic planning.

**QP:** MTA 335, STT 201, STT 315 QA: MTA 439

#### 442. Traffic and Transportation Management
**Fall, 3(3-0) Interdepartmental with Management.**

- **P:** MGT 304, MGT 345.
- **R:** Open only to juniors and seniors in College of Business.

Analysis of purchasing and operating transportation services including carrier selection, pricing and rates, and negotiation. Managing the transportation function including consolidation, fleet management, and transportation strategies. International and intermodal distribution.

**QP:** MTA 305, MTA 341, MTA 345 QA: MTA 442

#### A-104