

**Descriptions —Management  
of  
Courses**

**846. Organizational Behavior and  
Personnel Administration**  
Fall, 3(3-0)

R: Open only to students in the Advanced Management Program.

Management of human resources. Leadership, motivation, communications, employee perceptions, individual and organizational learning. Staffing, interviewing, training, development, appraisal, termination, and legal issues.

**855. Labor and Management Relations**  
Spring, 2(2-0) Interdepartmental with Labor and Industrial Relations.

R: Open only to students in the Advanced Management Program.

Industrial relations in American union and management collective bargaining. Compensation issues. Grievance concepts and arbitration. Dispute resolution.

**858. Applied Strategic Management**  
Spring, 2(2-0)

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.

**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.

**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.

Faculty-supervised independent study.

**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.

**907. Seminar in Organizational Behavior**  
Fall of even-numbered years, 3(3-0)

R: Open only to Ph.D. students.

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-numbered years, 3(3-0)

P: MGT 906. R: Open only to Ph.D. students.

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-numbered years, 3(3-0)

R: Open only to Ph.D. students.

Classic and current empirical research. Job analysis, personnel selection, training, and incentive systems.

**910. Seminar in Strategic Management**  
Fall of even-numbered years, 3(3-0)

R: Open only to Ph.D. students.

Review of recent research literature. Topics include developments in strategic types, identification of strategic groups, strategy formulation, implementation, and decision making.

**912. Special Topics Research Seminar**  
Spring of even-numbered years, 3(3-0)

P: MGT 906. R: Open only to Ph.D. students.

Research in timely and specialized topics in organizational behavior, organization theory, human resource management, organizational policy and strategy.

**922. Seminar in Production Planning and  
Scheduling**

Spring of even-numbered years, 3(3-0)

P: MGT 801, MGT 803, MGT 834. R: Open only to Ph.D. students in Business.

Aggregate and disaggregate planning, master scheduling, material requirements planning, lot-sizing, short-term capacity planning, and scheduling.

**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.

**MASTER OF BUSINESS  
ADMINISTRATION MBA**

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

**800. The Global Organization and the  
Firm's Strategic Position**

Fall, Spring, 3(3-0)

R: Open only to MBA students.

Organizational goals, design, and control of the global business enterprise. Strategies for implementing new organizational forms. Defining the value chain, competitive positioning, and sustainable competitive advantage.

**802. Accounting and Financial Strategies**

Fall, Spring, 5(5-0)

R: Open only to MBA students.

Financial accounting model, valuation, and reporting concepts and uses. Time value of money, interest rates, valuing securities, financial statement analysis, and cash flows. Budgeting, decision analyses, cost estimation and accumulation, capital budgeting, and international financial concepts.

**804. Applied Data Analysis for Managers**

Fall, Spring, 2(2-0)

P: STT 315. R: Open only to MBA students. Not open to students with credit in MSC 833.

Analysis of business and economic data to support managerial decision-making. Building, interpreting, and applying regression models. Time series and forecasting. Offered half of semester.

**806. Business Ethics and Critical Thinking  
Concepts**

Fall, Spring, 1(1-0)

R: Open only to MBA students.

Creating a critical thinking approach to business problem solving. Developing a framework for identifying, analyzing, and resolving ethical dilemmas in business. Offered half of semester.

**814. Applied Economics**  
Fall, Spring, 2(2-0)

R: Open only to MBA students.

The economic view of the firm. Modeling market mechanics in supply and demand, marginal concepts, elasticity, market characteristics, pricing with market power, and strategic behavior. Applications to business problems and situations. Principal-agent relationships and wealth maximization. Offered half of semester.

**816. Business Presentations**  
Fall, Spring, 1(1-0)

R: Open only to MBA students.

Development of effective interpersonal communications skills. Emphasis is on oral communications in business settings. Offered half of semester.

SA: MSC 850

**820. Managing the Firm's Value Chain**  
Spring, Summer, 5(5-0)

P: MBA 800. R: Open only to MBA students.

Integration of product innovations, marketing strategies, supply chain strategies, and regulatory environment. Global marketing strategies and consumer behaviors. Coordination of purchasing, manufacturing, operations, and logistics to enhance competitiveness.

**822. Financial Management**  
Spring, Summer, 2(2-0)

P: MBA 802. R: Open only to MBA students.

Investment decisions by firms. Value creation, risk and return, pricing models, and financial markets. Financing alternatives, market efficiency, capital budgeting, and leverage and risk relationships. Optimizing firm value. Agency problems and effects on investment and financing decisions. Offered half of semester.

**824. Managing the Workforce**  
Spring, Summer, 3(3-0)

R: Open only to MBA students.

Role of workforce management in carrying out the goals and mission of the organization. Theories and applications of management principles to acquiring, motivating, and rewarding employees and structuring their work. Legal, domestic, and international issues in the workplace.

**826. International, Comparative, and  
Cross-Cultural Business**  
Spring, Summer, 2(2-0)

R: Open only to MBA students.

Defining international businesses' approaches to global markets, economic trade issues, methods of entry, and organizational alternatives. Cross-cultural differences and their impacts on business practices. Trade agreements, strategic alliances, negotiations, and cultural consequences. Offered half of semester.

**840. Applied Business Experience**  
Fall, Summer, 3 credits.

R: Open only to MBA students.

Student teams work on projects in organizations identified by a company sponsor and approved by a faculty adviser.

**850. Integrative Case Experience and  
Future Global Strategies**  
Fall, Spring, 2(2-0)

R: Open only to MBA students.

Future trends in management. Strategic positioning of organizations for success. An integrative case experience focusing on a specific corporate situation. Use of library and computer network sources. Case presentation to faculty and business managers.