

## MANAGEMENT

## MGT

**Department of Management  
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 Supply Chain Management. Administered by Supply Chain Management. R: Approval of department. SA: MSC 293

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 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 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. 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 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 Apparel and Textiles 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 Specialization or in the Food Industry Management major or in the Food Science major or in the Interdisciplinary Studies in Social Science major or in the Media and Information major or in the Media and Communication Technology major or in the Media Arts and Technology major or in the Natural Resource Recreation and Tourism major or in the Packaging major or in the Retailing major or in the Security Management Specialization. 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. Not open to students with credit in MKT 355.

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

**393 Introduction to International Business**

Fall, Spring, Summer. 3(3-0) Fall: Abroad. Spring: Abroad. Summer: Abroad. Interdepartmental with Accounting and Finance and General Business and Business Law and Hospitality Business and Marketing and Supply Chain Management. Administered by Marketing. R: Open to students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the School of Hospitality Business.

Introduction to the context of international business delivered on-site in foreign settings. Fundamental concepts and principles of globalization such as multinational corporations, foreign markets and economies, internal and external market transactions, international law, cultural influences, and multinational business strategies.

**409 Business Policy and Strategic Management**

Fall, Spring, Summer. 3(3-0) P: MKT 300 and SCM 303 and FI 311 R: Open to seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to undergraduate 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 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.

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 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.

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 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.

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 to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to students.

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.

**454 Technology Entrepreneurship**

Fall, Spring. 3(3-0) Interdepartmental with Applied Engineering Sciences. Administered by Management. P: MGT 352 or MKT 355 or EGR 310 R: Open to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and open to seniors in the Applied Engineering Sciences major and not open to students in the School of Hospitality Business. Approval of department; application required.

Introduction to entrepreneurship. Learning how to leverage technological advances to develop business ideas. Focus on the creation process of high-growth technology ventures.

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

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

Topics in management and organizational behavior.

**474 Negotiations**

Fall, Spring. 2(2-0) Interdepartmental with Supply Chain Management. Administered by Supply Chain Management. P: SCM 371 or concurrently R: Open to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management and open to students in the Sales Communication Specialization 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) 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.

## Management—MGT

- 476 Globalization and International 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.  
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 to seniors. Approval of department.  
Supervised program of independent library research designed to supplement classroom study.
- 491 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: 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.  
Topics in management such as advanced organizational behavior, managing labor relations, organizational development, organizational theory and design, strategic leadership and decision making.
- 801 Analyzing your Organization**  
Summer. 1 to 2 credits. P: MGT 818 and MGT 822 and MGT 840 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management. Not open to students with credit in PIM 801.  
Analysis of the student's organization focusing on issues related to the management of people, group processes, and organizational design. Review of various aspects of their organizations' processes related to the management of people and suggest a plan for improving the effectiveness of those processes. Issues include motivation, diversity, leadership, group performance, and culture.
- 802 Strategic Analysis**  
Summer. 1(1-0) P: MGT 856 and MGT 873 R: Open to masters students in the Department of Management. Not open to students with credit in PIM 804.  
Supervised analysis of the student's employing organization, focusing on interviewing the CEO or visible leader. Assessing the correspondence between the leader's vision and concepts presented in the program.
- 803 Leadership Analysis**  
Summer. 1 to 2 credits. P: MGT 840 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management. Not open to students with credit in PIM 803.  
Analyzing one's own leadership strengths and weaknesses, and developing an action plan for personal development and how to leverage ones' strengths.
- 804 International Management**  
Fall, Spring. 1 to 3 credits. P: MBA 824 or (MGT 810 or MGT 824 or approval of department) R: Open to graduate students in the Eli Broad College of Business and The Eli Broad Graduate School of Management 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**  
Fall. 1 to 3 credits. A student may earn a maximum of 9 credits in all enrollments for this course. R: Open to graduate students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Selected topics in current and emerging issues in management.
- 810 Human Resource Management for General Managers**  
Fall, Spring, Summer. 1 to 3 credits. P: (MBA 824 or concurrently) or (MGT 824 or concurrently or approval of department) 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 Fundamentals of Human Resource Staffing**  
Spring. 1 to 3 credits. P: MBA 824 or MGT 824 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Fundamentals of human resource staffing. Legal issues; measurement, reliability, and validity; job analysis; performance assessment; and recruitment.
- 812 Advanced Topics in Human Resource Staffing**  
Spring. 1 to 3 credits. P: MGT 811 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Initial assessment methods such as letters of recommendations and weighted application blanks. Substantive assessment methods such as cognitive ability, personality, integrity, and situational judgment tests. Structured interviews and assessment centers. Selection decision making.
- 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.
- 814 Managing Diversity in the Workplace**  
Fall, Spring, Summer. 1 to 3 credits. P: MGT 810 and MGT 824 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.  
Problems experienced by racial, ethnic, physically disabled, and other minorities in work organizations. Awareness training for managers.
- 817 Managing the Learning Organization**  
Fall, Spring, Summer. 1 to 3 credits. P: MGT 810 and MGT 824 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.  
Assessing knowledge, skills, and abilities within the organization. Matching future employee skill needs with appropriate learning strategies. Linking employee knowledge, skills, and abilities with overall organizational strategies.
- 818 Talent Management and Development**  
Fall, Spring, Summer. 1 to 3 credits. P: MGT 810 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
The role of managing human resources to realize organizational goals and mission. Employee recruitment and development, performance management, succession planning, and retention strategies. Career management and leadership development.
- 822 Developing Reward and Compensation Systems**  
Fall, Spring, Summer. 1 to 3 credits. P: (MBA 824 or concurrently) or (MGT 810 and MGT 824 or approval of department) R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management and open to MBA 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 Developing Managerial Skills**  
Fall, Spring, Summer. 1 to 3 credits. R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department. SA: MGT 806 Not open to students with credit in MBA 824.  
The management of people, group processes, and organizational design. Theories and research are applied to developing managerial skills in motivation and leadership, with an understanding of diversity, organizational culture and structure.

- 832 Foundations of Negotiation**  
Fall, 1 to 3 credits. P: MBA 824 or MGT 824 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Fundamentals of effective negotiations through readings, simulations, videos, and discussions. Planning for negotiation, integrative and distributive negotiation strategies, power and influence, ethics and interpersonal communication. Experience in negotiating through simulations and follow-up discussions.
- 833 Complex Negotiations and Dispute Resolution Systems**  
Fall, 1 to 3 credits. P: (MBA 824 or MGT 824) and MGT 832 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Managing complex negotiations, such as mediated conflicts, coalitions, multiparty negotiations, cross-cultural negotiations, and dispute resolution system design. Unique challenges in complex negotiations and strategies to meet bargainers' interests in these negotiations.
- 840 Leadership and Team Management**  
Fall, Spring, Summer. 1 to 3 credits. P: MBA 808 or (MGT 810 and MGT 824 or approval of department) R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Development of leadership abilities through readings and laboratory application.
- 842 Leading The Strategic Change Process**  
Spring of even years. 1 to 3 credits. P: MBA 824 or MGT 824  
Analysis and management of the change process in organizations. Micro- and macro-organizational interventions.
- 850 Competitive and Business Strategy**  
Fall, Spring, Summer. 1 to 3 credits. P: MGT 810 and MGT 824 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management. Not open to students with credit in MBA 850.  
Concepts and methods that integrate previous training in functional areas of management. Total firm perspective and ways top managers create and sustain competitive advantage in today's challenging global marketplace.
- 852 Entrepreneurship: New Venture Strategy**  
Spring. 1 to 3 credits. 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.
- 856 Corporate Strategy**  
Fall, Spring, Summer. 1 to 3 credits. P: MBA 850 or MGT 850 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.  
Management of multi-business firms, conglomerates and business groups. Mergers and acquisitions, firm scope, strategic alliances, corporate governance and strategic leadership.
- 863 Negotiations**  
Fall, Spring, Summer. 1 to 2 credits. Interdepartmental with Supply Chain Management. Administered by Management. P: MGT 824 or approval of department R: Open to masters students in the Department of Management or in the Department of Supply Chain Management.  
Strategic negotiations, negotiation preparation, buyer-supplier relationship assessment, international negotiations, and negotiation simulation.
- 872 Strategy Process**  
Fall, 1 to 3 credits. P: MBA 850 or MGT 850 R: Open to MBA students.  
Strategy development and execution as a process. Identification of issues that both impede and improve the likelihood of successful strategies.
- 873 Strategic Decision Making**  
Fall, Spring, Summer. 1 to 3 credits. P: MBA 850 or MGT 850 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.  
Process of strategic decision-making, identify issues that impede and improve decision success, examine a range of contextual factors that influence the decision process.
- 875 Change Management**  
Fall, Spring, Summer. 1 to 3 credits. P: MGT 850 R: Open to masters students in the Department of Management or in the Department of Supply Chain Management.  
Role and process of organizational change management. Types of change, identifying need for change, and change management process.
- 877 Consulting Process**  
Fall, 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Solving management problems and carrying out effective internal and external consulting engagements.
- 878 Management Consulting**  
Fall. 3(3-0) R: Open to MBA students.  
Management consulting as a process, profession, and industry. Conducting business research. Facilitating organizational change.
- 879 Strategic Management Consulting Projects**  
Spring. 3(2-2) P: MBA 850 and MGT 877 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.
- 881 Creating an Ethical Organization**  
Fall, Spring, Summer. 1 to 2 credits. P: MGT 810 and MGT 824 and MGT 873 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management and not open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.  
Review factors that enhance and diminish ethical behavior in an organization, including the ethical dimensions of decision making, the nature of business ethics and the difference between ethical and legal behavior.
- 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 Organizational Research Methods**  
Fall. 3(3-0) R: Open to doctoral students in the Eli Broad College of Business and The Eli Broad Graduate School of Management 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 Strategy Process**  
Fall of odd years. 3(3-0) RB: MGT 906 R: Open to doctoral students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.  
Strategy development as a process that drives the parallel issues of formulation and implementation. Survey of theory and research in this area.
- 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.
- 912 Special Topics Research Seminar**  
Spring of even years. 3(3-0)  
Research in timely and specialized topics in organizational behavior, organization theory, human research management, organizational policy and strategy.

## Management—MGT

### 914 **Advanced Organizational Research**

#### **Methods**

Spring. 3(3-0) Interdepartmental with Statistics and Probability. Administered by Management. P: MGT 906

Methods for empirically testing scientific theories in organizational contexts.

### 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.