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 Account-
ing and Economics and Finance and Hospi-
tality Business and Supply Chain Manage-
ment. Administered by Supply Chain Man-
age ment. R: Approval of department. SA:
MSC 293
Integration of pre-professional educational employ-
ment experiences in industry and government with
knowledge and processes taught in the student’s
academic program. Educational employment as-
signment 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 re-
quirement. 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 plan-
n ing, job analysis and evaluation, staffing. Compen-
sation and labor relations. Employee safety. Train-
ing, development, and performance appraisal. Is-
sues of diversity and ethics.

325 Management Skills and Processes
Fall, Spring, Summer, 3(3-0) R: Open to jun-
iors or seniors in the James Madison Col-
lege 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 Science
major or in the Communication major or in the
Construction Management major or in the
Dietetics major or in the Economics ma-
jor or in the Food Industry Management
Specialization or in the Food Industry Man-
agement major or in the Food Science ma-
jor or in the Interdisciplinary Studies in So-
cial Science major or in the Media and In-
formation major or in the Media and Com-
munication Technology major or in the Me-
dia 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 Manage-
ment 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 Busi-
ness 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 entrepre-
neurial firm. Managing and growing an entrepreneur-
ial firm.

393 Introduction to International Business
Fall, Spring, Summer, 3(3-0) Fall: Abroad.
Spring: Abroad, Summer: Abroad. Interde-
partmental 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 transac-
tions, international law, cultural influences, and
multinational business strategies.

409 Business Policy and Strategic
Management
Fall, Spring, Summer, 3(3-0) P: MGT 300
and SCM 303 and FI 311 R: Open to sen-
iors in the Eli Broad College of Business
and The Eli Broad Graduate School of Man-
agement and not open to undergraduate
students in the School of Hospitality Busi-
ness.
Techniques for building and maintaining consistent
and effective policy and strategy. Major functions
within a firm. Strategic integration, ethics, and in-
ternational competition.

411 Organizational Staffing
Fall, 3(3-0) R: (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 Busi-
ness.
Job and organizational analysis. Personnel plan-
ing, recruitment, selection and placement. Em-
ployment 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 Hospita-
ligty 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 ethi-
cal 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 Hospita-
tility Business.
Designing and implementing training and develop-
ment 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 in the Eli Broad College of Business and The Eli
Broad Graduate School of Management and not open
to students in the School of Hospi-
tality Business.
Contextual framework of employment relations in
union and non-union settings; history and labor law;
environmental influences and employer and orga-
ized 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 Engi-
neering Sciences major and not open to
students in the School of Hospitality Busi-
ness. Approval of department; application
required.
Introduction to entrepreneurship. Learning how to
leverage technological advances to develop busi-
ness 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 concur-
rently) R: Open to seniors in the General
Management major or in the Human Re-
source 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 Manage-
ment 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.

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 leaders.

801 Analyzing your Organization  
Fall, Spring, Summer. 1 to 2 credits. P: MGT 810 or 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 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  
Fall, Spring, Summer. 1(1-0) P: MGT 856 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 similar 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 one's 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 Systems  
Spring. 1 to 3 credits. P: (MBA 824 or concurrently) or (MGT 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. Fundamentals of human resource staffing. Legal issues; measurement, reliability, and validity; job analysis; performance assessment; and recruitment.

812 Advanced Topics in Human Resource Systems  
Spring. 1 to 3 credits. P: MGT 811 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. Initial assessment methods such as letters of recommendation and weighted application blanks. Substantive assessment methods such as cognitive ability, 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.

817 Managing the Learning Organization  
Fall, Spring. 1 to 3 credits. P: (MBA 824 or concurrently) or (MGT 810 or concurrently) 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.

822 Developing Reward and Compensation Systems  
Fall, Spring, Summer. 1 to 3 credits. P: MBA 824 or concurrently) or (MGT 810 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. 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.

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. 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.
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: 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 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 R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.
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. 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: Recognizing New Venture Opportunities
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.
Appropriate techniques required to recognize new venture opportunities. Develop and evaluate ideas to determine whether they could become a viable new venture.

853 Entrepreneurship: Exploiting New Venture Opportunities
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.
Appropriate techniques required for exploiting a new venture opportunity. Develop and evaluate business models that enhance the success of a new venture opportunity.

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 governace and strategic leadership.

863 Negotiations
Fall, Spring, Summer. 1 to 2 credits. Interdepartmental with Supply Chain Management. P: MBA 850 or MGT 850 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.

870 Process Strategy
Fall. 1 to 3 credits. P: MBA 850 or MGT 850 R: Open to MBAs.
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. 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. 1 to 3 credits. P: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.
The management consulting industry, how to manage a consulting firm, careers and professional standards in consulting.

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. 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.

888 Communication Strategies for Business
Spring. 1 to 3 credits. A student may earn a maximum of 3 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.
Professional communication skills, from basic business writing techniques to cutting-edge digital and social-media strategies.

890 Independent Study
Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 3 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.
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 odd years. 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.
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
Spring of even 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.

MGT—Management
Seminar in Human Resource Management
Fall of even years. 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.
Classic and current empirical research. Job analysis, personnel selection, training, and incentive systems.

Seminar in Strategic Management
Spring of odd years. 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.
Review of recent research literature. Topics include developments in strategic types, identification of strategic groups, strategy formulation, implementation, and decision making.

Special Topics Research Seminar
Spring of even years. 3(3-0) A student may earn a maximum of 9 credits in all enrollments for this course. R: Open to doctoral students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.
Research in timely and specialized topics in organizational behavior, organization theory, human resource management, organizational policy and strategy.

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.

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.