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, 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. Problems experienced by racial, ethnic, physically disabled, and other minorities in work organizations. Awareness training for managers. Ethical issues.

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 Advertising Major or in the Agribusiness Management Undergraduate Specialization or in the Agribusiness Management Major 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 Packaging Major or in the Security Management Specialization or in the Public Relations Specialization. SA: MGT 302 Managerial skills and processes in goal-directed institutions.

352 Entrepreneurship: New Venture Process
Fall, Spring. 3(3-0): 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 in the School of Hospitality Business. Awareness training for managers. Ethical issues.

418 Labor-Management Relations
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. 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 AESC 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. R: Open to juniors or seniors in the Supply Chain Management Major or approval of department. SA: MGT 474 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.

479 **Sports Business Management**  
Fall, Spring. 3(3-0) R: Open to juniors or seniors in the Marketing Major or in the General Management Major or in the Media and Information Major.  
Introduction to current sports industry landscape and impact of business on decision-making in sports. Focus on trends in intercollegiate athletics and professional sports including careers, governance, organizational structure, revenue and sports entertainment.

490 **Independent Study**  
Fall, Spring. 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.

493 **Fieldwork in Sports Business**  
Spring, Summer. 3(3-0) P: MGT 479 R: Open to juniors or seniors in the Marketing Major or in the General Management Major. Supervised, professional work or internship experience in the field of intercollegiate athletics or professional sports associations, firms, leagues, organizations, teams or sports business and entertainment companies.

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 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 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 810 or concurrently) R: Open to masters students in the Eli Broad College of Business and The Eli Broad Graduate School of Management.  
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 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 Staffing**  
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 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. 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: 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.

818 **Talent Management and Development**  
Fall, Spring, Summer. 1 to 3 credits. P: MGT 817 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.

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. 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. 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, 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 632 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 Strategic Change
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 strategic and 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 governance and strategic leadership.

863 Negotiations
Fall, Spring, Summer. 1 to 2 credits. Inter-departmental with Supply Chain Management. Administered by Management. 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. Strategic 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 Processes
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. R: 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. 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 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. 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 empirical research in the areas of organizational behavior, personnel, and organizational theory. Theory building, hypothesis formulation 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.

909  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.

910  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.

912  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 research management, organizational policy and strategy.

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 36 credits in all enrollments for this course. R: Open to doctoral students.
Doctoral dissertation research.