Management and Organizations Courses (MGMT)

This is a list of all management and organizations courses. For more information, see Management and Organizations.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
<th>Prerequisites</th>
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<tbody>
<tr>
<td>MGMT:1300</td>
<td>First-Year Seminar</td>
<td>1 s.h.</td>
<td>MGMT:2000 and MGMT:2100.</td>
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<tr>
<td>MGMT:2000</td>
<td>Introduction to Law</td>
<td>3 s.h.</td>
<td>Legal issues surrounding start-up and day-to-day</td>
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<tr>
<td>MGMT:2100</td>
<td>Introduction to Management</td>
<td>3 s.h.</td>
<td>Principles of management, organizational structure,</td>
</tr>
<tr>
<td>MGMT:3050</td>
<td>Professional Preparation for Management</td>
<td>1 s.h.</td>
<td>Survey of career paths in the field of management</td>
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<tr>
<td>MGMT:3100</td>
<td>Entrepreneurial Strategy</td>
<td>3 s.h.</td>
<td>The synergistic effect of entrepreneurial attributes (e.g., innovation, creativity, opportunity recognition) and managerial attributes (e.g., strategic management, planning, budgeting) on profit and nonprofit organizations.</td>
</tr>
<tr>
<td>MGMT:3200</td>
<td>Individuals, Teams, and Organizations</td>
<td>3 s.h.</td>
<td>Theories of organizational behavior applied to current business trends for individuals, teams, organizations; personality, managing diversity, work-family conflict, self-managed teams, charismatic leadership, work motivation, managing conflict, organizational culture.</td>
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<tr>
<td>MGMT:3300</td>
<td>Strategic Human Resource Management</td>
<td>3 s.h.</td>
<td>People management activities, policies, and practices that promote effective organizations; how changes in technology, business restructuring, legal and social concerns, other issues affect human resource management.</td>
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<tr>
<td>MGMT:3400</td>
<td>Employment Law</td>
<td>3 s.h.</td>
<td>Laws affecting employers and employees, such as regulatory health and safety policies, unemployment and retirement benefits, and employment discrimination including hiring, termination, testing issues.</td>
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<tr>
<td>MGMT:3450</td>
<td>International Business Environment</td>
<td>3 s.h.</td>
<td>Differences in international and domestic business; cultural, legal, political factors for managers.</td>
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<tr>
<td>MGMT:3500</td>
<td>Nonprofit Organizational Effectiveness I</td>
<td>3 s.h.</td>
<td>Operational and financial aspects of nonprofit management; mission and governance of organization; strategic planning for effective management, including finance, budget, income generation, fund-raising.</td>
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<tr>
<td>MGMT:3600</td>
<td>Nonprofit Organizational Effectiveness II</td>
<td>3 s.h.</td>
<td>Qualities for leadership of nonprofit organizations, including relationships with staff and volunteers; relationship of nonprofit and outside world; marketing, public relations, advocacy strategies for nonprofits.</td>
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<tr>
<td>MGMT:3900</td>
<td>Training and Developing Human Resources</td>
<td>3 s.h.</td>
<td>Concepts, practices in training and development; strategic issues affecting the design, implementation, and evaluation of training programs and of career management and organizational development activities.</td>
</tr>
<tr>
<td>MGMT:3900</td>
<td>Directed Readings in Management and Organizations</td>
<td>arr.</td>
<td>Predictable aspects and dynamics of bargaining experiences; simulations, experiential exercises to foster skills needed for effective negotiation in almost any situation.</td>
</tr>
<tr>
<td>MGMT:3999</td>
<td>CIMBA Italy Experiential Leadership 1-3</td>
<td>3 s.h.</td>
<td>Leadership Initiative for Excellence (LIFE) includes a three-day training that enhances key leadership competencies including effective communication, decision making, teamwork, focus, and interpersonal skills; Learn, Enrich, Achieve. Perform (LEAP) includes and builds upon concepts in LIFE, and is a semester-long professional development program that utilizes self-assessment, one-on-one and group coaching, and developmental seminars; for students enrolled in the CIMBA Italy Program.</td>
</tr>
<tr>
<td>MGMT:4000</td>
<td>Topics in Management</td>
<td>1-3 s.h.</td>
<td>Topics not regularly offered in other courses.</td>
</tr>
<tr>
<td>MGMT:4050</td>
<td>Directed Readings in Management and Organizations</td>
<td>arr.</td>
<td>Predictable aspects and dynamics of bargaining experiences; simulations, experiential exercises to foster skills needed for effective negotiation in almost any situation.</td>
</tr>
<tr>
<td>MGMT:4100</td>
<td>Dynamics of Negotiations</td>
<td>3 s.h.</td>
<td>Predictable aspects and dynamics of bargaining experiences; simulations, experiential exercises to foster skills needed for effective negotiation in almost any situation.</td>
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<tr>
<td>MGMT:4200</td>
<td>Staffing and Talent Management</td>
<td>3 s.h.</td>
<td>Staffing processes; external influences such as labor markets, the legal environment; support activities such as job analysis, employment planning; staffing activities as internal and external recruiting, selection.</td>
</tr>
<tr>
<td>MGMT:4300</td>
<td>Leadership and Personal Development</td>
<td>3 s.h.</td>
<td>Practical development and application of leadership and managerial skills to enhance individual and organizational effectiveness.</td>
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<tr>
<td>MGMT:4325</td>
<td>Team and Project Management</td>
<td>3 s.h.</td>
<td>Fundamentals of managing teams and group projects; emphasis on practical application, using case studies, and interactive and experiential exercises.</td>
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</table>

MGMT:3900 and MGMT:3999 are offered under the auspices of the Italian government.
MGMT:4350 Performance Management and Strategic Rewards 3 s.h.
Role of pay and other rewards on organizational objectives; compensation's impact on employee behavior and performance; mix of pay and benefits in compensation systems; legal environment regulating pay and benefits; nonmonetary forms of reward; the role of performance management, pay, and other rewards on employee performance and organizational objectives is examined; includes performance appraisals, coaching, performance feedback, incentive systems, the mix of pay and benefits in compensation systems, and the legal environment regulating pay and benefits. Prerequisites: MGMT:3300 and MGMT:3200.

MGMT:4500 Strategy, Innovation and Global Competition 3 s.h.
Development of skills for firm strategy formation in a complex and technology-driven global economy; analytical tools that are essential to any consultant, manager, or entrepreneur facing dynamic industry environments. Prerequisites: MGMT:2100.

MGMT:4900 Academic Internship arr.
Professional internship experience with associated academic content.

MGMT:4999 Honors Thesis in Management and Organizations 3 s.h.
Independent student project directed by faculty or staff advisor; culminates in thesis that conforms to University Honors Program guidelines; may include empirical research, library research, applied projects. Requirements: admission to the Tippie College of Business honors program.

MGMT:7120 Methods for Field Research (Ph.D.) 2 s.h.
Field methods commonly used in behavioral research with emphasis on surveys; different types of field research designs; evaluation of advantages and disadvantages of different research approaches; practice generating research questions and hypotheses appropriate for field survey designs; issues related to levels of analysis; develop and administer surveys to maximize response rates; identify appropriate samples; brief introduction to statistical approaches for analyzing survey data.

MGMT:7124 Methods for Qualitative Research 2 s.h.
Qualitative methods available to researchers; role and contributions of qualitative methods in research; reasons why qualitative research papers get rejected by journals and strategies to avoiding them; work with qualitative data; philosophy of science, formulating research questions, sampling and gaining access, alternative qualitative data collection methods, ways of coding and analyzing qualitative data, building theory from qualitative data.

MGMT:7128 Methods for Experimental Research 2 s.h.
Nature of research and principles of experimental design, including laboratory and field experiments (quasi-experiments), event sampling, and methods of small-group research; analysis of variance (ANOVA), analysis of covariance (ANCOVA), multi-attribute analysis of variance (MANOVA); orthogonal, planned and unplanned comparisons, factorial experiments including repeated measures, nested-factors design, Latin square designs; analysis of data sets with SPSS.

MGMT:7140 Meta-Analysis in Behavioral Social Sciences (Ph.D.) 3 s.h.
Methods for quantitative integration of findings in behavioral and social sciences; overall effect size or correlation, whether conflicting findings documented in research literature are due to moderators (interactions) or statistical and measurement artifacts.

MGMT:7160 Measurement Theory and Methods in the Behavioral and Social Sciences (Ph.D.) 3 s.h.
Measurement and statistical methods needed for conduct of methodologically sound, publishable research; kinds and levels of measurement; role of measurement in theory development and cumulative research knowledge; theory of measurement error; types of reliability and their estimation; corrections for bias in research results due to measurement error; basic scaling methods; criterion-related, content, and construct validity; cross-validation and shrinkage formulas; factor analysis; statistical power in research studies; introduction to meta-analysis; item analysis and scale construction; structural equation modeling. Requirements: basic statistical methods course.

MGMT:7320 Organizational Theory Ph.D. 2 s.h.
Organizational theory; effect of changing environment and technological factors on organizational structure and effectiveness; resource dependency and power, conflict, interorganizational network, population ecology, economic theories of organization, institutional theory.

MGMT:7323 Foundations of Organizational Theorizing 2-3 s.h.
Examination of the field of micro-organizational behavior (micro-OB); development of ability to evaluate and generate papers that make a theoretical contribution to the field; classic and contemporary research related to prevailing theories; students engage in weekly writing, including a series of theory building exercises and peer reviewing; objectives include supporting peers in generating new theoretical questions, models, and/or frameworks, and providing an overview of theoretical contributions in several important areas in organizational behavior.

MGMT:7325 Cross-Cultural and International Research in Organizational Behavior and Human Resources 2-3 s.h.
Overview of research trends and methodological challenges associated with international and cross-cultural research in human resources and organizational behavior; introduction to various typologies of societal cultural values (e.g., Hofstede, GLOBE, Schwartz); challenges and recommended practices for conducting research with cross-cultural or international samples; empirical research and trends in the cross-cultural organizational behavior discipline; empirical research and trends in the international human resources discipline.

MGMT:7330 Staffing Organizations (Ph.D.) 3 s.h.
Aspects of selection, including professional and legal standards; job analysis techniques, validation strategies; criterion development; selection methods (e.g., psychological tests, interviews, biographical data, assessment centers); ethical issues.

MGMT:7340 Group Processes (Ph.D.) 3 s.h.
In-depth understanding of how work groups and teams can be made more effective in organizations; team design issues (i.e., task type, interdependence, leadership, member composition); process issues including power, influence, communications, conflict, collective memory, and intergroup relations.

MGMT:7350 Leadership (Ph.D.) 3 s.h.
Understanding and preparation for implementing leadership in organizations; focus on reading and analysis of basic research-related leadership theories; contrast “great person” theories, traditional behavioral and situational theories, and transformational leadership theory.
MGMT:7360 Motivation and Attitudes (Ph.D.) 3 s.h.
Motivational processes, attitudes, communication and interorganizational networks; emphasis on motivational antecedents and consequences, theoretical implications for models of work performance.

MGMT:7370 Reward Systems (Ph.D.) 2 s.h.
Compensation systems, government influences, equity in compensation and individual wage determination; research-based examination of performance evaluation and appraisal, theories of work performance.

MGMT:7375 Performance Management 2 s.h.
Theories and research pertaining to employee work performance and evaluation; conceptual definitions of work performance; theories concerning the determinants of work performance; theory and research explaining the effectiveness and biases of performance evaluation systems; theories and empirical research on performance feedback; areas for future theoretical and empirical investigation in performance management.

MGMT:7380 Training and Development (Ph.D.) 2 s.h.
Research-based examination of training and development programs; emphasis on processes of needs assessment, instructional design, and evaluation; integration of training with other human resource management functions; design of management development initiatives.

MGMT:7385 Social and Human Capital 2 s.h.
Theory, research, and methods for understanding social capital as a resource available to individuals resulting from the social structure which they are located; readings focus on application of social networks to various content areas at individual, team, and organizational units of analysis; examination of relationships among social and human capital on individual and team outcomes; emphasis on understanding existing theory and empirical findings; social network research in terms of study design and analysis through software programs including UCINET and R.

MGMT:7700 Mentored Research arr.
Management research conducted by doctoral students under faculty supervision; culminates in second-year research paper.

MGMT:7800 Foundations of Human Resource Management 2-3 s.h.
Broad survey of foundational topics in human resource management, particularly from a micro perspective, interspersed with special topics of growing interest within the field; introduction to foundational theoretical and empirical research on topics of staffing, training and development, performance management and compensation, including an examination of trending topics of interest in these areas; students develop skills necessary to evaluate, criticize, and contribute to literature on human resource management.

MGMT:7850 Seminar in Management 2-3 s.h.
Topics vary.

MGMT:7900 Contemporary Topics in Management and Organizations arr.
Research topics in human resources and organizational behavior.

MGMT:7950 Directed Readings in Management and Organizations arr.

MGMT:7975 Thesis in Management and Organizations arr.
Management research conducted by doctoral students under faculty supervision; culminates in dissertation.

MGMT:9090 Influence and Constructive Persuasion 3 s.h.
Explanation of methods of persuasion and the science behind why and how influence works; examination of leadership as a function of consensus building, convincing, and motivating in today's team-based, knowledge-centric enterprises; how leaders select from a variety of influence techniques to get others' commitment to a course of action rather than commanding others; persuasion—using solid evidence coupled with emotional appeal—as capacity to present a message in a way that leads others to support it; how persuasion, when used effectively, creates a sense of freedom—others freely choose your perspective and support it.

MGMT:9091 Corporate Social Responsibility and Sustainability 2-3 s.h.
Introduction to main corporate social responsibility (CSR) and sustainability issues; current debates; costs and benefits of CSR/sustainability; relationship between leadership, innovation, and CSR; CSR's effects on companies' ability to attract and retain good employees; numerous cases studies ranging from small to large companies from various sectors including food and agriculture, manufacturing, finance, mining, energy, retail, transportation; students read and debate articles and case studies written by leading business experts, academics, and CEOs; individual or team work on a CSR change analysis.

MGMT:9092 Effective Managerial Communication 2-3 s.h.
Decisive personal and organizational skills for business leaders and entrepreneurs; at individual level, students will refresh writing, listening, speaking, and interpersonal skills for business settings; at the organizational level, course provides crucial managerial skills—how to conduct an effective meeting, questioning skills for employment selection, engaging in small talk, and communication during a crisis.

MGMT:9110 Dynamics of Negotiations 2-3 s.h.
Predictable aspects and dynamics of bargaining experiences; simulations, experiential exercises to foster skills needed for effective negotiation in almost any situation. Requirements: M.B.A. enrollment.

MGMT:9120 Leadership and Personal Development 2-3 s.h.
Major theories; determinants of leader effectiveness, personal and career success; practical development of leadership, managerial skills to enhance individual, organizational effectiveness.

MGMT:9130 Strategic Management of Change 3 s.h.
How congruence in organizational strategy, structure and culture, job design, and employee characteristics produces effective organizations; emphasis on managing organizational change, implementing and working in teams, project management. Prerequisites: MBA:8120.

MGMT:9150 Nonprofit Organizational Effectiveness 1 3 s.h.
Operational and financing aspects of nonprofit management; mission and governance of organization; strategic planning for effective management, including finance, budget, income generation, fund-raising. Same as HMP:6360, LAW:8751, RELS:6070, SPST:6010, SSW:6247, URP:6278.
MGMT:9160 Nonprofit Organizational Effectiveness 3 s.h.

MGMT:9210 Law and Ethics 2-3 s.h.
Legal issues surrounding start-up and day-to-day management of a business; contract law, standard business formations, tort law, employment law, business ethics, and alternative dispute resolution; exploration of the ways in which ethics and law intersect as well as the ways in which law reflects various ethical judgments; consideration and comparison of the roles of law and the role of ethics in our society.

MGMT:9220 Maximizing Team Performance 3 s.h.
Current approaches to implementing effective teams within organizations; team selection and formation, group dynamics, facilitation skills, performance and obstacle management.

MGMT:9230 Managing and Preventing Conflict 3 s.h.
Skills for management of high-conflict situations in the workplace and for long-term business success and job satisfaction; experience developing mediation-based skills and communication techniques to prevent and resolve workplace conflicts.

MGMT:9250 Managing Employee Performance 3 s.h.
Concepts and practices to effectively manage, measure, and improve employee performance; establishing and communicating organizational expectations, the manager as coach and motivator, measurement methodologies, and performance improvement methods; concepts and practices to effectively manage, measure, and improve employee performance; establishing and communicating organizational expectations; the manager as coach and motivator, performance improvement methods, and designing more effective reward practices. Requirements: MBA:8120 or previous course work in organizational behavior/development or management.

MGMT:9260 Strategic Employee Development 3 s.h.
Concepts, practices in training and development; strategic issues affecting the design, implementation, and evaluation of training programs and of career management and organizational development activities.

MGMT:9270 Human Resource Management 3 s.h.
Systematic approach to managing human resources through practices consistent with validated theories and empirical research; human resources practices and business strategies; human resources strategy, recruitment and selection, training and development, employment law, international human resources, career management, compensation.