Management and Organizations

Chair
- Amy L. Kristof-Brown

Undergraduate major: management (B.B.A.)
Graduate degree: management and organizations
subprogram for the Ph.D. in business administration
Faculty: http://tippie.uiowa.edu/management-
organizations/faculty.cfm
Web site: http://tippie.uiowa.edu/management-
organizations/

The Department of Management and Organizations offers
study of human resource management; individual, team,
and organizational behavior; employment law and ethics;
leadership and personal development; negotiations;
training and development; and organizational design.

Undergraduate Program of Study

- Major in management (Bachelor of Business Administration)

The major in management has three tracks—the
entrepreneurial management track offered by distance education as well as on campus, the human resource
management track, and the leadership and management
track. See "Bachelor of Business Administration" and "B.B.A. by Distance Education" below.

Bachelor of Business Administration

The Bachelor of Business Administration with a major in
management requires a minimum of 120 s.h., including 21 s.h. of work for the major. The program is designed to give
students a thorough background in the department's study areas as well as an understanding of their application to
real-life situations. Specific courses, research projects, and other experiences, such as simulations, are blended to
include both theoretical and pragmatic aspects of the field.

All B.B.A. students majoring in management choose one of
three tracks: entrepreneurial management, human resource management, or leadership and management. The
entrepreneurial management track is intended for students who plan to start their own business or work
in a small business. The human resource management track covers business and employment law and prepares
students to pursue careers in human resources or to earn a degree in law. The leadership and management track
focuses on practical skills; it is best suited for students considering consulting or management careers. Each
track provides a solid background in general management principles in addition to a specialized focus.

The major in management requires the following course
work. For B.B.A. common requirements, see Bachelor of Business Administration in the Catalog.

COMMON REQUIRED COURSES

Students in all tracks must complete the following three courses:

- MGMT:3200 Individuals, Teams, and Organizations 3 s.h.
- MGMT:3300 Strategic Human Resource Management 3 s.h.
- MGMT:4100 Dynamics of Negotiation 3 s.h.

ENTREPRENEURIAL MANAGEMENT TRACK

Students in the entrepreneurial management track complete all of these:

- MGMT:3100 Entrepreneurial Strategy 3 s.h.
- ENTR:3200 Entrepreneurial Marketing 3 s.h.
- ENTR:4400 Managing the Growth Business 3 s.h.

And 3 s.h. from these:

- ENTR:3000 Practicum in Entrepreneurship 3 s.h.
- ENTR:4200 Entrepreneurship: Business Consulting 3 s.h.
- ENTR:4300 Entrepreneurship: Advanced Business Planning 3 s.h.
- ENTR:4600 Advanced Venture Finance 3 s.h.
- ENTR:4900 Academic Internship 3 s.h.

HUMAN RESOURCE MANAGEMENT TRACK

Students in the human resource management track complete all of these:

- MGMT:3400 Employment Law 3 s.h.
- MGMT:4200 Staffing and Talent Management 3 s.h.
- MGMT:4350 Performance Management and Strategic Rewards 3 s.h.

And 3 s.h. from these:

- MGMT:3450 International Business Environment 3 s.h.
- MGMT:3900 Training and Developing Human Resources 3 s.h.
- MGMT:4300 Leadership and Personal Development 3 s.h.
- ENTR:4200 Entrepreneurship: Business Consulting 3 s.h.
- ENTR:4400 Managing the Growth Business 3 s.h.

LEADERSHIP AND MANAGEMENT TRACK

Students in the leadership and management track complete all of these:

- MGMT:3400 Employment Law 3 s.h.
- MGMT:4300 Leadership and Personal Development 3 s.h.
- MGMT:4325 Team and Project Management 3 s.h.

And 3 s.h. from these:

- MGMT:3100 Entrepreneurial Strategy 3 s.h.
- MGMT:3450 International Business Environment 3 s.h.
- MGMT:3500 Nonprofit Organizational Effectiveness I 3 s.h.
- MGMT:3900 Training and Developing Human Resources 3 s.h.
- MGMT:4200 Staffing and Talent Management 3 s.h.
- ENTR:4200 Entrepreneurship: Business Consulting 3 s.h.
B.B.A. by Distance Education
Students may earn the B.B.A. with a major in management, entrepreneurial management track, by distance education. The degree requires a minimum of 120 s.h. of credit. To be admitted to the program, individuals must have earned a minimum of 60 s.h. of college-level credit with a g.p.a. of at least 2.75, and they must have completed four prerequisite courses (business calculus, statistics, microeconomics, and financial accounting) with a g.p.a. of at least 2.75. Contact the Department of Management and Organizations and the Division of Continuing Education to learn more.

Graduate Program of Study

- Management and organizations subprogram for the Doctor of Philosophy in business administration

In addition to offering a management and organizations program for the Ph.D. in business administration, the department participates in the M.B.A. program, which is offered by the Tippie School of Management; see Master of Business Administration Program in the Catalog.

Doctor of Philosophy

Graduate students in management and organizations may earn a Doctor of Philosophy in business administration. For a description of the Ph.D. program and requirements, see Doctor of Philosophy in the Catalog and visit the Department of Management and Organizations web site.

Applicants must meet the admission requirements of the Graduate college; see the Manual of Rules and Regulations of the Graduate College.

Courses

Lower-Level Undergraduate

MGMT:1300 First-Year Seminar 1 s.h.
Small discussion class taught by a faculty member; topics chosen by instructor; may include outside activities (e.g., films, lectures, performances, readings, visits to research facilities).

MGMT:2000 Introduction to Law 3 s.h.
General history, structure of law; law’s action in guiding changing economic, social patterns. Requirements: sophomore standing.

MGMT:2100 Introduction to Management 3 s.h.
Principles of management, organizational structure, decision making, leadership, line-staff relationships, administration of organizations. Requirements: sophomore standing.

Upper-Level Undergraduate and Graduate

MGMT:3100 Entrepreneurial Strategy 3 s.h.
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.

MGMT:3200 Individuals, Teams, and Organizations 3 s.h.

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. Prerequisites: MGMT:2000 and MGMT:2100.

MGMT:3300 Strategic Human Resource Management 3 s.h.
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. Prerequisites: MGMT:2000 and MGMT:2100.

MGMT:3400 Employment Law 3 s.h.
Laws affecting employers and employees, such as regulatory health and safety policies, unemployment and retirement benefits, and employment discrimination including hiring, termination, testing issues. Prerequisites: MGMT:2000 and MGMT:2100.

MGMT:3450 International Business Environment 3 s.h.
Differences in international and domestic business; cultural, legal, political factors for managers. Requirements: junior or higher standing.

MGMT:3500 Nonprofit Organizational Effectiveness I 3 s.h.

MGMT:3600 Nonprofit Organizational Effectiveness II 3 s.h.
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. Same as NURS:3600, SSW:3600, RELS:3701.

MGMT:3900 Training and Developing Human Resources 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. Prerequisites: MGMT:3200 and MGMT:3300 and MGMT:3400.

MGMT:4000 Topics in Management 1-3 s.h.
Topics not regularly offered in other courses. Prerequisites: MGMT:2000 and MGMT:2100.

MGMT:4050 Directed Readings in Management and Organizations arr.

MGMT:4100 Dynamics of Negotiations 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: 90 s.h. completed.
MGMT:4200 Staffing and Talent Management
Staffing processes; external influences such as labor markets, the legal environment; support activities such as job analysis, employment planning; staffing activities such as internal and external recruiting, selection. Prerequisites: MGMT:3200 and MGMT:3300 and MGMT:3400.

MGMT:4300 Leadership and Personal Development
Practical development and application of leadership and managerial skills to enhance individual and organizational effectiveness. Prerequisites: MGMT:3200 and MGMT:3300. Requirements: senior standing.

MGMT:4325 Team and Project Management
Fundamentals of managing teams and group projects; emphasis on practical application, using case studies, and interactive and experiential exercises. Prerequisites: MGMT:3200 and MGMT:3300 and MGMT:3400.

MGMT:4350 Performance Management and Strategic Rewards
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. Prerequisites: MGMT:3200 and MGMT:3300 and MGMT:3400.

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

MGMT:4999 Honors Thesis in Management and Organizations
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. Prerequisites: BUS:3999 or ECON:3999. Requirements: admission to the Tippie College of Business honors program.

Graduate

MGMT:7120 Methods for Field Research (Ph.D.)
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
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 avoid 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
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.)
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.)
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.
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:7330 Staffing Organizations (Ph.D.)
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.
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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MGMT:7340</td>
<td>Group Processes (Ph.D.)</td>
<td>3 s.h.</td>
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<td>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.</td>
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<tr>
<td>MGMT:7350</td>
<td>Leadership (Ph.D.)</td>
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<td>Understanding and preparation for implementing leadership in organizations; focus on reading and analysis of basic research-related leadership theories; contrast &quot;great person&quot; theories, traditional behavioral and situational theories, and transformational leadership theory.</td>
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<tr>
<td>MGMT:7360</td>
<td>Motivation and Attitudes (Ph.D.)</td>
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<td>Motivational processes, attitudes, communication and interorganizational networks; emphasis on motivational antecedents and consequences, theoretical implications for models of work performance.</td>
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<td>MGMT:7370</td>
<td>Reward Systems (Ph.D.)</td>
<td>2 s.h.</td>
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<td>Compensation systems, government influences, equity in compensation and individual wage determination; research-based examination of performance evaluation and appraisal, theories of work performance.</td>
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<tr>
<td>MGMT:7375</td>
<td>Performance Management</td>
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<td>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.</td>
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<tr>
<td>MGMT:7380</td>
<td>Training and Development (Ph.D.)</td>
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<td>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.</td>
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<tr>
<td>MGMT:7385</td>
<td>Social and Human Capital</td>
<td>2 s.h.</td>
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<td>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.</td>
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<td>MGMT:7700</td>
<td>Mentored Research</td>
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<td>Management research conducted by doctoral students under faculty supervision; culminates in second-year research paper.</td>
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<tr>
<td>MGMT:7850</td>
<td>Seminar in Management</td>
<td>2-3 s.h.</td>
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<td>Topics vary.</td>
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<tr>
<td>MGMT:7900</td>
<td>Contemporary Topics in Management and Organizations</td>
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<td>Research topics in human resources and organizational behavior.</td>
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<td>MGMT:7950</td>
<td>Directed Readings in Management and Organizations</td>
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<td>Management research conducted by doctoral students under faculty supervision; culminates in dissertation.</td>
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<tr>
<td>MGMT:7975</td>
<td>Thesis in Management and Organizations</td>
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<td>Management research conducted by doctoral students under faculty supervision; culminates in dissertation.</td>
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<tr>
<td>MGMT:9090</td>
<td>Influence and Constructive Persuasion</td>
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<td>Exploration of methods of persuasion and the science behind why and how influence works in a contemporary business setting; 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.</td>
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<td>MGMT:9091</td>
<td>Corporate Social Responsibility and Sustainability</td>
<td>2-3 s.h.</td>
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<td>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.</td>
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<tr>
<td>MGMT:9110</td>
<td>Dynamics of Negotiations</td>
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<td>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.</td>
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<tr>
<td>MGMT:9120</td>
<td>Leadership and Personal Development</td>
<td>2-3 s.h.</td>
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<td>Major theories; determinants of leader effectiveness, personal and career success; practical development of leadership, managerial skills to enhance individual, organizational effectiveness. Prerequisites: MBA:8120.</td>
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<tr>
<td>MGMT:9130</td>
<td>Strategic Management of Change</td>
<td>3 s.h.</td>
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<td>Strategic Management of Change; leadership, organizational skills to enhance individual, organizational effectiveness. Prerequisites: MBA:8120.</td>
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</table>
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 I 3 s.h.

MGMT:9160 Nonprofit Organizational Effectiveness II 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, alternative dispute resolution.

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, performance improvement methods. 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.