

# Management and Organizations

## Chair

- Amy E. Colbert

**Undergraduate major:** management (B.B.A.)

**Graduate degree:** management and organizations subprogram for the Ph.D. in business administration

**Faculty:** <https://tippie.uiowa.edu/people?departments=174>

**Website:** <https://tippie.uiowa.edu/management-and-organizations>

The Department of Management and Organizations offers study in managing human resources, teamwork and project management, law and ethics, leadership and personal development, negotiations, international business, and entrepreneurial management.

The department offers the undergraduate major in management and the subprogram in management and organizations that leads to the Ph.D. in business administration. Additionally, they participate in the M.B.A. program; see Master of Business Administration Program in the Catalog.

## Programs

### Undergraduate Program of Study

#### Major

- Major in Management (Bachelor of Business Administration)

### Graduate Program of Study

#### Major

- Management and organizations subprogram for the Doctor of Philosophy in Business Administration

## Courses

### Management and Organizations Courses

#### **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.

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. Requirements: sophomore standing.

#### **MGMT:2100 Introduction to Management** 3 s.h.

Principles of management, organizational structure, decision making, leadership, line-staff relationships, and administration of organizations; overview of the demands and challenges facing managers, behaviors of effective managers, management theory, personal effectiveness, decision making, team skills, and leadership skills. Requirements: sophomore standing.

#### **MGMT:3050 Professional Preparation for Management** 1 s.h.

Survey of career paths in the field of management through discussions with individuals working in human resources, management consulting, entrepreneurial endeavors, and more; hands-on activities for students to hone the skills required to succeed in today's workplace.

#### **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.

Operational and financial aspects of nonprofit management; mission and governance of organization; strategic planning for effective management, including finance, budget, income generation, fund-raising. Same as ENTR:3595, MUSM:3500, NURS:3595, RELS:3700, SSW:3500.

#### **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, RELS:3701, SSW:3600.

**MGMT:3999 CIMBA Italy Experiential Leadership 1-3 s.h.**  
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.

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

**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 3 s.h.**  
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:3300 and MGMT:3400 and MGMT:3200.

**MGMT:4300 Leadership and Personal Development 3 s.h.**  
Practical development and application of leadership and managerial skills to enhance individual and organizational effectiveness. Prerequisites: MGMT:3200.

**MGMT:4325 Team and Project Management 3 s.h.**  
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.

**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:4600 Nonprofit Ethics and Governance 3 s.h.**  
Tools to help identify, understand, and resolve ethical issues in nonprofit sectors; how individual beliefs and societal standards shape ethical decision making; application of ethical frameworks to classic and contemporary ethical dilemmas; how various forms of governance shape ethical behavior in organizations; case studies, readings, lectures, and guest speakers. Same as JMC:4600.

**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.  
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.

**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:9093 Communication and Digital Strategy** 3 s.h.

Fundamentals of applied communication skills—written, verbal, and presentations.

**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 I** 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 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. Requirements: for LAW:8752—LAW:8751; for HMP:6365—HMP:6360 or MGMT:9150. Same as HMP:6365, LAW:8752, RELS:6075, SPST:6020, SSW:6248, URP:6279.

**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.

**MGMT:9290 Global Business Management** 3 s.h.

Theoretical knowledge and practical skills that are critical to successfully compete in the global marketplace and to make sound management decisions in international contexts; economic, political, legal, and social aspects of a business environment in foreign markets; multinational companies' winning moves in entering and growing in these markets; best practices in managing people in different cultural settings.