

# MANAGEMENT

The management program in the Dolan School of Business offers an innovative experience in the areas of leadership, strategic planning and decision-making in business organizations. Management theory is linked to the realities of the business world through case studies, field work, research projects and internships. Students are given the option to choose from four concentrations: business and society, entrepreneurship, hospitality and tourism management, or human resource management.

Our faculty is composed of business professionals and scholars. Their experience offers a connection between the practice and theory of the profession. As a major in the program, students will build a foundation of modern business experience and relevant theory to understand the behavioral, social, and environmental factors that impact performance. Throughout, students will learn the nature of management and the relationship between business and society.

## Programs

- Management Major (<https://catalog.fairfield.edu/undergraduate/business/management/management-major>)
  - Concentration in Business and Society
  - Concentration in Entrepreneurship
  - Concentration in Hospitality and Tourism Management
  - Concentration in Human Resources
- Business Law and Ethics Minor (<https://catalog.fairfield.edu/undergraduate/business/management/business-law-ethics-minor>)
- Entrepreneurship Minor (<https://catalog.fairfield.edu/undergraduate/business/management/entrepreneurship-minor>)
- Management Minor (<https://catalog.fairfield.edu/undergraduate/business/management/management-minor>)
- Sports Leadership and Management Minor (<https://catalog.fairfield.edu/undergraduate/business/management/sports-leadership-management-minor>)

## Courses

### MG 0101 Introduction to Management 3 Credits

**Prerequisite:** Sophomore standing.

This course integrates, through theory and its application, the various topics, concepts, and modalities that make up the Management discipline. Its purpose is twofold: 1) to provide all business students with a strong grounding in how individuals and organizations function to support the strategic goals of business, and 2) to provide a foundation for further study by management majors and minors. The course introduces students to team/group work; the relationship of business to local, national, and global communities; the ethical implications of business decisions and models; organizational behavior; human resource management; leadership and organizational culture.

### MG 0235 Managing Human Resources 3 Credits

**Prerequisite:** Junior standing.

This course introduces students to how effective management of people can contribute to firm performance and competitive advantage. The course explores human resource management activities: human resource planning, recruiting, selection, training, performance appraisal, compensation, and labor relations. Through extensive use of cases, simulations, and exercises, students actively learn to implement various human resource management strategies to better serve organizational and employee interests.

### MG 0240 Leading and Managing People 3 Credits

**Prerequisite:** Junior standing.

This course prepares students for the task of leading and managing people. The purpose of the course is to address advanced organizational behavior topics as well as to illuminate the research and practice associated with effective leadership. The first segment of the course reviews the leadership literature, including trait theory, aspects of leadership style, leader emergence, contingency theories, and charismatic/transformational leadership practices. The second segment involves skill practice in managing people in the areas of communication, conflict resolution, empowerment, delegation, influence, teamwork, problem solving, and diversity issues. The third and final segment explores strategic leadership from the CEO perspective, and addresses how leaders create change and transform organizations.

### MG 0300 Business Strategies in the Global Environment 3 Credits

**Prerequisites:** Matriculation in a business program, senior standing, completion of business core.

This capstone course, required for senior level students in the School of Business, integrates the business core through the concept of strategic management. It offers an opportunity for students to put together all they have learned in their discipline and to see the "big picture" of how business organizations function. The primary goal is to prepare students to think like top managers and to understand that strategic decision-making encompasses all parts of the organization, internal and external, bringing together all disciplines of management. The course includes lectures, readings, cases, and a capstone group project.

### MG 0302 Topics in Human Resources 3 Credits

**Prerequisite:** Junior standing.

This course examines topics in human resource management as they relate to contemporary organizations. The course gives students an in-depth understanding of current issues or topics in the area of human resources, giving special attention to the strategic aspect of human resource management: how human resources can create value for the organization. Topics may include strategic human resource management; human resource systems; human resource planning; quality of work life; flexible work; diversity; affirmative action; legal aspects of employment; and work-family issues.

**MG 0303 Topics in Management (Shell)****3 Credits****Attributes:** HSTE Health Studies: Traditions, Delivery, and Ethics, MGEL Management: General Elective**Prerequisite:** Junior standing.

This course gives students an in-depth understanding of current issues and topics in management. The focus is on the application and analysis of managerial principles in contemporary problem solving. The faculty member teaching this course constructs course content around current developments in his or her research area. Topics may include decision-making in a chaotic environment; change management; organizational structure and design; health care; social justice; the political and social context of organizations; the consequences of the free market logic; leadership; the environment; diversity and gender; e-business; and managing virtual teams and organizations.

**MG 0303C Topics in Management: Sports Media Platforms and Strategies****3 Credits****Attributes:** MGEL Management: General Elective

This course is a thorough examination of the most prominent sports media consumption platforms, covering how each has evolved over the last 100 years and how they all co-exist today. Guest speakers from leading sports media organizations and visits to network centers offer real-world insights and detailed understandings of the sports media landscape. Analyze how various businesses employ these platforms to engage fans and positively affect their bottom line.

**MG 0303D Topics in Management: Healthcare Management****3 Credits****Attributes:** HSTE Health Studies: Traditions, Delivery, and Ethics, MGEL Management: General Elective, MGHR Management: HR Elective

This course will center on how the current disruption from volume to value is driving the business of healthcare organizations to measure quality and cost variation for every patient they serve. This management course will examine how this uncertain path to value based care delivery requires both new partnerships and a new integrated language to guide clinical, financial, and operational leaders on how to provide and measure better quality of care at a lower cost.

**MG 0303E Special Topics: Entrepreneurship Consulting****3 Credits****Attributes:** MGEL Management: General Elective, MGEN Management: Entrepreneurship Elective**Prerequisite:** Junior standing.

The Business Model Canvas/Strategyzer methodology will be utilized to build business plans for local entrepreneurial startups.

**MG 0303F Special Topics: Building High Performance Teams****3 Credits****Attributes:** MGEL Management: General Elective**Prerequisite:** Junior standing.

The theory and experiential frameworks for effective team building and leadership in the business environment.

**MG 0320 Diversity in the Workplace****3 Credits****Attributes:** UDIV U.S. Diversity**Prerequisite:** Junior standing.

This course allows questions to be framed, and answers sought, with regard to the challenge of diversity in the work environment. The course uses readings, exercises, and real-world projects to formulate the following: a definition of diversity; an awareness of its impact on businesses and their managers; the identification of the challenges that diversity presents and the opportunities it allows for even more productive workplace interactions; and the necessary skills, attitudes, and patterns of critical thinking needed for effective leadership in this important area. The course presents issues in the specific real-life context of ethnic, racial, gender, and class groups.

**MG 0330 Career Planning****3 Credits****Prerequisites:** MG 0235 or MG 0240; Junior standing.

This course prepares students for the job search while exploring theoretical issues in career development over the life span. Theories of career development covered include: life stage and career stage models, aspects of politics that shape careers, issues of derailment, technical career paths, gender issues in careers, mentoring, and new career models, such as the boundaryless career, the protean career, and the kaleidoscope career. Students undertake a resume revision process, develop a sample cover letter, participate in workshops on Internet job searching techniques, and practice mock interviews. An in-class session with members of the Career Planning Center is included. Students may also receive credit for a job shadowing assignment, attendance at Career Fairs, and other career-related activities. Open to management majors and minors only.

**MG 0335 Entrepreneurship: Ideation and Validation****3 Credits****Prerequisite:** Junior standing.

This course is a practical introduction to the problems, practices, and opportunities that exist for early stage startups which are examined from conception of the opportunity through customer discovery and customer validation utilizing an experiential learning approach. Participants will explore business model possibilities for a venture of their own devising. Emphasis will be placed on clear statement of hypotheses, effective testing of the problem the venture aims to address, and appropriate testing of the product/service developed to address the problem in order to develop suitable product-market fit. Student teams will assess and iterate upon business model elements including value propositions, customer segments and customer relationships, in addition to channels that may be used to interact with or deliver products/services to customers. Although the course will not cover the launch of a scalable business, student teams will undertake real-world investigation and testing to discover customer wants and needs and to validate their conception of the problems and product/service solutions that their ventures would use to address those problems. Students will also gain experience with crafting business pitches and delivering those pitches via regular in-class presentations as they hone their ventures' business models.

**MG 0336 Social Entrepreneurship****3 Credits****Attributes:** MGEL Management: General Elective, MGEN Management: Entrepreneurship Elective**Prerequisite:** Junior standing.

This course examines the tremendous opportunities that exist for creating value in the social sector. Using entrepreneurial frameworks and business metrics, social entrepreneurs are effecting change in domains that markets have failed to address. The objective of this course is to sensitize students to ways that firms can influence societal outcomes while continuing to be revenue generating, self-sustaining enterprises. The primary learning strategy will be through case presentations and discussions of current social entrepreneurs and their organizations. During the term, students will develop a business plan to support a viable social enterprise.

**MG 0337 Entrepreneurship: Product Development and Commercialization** 3 Credits**Prerequisite:** Junior standing.

Building upon the Business Model Canvas of Osterwalder and Pigneur and the Lean Launchpad framework of Blank, Engel, and Dorf, this course provides students the skill sets necessary to progress from basic entrepreneurial ideation and validation to formalized product development with the concomitant required business models. Mechanisms are developed for identifying markets, assessing competition in those markets, and the associated market entry strategies. Included is the identification of key resources: financial, human, and intellectual capital; as well as the associated acquisition strategies. Key partnerships are identified in the categories of strategic alliances, "coopetition," joint new business development efforts, and key supplier relationships. Associated with this is the investigation of the choice between physical and web/mobile channels in getting products from company to customers, and the associated strategies of customer retention and growth. Revenue and pricing models, both in the business-to-customer and business-to-business contexts are discussed in detail.

**MG 0338 Managing a Family Business** 3 Credits**Prerequisite:** Junior standing.

This course provides a foundation for understanding family businesses, which represent over 80% of the world's free economies. The dynamics of first generation start-ups or multi-generational family businesses are often unique, yet tenuous to manage. Regardless of whether you are a member of the managing family or assuming a position within the firm, comprehension of the idiosyncrasies of successfully managing their complex operations is imperative. Through class discussions, case studies, articles, role plays and your research project based on auditing a locally-based family enterprise, this course will enable you to analyze and consider participating in a family business. Guest lectures from local family businesses will provide real-world application of the theories and concepts discussed in class.

**MG 0350 International Law** 3 Credits**Attributes:** HASM Humanitarian Action Minor Skills/Method Course, WDIV World Diversity**Prerequisite:** Junior standing.

This course is a study of international laws, legal institutions, and the societal and cultural institutions that impact and regulate business activity throughout the world. The student is introduced to the risks of international business and how those risks differ from doing business domestically; the function and importance of public international law; the international commercial transaction and its potential problems; and the basic structure and principles of international trade law and negotiations for trade. Also discussed are the legal and ethical problems facing multinationals operating in a number of countries, including licensing and protection of international property rights, and a comparative analysis of host country employment laws. Special emphasis is placed on the developing countries and emerging markets, such as China, Russia, India, Africa, Latin America, the Middle East, and the Caribbean, with a comparative legal and cross-cultural perspective.

**MG 0355 High Performance Learning Teams** 3 Credits**Prerequisite:** Junior standing.

This course is informed by the assumption that solving complicated business problems is an innately collaborative, interdisciplinary endeavor where expert knowing invariably demands doing, with others. Accordingly, the course provides students with a laboratory experience, putting select core management themes such as leadership, decision-making, teamwork, and hands-on problem-solving literally to work unraveling a succession of increasingly complex and interconnected organizational and experiential problems. As the course unfolds, students will learn to self-monitor and self-correct; gain direct experience in peer-to-peer project planning and management, experience real-time thinking through analysis and design; work collectively; and, not least, learn from reversals.

**MG 0360 Negotiations and Dispute Resolution** 3 Credits**Attributes:** EVAP Environmental Studies: Applied Professional Skills**Prerequisite:** Junior standing.

This course builds skills in negotiating and managing disputes and explores various theories concerning negotiation styles, strategy and tactics, alternative dispute resolution, and the major legal and ethical issues in the field. The course strengthens negotiation skills, introduces the many formal and informal processes available for dispute resolution, and develops managers' ability to resolve and prevent disputes. The heart of the course is a series of experiential exercises that create opportunities to practice and develop the principles learned in the course.

**MG 0365 Ethics and Technology in Business** 3 Credits**Prerequisite:** Junior standing.

This course examines the ways computer technologies may pose new kinds of ethical issues that call for fresh approaches to thinking ethically about business. The purpose of the course is to help students prepare to deal effectively with ethical issues of a technology they are likely to face in their careers.

**MG 0370 Managing Non-Profit Organizations** 3 Credits**Attributes:** HASM Humanitarian Action Minor Skills/Method Course, MGHR Management: HR Elective**Prerequisite:** Junior standing.

This course provides students with an understanding of the nonprofit sector and exposure to fundamentals in managing nonprofit organizations. It explores a broad range of topics including: the role of nonprofits in society, executive leadership and governance relationships in nonprofit organizations, the legal framework of nonprofits, human resource management of staff and volunteers, marketing and public relations, fundraising, budgeting and financial management, and strategic planning in the nonprofit sector. Special emphasis will be placed on leadership and the unique challenges that nonprofit leaders face in local, national, and global environments.

**MG 0375 Sports Management****3 Credits****Prerequisite:** Junior standing.

This course examines effective and efficient management within the culture of sports organizations. It distinguishes the management requirements in sports organizations. Current issues in the various sports industries are analyzed and the actions of the industries' management are reviewed and critiqued. Different types of organizational structures are studied and their method for motivating, managing, and evaluating the performance of employees, individually and in teams, is discussed. This course also identifies effective management styles and places emphasis on the importance of sound communication skills and goal setting. The fundamental purpose of this class is to provide students with an understanding of how to apply the principles of business and/or the elements of organization to sport. Over the semester, students will have the opportunity to explore basic theories of management, human resource management, politics, finance, marketing, resource acquisition (fundraising and corporate support), sports law, broadcast properties, media and publicity, future trends in facilities as well as philosophical, sociological, and culture considerations of sport.

**MG 0380 Performance, Compensation, and Reward****3 Credits****Prerequisite:** Junior standing.

This course covers theories and practices for effective compensation management. Topics include strategic perspectives of compensation systems, determining pay structure, job analysis, and job evaluation, design and administration, external pay competitiveness, designing pay levels, employee contributions and individual pay, subjective performance evaluation and merit pay, alternative reward systems, employee benefits, government's role and compliance, pay discrimination, budgets and pay administration, and union role in wages and salary administration.

**MG 0385 Managing People for Global Business****3 Credits****Attributes:** WDIV World Diversity**Prerequisite:** Senior standing.

This course recognizes the complexities of managing human resources in the global business arena. Modern-day business is characterized by the relentless pace of globalization, through formation of international collaborations, mergers, joint ventures, and the opening up of new markets such as China, India, and Eastern Europe. There has been a dramatic increase in virtual work teams across several countries, globally outsourced work, and cultural diversity in the workplace as more people move across national borders to work. As a result, human resource management practices like recruitment, training, compensation, performance management, and employee relations are more complex. Additionally legal and regulatory requirements of foreign countries, cultural differences, expatriate management, and workforce mobility become important considerations. This course analyzes these complexities along with in-depth study of the people-related issues in different countries in Asia, Africa, Latin America, and Eastern Europe.

**MG 0390 Cross-Cultural Management****3 Credits****Attributes:** WDIV World Diversity**Prerequisite:** Senior standing.

Globalization, the internationalization of markets and corporations, has changed the way modern corporations do business. This course examines major themes and issues in the area of cross-cultural management. It focuses on three perspectives: the values, attitudes, and behaviors that are common to a cluster of countries, specific to one country, or specific to a major cultural subgroup or subgroups within one country. It explores what happens when cultures clash, and the need to understand different approaches to doing business in a diverse world.

**MG 0391 Internship****3 Credits****Prerequisite:** Junior standing.

Students may take two semesters of internship, approved by the department. Students must have a GPA of 2.5 or higher. Enrollment by permission only.

**MG 0392 Internship****3 Credits****Prerequisite:** Junior standing.

Students may take two semesters of internship, approved by the department. Students must have a GPA of 2.5 or higher. Enrollment by permission only.

**MG 0393 Internship****1 Credit****Prerequisite:** Junior standing.

Students may take two semesters of internship, approved by the department. Students must have a GPA of 2.5 or higher. Enrollment by permission only.

**MG 0394 Internship****1 Credit****Prerequisite:** Junior standing.

Students may take two semesters of internship, approved by the department. Students must have a GPA of 2.5 or higher. Enrollment by permission only.

**MG 0397 Seminar in Management****3 or 6 Credits****Attributes:** MGEL Management: General Elective

This special program involving independent study and research under faculty guidance is also intended for students accepted in an approved internship. Open only to seniors majoring in management and approved by the department chair. Students must have a GPA of 2.5 or higher.

**MG 0398 Seminar in Management****3 or 6 Credits**

This special program involving independent study and research under faculty guidance is also intended for students accepted in an approved internship. Open only to seniors majoring in management and approved by the department chair. Students must have a GPA of 2.5 or higher.

## Faculty

### Professors

Mainiero

McEvoy

Scheraga, *chair*

Solomon

Strauss

### Associate Professors

Bhattacharya

Cavanaugh

Giapponi

Schmidt

### Assistant Professors

Moretz

### Assistant Professors of the Practice

Daulerio

### Lecturers

Cerrone

Day

Doris

Hamer  
Hillgen-Santa  
Pena  
Roseman  
Stafford