

MANAGEMENT (MGMT)

MGMT 2101 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. Previously MG 0101.

MGMT 2980 Internship 1 Credit

Prerequisite: Sophomore standing.

Students may take two semesters of internship, approved by the department. Students must be matriculated in the Dolan School of Business and have a GPA of 2.5 or higher. Enrollment by permission only. Previously MG 0393-0394.

MGMT 3235 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. Previously MG 0235.

MGMT 3240 Leading and Managing People 3 Credits

Prerequisites: MGMT 2101, 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. Previously MG 0240.

MGMT 3980 Internship 3 Credits

Prerequisite: Junior standing.

Students may take two semesters of internship, approved by the department. Students must be matriculated in the Dolan School of Business and have a GPA of 2.5 or higher. Enrollment by permission only. Previously MG 0391-0392.

MGMT 4300 Business Strategies in the Global Environment 3 Credits

Attributes: INEL International Studies / International Business Elective

Prerequisites: Senior standing.

This capstone course, required for senior level students in the Dolan 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. Open to matriculated business majors only. Previously MG 0300.

MGMT 4320 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. Previously MG 0320.

MGMT 4330 Career Planning 3 Credits

Prerequisites: MGMT 3235 or MGMT 3240; 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. Previously MG 0330.

MGMT 4333 Advanced Topics in Human Resource Management 3 Credits

Attributes: MGHR Management: HR Elective

Prerequisites: MGMT 2101, Junior standing.

This course provides a deep dive into several key HR areas important for those entering this field: Equal Employment Opportunity legislation/regulation, Strategic Staffing (strategies, recruiting and selection practices), HR Analytics, and Performance Appraisal approaches and trends. The course will also cover a few critical entry-level competencies needed for the HR professional, as well as review how HR models, roles, and functions operate in various types of organizations. We will seek to cover career paths and roles within various companies, from small start-ups to global Fortune 100 firms. Course outcomes should help students in determining specific interest in certain HR paths, gaining skills in this course to help differentiate themselves in competing for jobs in the marketplace.

MGMT 4335 Entrepreneurship: Ideation and Validation 3 Credits**Attributes:** MGEN Management: Entrepreneurship Elective**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. Previously MG 0335.

MGMT 4336 Social Entrepreneurship 3 Credits**Attributes:** 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. Previously MG 0336.

MGMT 4337 Entrepreneurship: Product Development and Commercialization 3 Credits**Attributes:** MGEN Management: Entrepreneurship Elective**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. Previously MG 0337.

MGMT 4338 Managing a Family Business 3 Credits**Attributes:** MGEN Management: Entrepreneurship Elective**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. Previously MG 0338.

MGMT 4339 Family Business in Italy 3 Credits**Prerequisite:** Junior standing.

The provinces of Italy offer a fascinating setting for the study of the family business model that forms the heart of large and small-scale businesses in Europe. This course will present an understanding of family businesses through the lens of large- and small-scale family-owned Italian businesses. Students will study generational issues in the family-driven wine-making regions of Tuscany, explore the fashion district of Milan, examine the small-scale family-run craft businesses in Florence, and contemplate the global challenges associated with this business model. The course will offer a rare opportunity to observe the nexus between entrepreneurship, family, and business, and will provide lessons in the notion of "tempo giusto." This faculty-led study abroad elective will begin online at Fairfield University and then move to Florence, Italy, for seven days during Spring Break. Over the course of six weeks, students will read material and take an exam on family business concepts online prior to venturing abroad, where they will examine firsthand the nature of Italian family businesses. The course will conclude with a group project paper upon our return that highlights a family business case in a particular industry. Previously MG 0339.

MGMT 4350 International Law 3 Credits**Attributes:** HASM Humanitarian Action Minor Skills/Method Course, INEL International Studies / International Business Elective, 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. Previously MG 0350.

MGMT 4355 High Performance Learning Teams**3 Credits****Attributes:** MGEL Management: General Elective**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. Previously MG 0355.

MGMT 4360 Negotiations and Dispute Resolution**3 Credits****Attributes:** EVAP Environmental Studies: Applied Professional Skills , INEL International Studies / International Business Elective**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. Previously MG 0360.

MGMT 4370 Managing Non-Profit Organizations**3 Credits****Attributes:** HASM Humanitarian Action Minor Skills/Method Course, INEL International Studies / International Business Elective, 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. Previously MG 0370.

MGMT 4375 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. Open to sports leadership and management minors only. Previously MG 0375.

MGMT 4380 Performance, Compensation, and Reward**3 Credits****Attributes:** MGEL Management: General Elective**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. Previously MG 0380.

MGMT 4385 Managing People for Global Business**3 Credits****Attributes:** INEL International Studies / International Business Elective, WDIV World Diversity**Prerequisite:** Senior standing.

This course explores the complexities of managing people in the global business arena. Globalization, through international alliances, mergers, joint ventures, and offshoring, is part of strategic management of the firm. A major challenge posed by global business is the need to respond to cultural and historical institutions and social justice issues in human resource management across countries. A broader and deeper understanding is called for in order to manage people in this globalized world. Strategic international human resource management (SIHRM) entails recruiting the best, motivating them to perform their best, and providing them with a rewarding and fulfilling career globally across countries. The HRM activities take on new meaning when applied in the global business arena where people from different social and historical institutional setup work. As the firm operates in global markets, hires foreign employees, or outsource work to foreign countries, SIHRM practices like global recruitment, training, compensation and benefits, performance management, and employee relations become more complex. In this course, students will analyze these complexities from the cultural, social, and organizational justice perspective and discuss SIHRM issues for global companies. Open to management majors only. Previously MG 0385.

MGMT 4390 Cross-Cultural Management 3 Credits

Attributes: INEL International Studies / International Business Elective, 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. Open to management majors only. Previously MG 0390.

MGMT 4900 Special Topics (Shell) 3 Credits

Attributes: 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 their 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. Previously MG 0303.

MGMT 4990 Independent Study 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. Previously MG 0397-0398.

MGMT 5400 Organizational Behavior 3 Credits

This course examines micro-level organizational behavior theories as applied to organizational settings. Topics include motivation, leadership, job design, interpersonal relations, group dynamics, communication processes, organizational politics, career development, and strategies for change at the individual and group levels. The course uses an experiential format to provide students with a simulated practical understanding of these processes in their respective organizations. Previously MG 0400.

MGMT 5410 Understanding Organizations 1.5 Credits

This course examines micro level organizational behavior theories as applied to organizational settings. Topics will include motivation, leadership, interpersonal relations, group dynamics, and strategies for organizational culture and change. Previously MG 0410.

MGMT 6500 Leadership 3 Credits

Prerequisite: MGMT 5400.

Effective leadership provides a competitive advantage for an organization in the marketplace. The goal of this course is to enhance students' ability to successfully lead in an innovative, dynamic, global environment, building their confidence level to successfully lead in the 21st century. Building from a best practice "real-world" approach students will be given the opportunity to increase their knowledge and skill level through self-assessments, case studies, assignments, and experiential learning. An impactful set of strategies and techniques will be presented, covering situational leadership theories and practices, leading in multiple geographies and cultures, navigating team/organizational dynamics, influencing and motivating meaningful change, shaping culture, and creating vision and strategic direction. Previously MG 0500.

MGMT 6502 Law and Ethics for Critical Reasoning in Business 1.5 Credits

This course is designed to provide a solid basis in legal and ethical reasoning that can support effective decision-making about a wide range of complex business issues. Employing active learning methods, it efficiently provides students with the capacity to think independently in an informed, carefully reasoned way. Course content includes select legal topics, rules and concepts, models of legal reasoning and ethical analysis, and the relationship between the two. Previously MG 0509.

MGMT 6503 Legal and Ethical Environment of Business 3 Credits

This course helps students be more responsible and effective managers of the gray areas of business conduct that call for normative judgment and action. The course is designed to develop skills in logical reasoning, argument, and the incorporation of legal, social, and ethical considerations into decision-making. The course teaches the importance of legal and ethical business issues and enables students to make a difference in their organizations by engaging in reasoned consideration of the normative aspects of the firm. Using the case method, the course provides an overview of current topics, including the legal process, corporate governance, employee rights and responsibilities, intellectual property and technology, and the social responsibility of business to its various stakeholders. Previously MG 0503.

MGMT 6504 Managing People for Competitive Advantage 3 Credits

This course focuses on effectively managing people in organizations by emphasizing the critical links between strategy, leadership, organizational change, and human resource management. Topics include the strategic importance of people, leading organizational change, corporate social responsibility, implementing successful mergers and acquisitions, and fundamentals of human resource practices. Discussions interweave management theory with real-world practice. Class sessions are a combination of case discussions, experiential exercises, and lectures. Previously MG 0504.

MGMT 6505 Human Resource Strategies: An Analytics Approach 3 Credits

Human Resource Strategy is the linkage between human resource management (HRM) and firm strategy, contributing to competitive advantage of the firm. Human capital, which is knowledge, skills and abilities (KSA) of people, is one of the strategic assets of the firm. HRM entails recruitment and selection, training and development, total compensation and rewards, performance management, employee relations (such as diversity management, work life balance, legal and ethical compliance, safety issues) and other people related practices. In this course students will analyze how these practices can be aligned with the strategy of the firm and lead to greater firm performance. The students will take an analytics approach to generate for effectively managing employees so that business goals can be reached quickly and efficiently. The challenge of human resources analytics is to identify what data should be captured and how to use the data to model and predict capabilities so the organization gets an optimal return on investment (ROI) on its human capital. Previously MG 0505.

MGMT 6507 Negotiations and Dispute Resolution 3 Credits

Prerequisite: MGMT 6500.

This course uses the theories of negotiation and alternative dispute resolution, along with extensive experiential exercises, to build individual negotiation skills and to help students manage disputes from a business perspective. The course emphasizes ways of managing both internal and external disputes. Previously MG 0507.

MGMT 6508 Strategic Management of Technology and Innovation: The Entrepreneurial Firm **3 Credits**

This course begins by presenting cutting-edge concepts and applications so that students understand the dynamics of innovation, the construction of a well-crafted innovation strategy, and the development of well-designed processes for implementing the innovation strategy. It then focuses on the building of an entrepreneurial organization as a critical core competency in the innovation process. Concurrent with this, it focuses on the development and support of the internal entrepreneur or "intrapreneur" as part of the process of developing organizational core competencies that build competitive comparative advantages that, in turn, allow the firm to strategically and tactically compete in the global marketplace. Topics explored include technology brokering, lead users, disruptive technologies and the use of chaos and complexity theory in the strategic planning process. Previously MG 0508.

MGMT 6515 Professional Development **0 Credits**

The purpose of this course is to aid the process of professional career development at the graduate level. Students will develop professional resumes, practice interviewing skills, and develop a robust LinkedIn social media presence for networking in the job market. Previously MG 0515.

MGMT 6525 Performance Management **3 Credits**

This course builds on the foundational evaluations and reward concepts covered in "Managing People for Competitive Advantage." Students explore in some depth the employee performance management, compensation, and reward systems in organizations. Topics may include 360 degree feedback programs, ESOPs, profit sharing, gain sharing, and the strategic use of employee benefits. The course focuses on how employee performance management, compensation, and reward systems can lead to a competitive advantage for firms. Previously MG 0525.

MGMT 6530 Entrepreneurship **3 Credits**

This course covers entrepreneurship and small business management. The course focuses on the development of entrepreneurial start-up ventures from the point of view of the founding entrepreneur. The course explores characteristics and skills of successful entrepreneurs, the stages of growth of entrepreneurial businesses, the crises in start-up ventures, and issues confronting family and small business management. Students may create their own start-up business plan in conjunction with faculty as the primary course requirement. Previously MG 0530.

MGMT 6531 Social Entrepreneurship **3 Credits**

This course is about understanding how entrepreneurial skills can be used to craft innovative responses to pressing social needs. These skills are opportunity recognition, assembling resources, launching a venture, scaling it and finally ensuring its sustainability. There will be an emphasis, throughout the course, on how exemplar for-profit enterprises have been able to successfully contribute to widespread economic well-being and social development while enjoying significant profitability. Students will appreciate that the pursuit of profit and poverty alleviation need not be mutually exclusive domains and the institutional requirements that are needed to ensure this outcome. Previously MG 0531.

MGMT 6540 Cross-Cultural Management **3 Credits**

This course develops a framework for distinguishing the various stages of cooperative relationships across national cultures, which have distinct characteristics and call for different modes of behavior. The stages of this framework include: identifying a cross-cultural win-win strategy; translating the strategy into viable action plans; executing the strategy and making cross-cultural collaboration happen; and assuring that emerging synergistic organizations become self-initiating entities. The course identifies and discusses in detail the necessary managerial skills for the support of each of these stages. Previously MG 0540.

MGMT 6545 Law and Human Resources Management **3 Credits**

Prerequisite: MGMT 6503.

This course examines law and public policy issues relating to employee rights and obligations, including employment discrimination, OSHA, pension and benefit issues, minimum wage, and workers' compensation. The course provides a basic overview of the law and its relevance to human resource strategy and operations. Previously MG 0545.

MGMT 6555 Labor Relations **3 Credits**

Prerequisite: MGMT 6505.

The dual aim of this course is to acquaint students with the dynamics of the labor-management relationship and to make them better negotiators and managers of workplace conflict. Toward these ends, this course examines the processes of bargaining and dispute resolution, primarily in the context of the unionized environment. Case studies, law cases, and experiential exercises are used to explore issues such as negotiations strategy, mediation, and arbitration. Successful models of cooperative relations between management and labor are also covered. Previously MG 0555.

MGMT 6560 Career Planning and Development **3 Credits**

Prerequisite: MGMT 6500.

This course provides students an opportunity to explore career planning and development issues from two perspectives, as a job-seeking candidate and as an employer engaged in the hiring and development process of employees. The course will provide theoretical background on a number of career development topics, including: career development over the life span, career transitions, work-family balance, and post-retirement issues. Cases on individuals negotiating career issues such as new roles associated with promotion, managing technical or entrepreneurial careers, aspects of derailment and family issues will be presented. The second part of the course will be devoted to experiential activities that are designed to enhance one's career planning skills. Students take a self-assessment survey and participate in workshops on resume creation, mock interviewing, and social media applications associated with the job search. Previously MG 0560.

MGMT 6584 Global Competitive Strategy **3 Credits**

This course considers the formulation of effective policy and accompanying strategy actions, and the management of such policies and actions. It examines the role of the general manager in this process and presents the diversified issues and problems the management of a business firm may be required to consider and solve in strategic planning. This course also examines the problems and tasks of strategy implementation and the general manager's function of achieving expected objectives and establishing new ones to assure the continuity of the business organization. Students are required to prepare a business plan as part of this course. Previously MG 0584.

MGMT 6900 Contemporary Topics **1-3 Credits**

This course examines recent practitioner and academic literature in various areas of management. Topics vary each semester. Guest speakers may be invited as appropriate. Previously MG 0580.