MGMT (MGMT)

MGMT 1. Supervised Professional Practicum - Semester 1. 0 Unit.
A professional practicum is a workplace experience, the primary goal of
which is the intellectual, personal and professional growth of the
student. It occurs under the sponsorship or supervision of a mentor in the
workplace who is committed to seeing that it is an educational as well
as a work venture. It requires skills appropriate to the student’s year in
college and provides students with new skills, insights and experiences
that are transferable back to the academic setting and/or to a future
position in the workplace. (Only available to declared Weatherhead
Accounting or Management majors.) Prereq: Junior standing or higher.

MGMT 2. Supervised Professional Practicum - Semester 2. 0 Unit.
A professional practicum is a workplace experience, the primary goal of
which is the intellectual, personal and professional growth of the
student. It occurs under the sponsorship or supervision of a mentor in the
workplace who is committed to seeing that it is an educational as well
as a work venture. It requires skills appropriate to the student’s year in
college and provides students with new skills, insights and experiences
that are transferable back to the academic setting and/or to a future
position in the workplace. (Only available to declared Weatherhead
Accounting or Management majors.) Prereq: Junior standing.

MGMT 201. Contemporary Business and Communication. 3 Units.
This course is designed to survey business topics, issues, and practices.
Students will be introduced to each of the functional areas of business,
including accounting, finance, marketing, operations, business
intelligence, and human resources management. The course is designed
to help students appreciate the interrelationship of these business
functions and, more generally, the role and context of business in society.
Other topics considered include: the economic and legal environment of
business, the globalization of markets, workforce diversity, leadership
and entrepreneurship. To convey course content, lectures, in-class
discussions, exercises, simulations, and guest speakers are used. Weekly
discussions and a high level of student interaction amplify on class
materials and concepts by focusing on contemporary issues of actual
businesses.

MGMT 315. International Management Institute. 3 Units.
The course provides undergraduate students with a unique overseas
visitation, language orientation, and management subject experiences
during periods such as Spring Break, or during interims immediately
following the end of the semester. Opportunities for diverse cultural and
language experiences which result from the institute are added benefits
of these programs.

MGMT 360. Special Topics and Issues in Management. 1 - 9 Units.
This course option is available to qualified students who are undertaking
special projects in a management related field.

MGMT 385. Advanced Seminar. 1 Unit.
This seminar, for undergraduate students with junior class standing or
above, provides an opportunity to consider topics of importance in
the community of ideas and activities related to the professional and
managerial world. The development of writing and communication skills
and in-depth discussion are expected attributes of seminar activity. The
topic and scope of the coverage will be defined by the course instructor
as consistent with the seminar approach to learning of the University.
Counts as SAGES coverage. Prereq: Declared ACCT or
MGMT Major and At Least Junior Standing.

MGMT 397. Undergraduate Research Project. 3 - 6 Units.
This course provides a supervisory structure for students completing
and a capstone research project in the Weatherhead School of
Management. Arrangements should be made by consultation with a
faculty member selected and the Senior Capstone Committee of the
School of Management. Open to all management and accounting majors
and other qualified students with instructor approval. A written report,
presentation to the faculty department most closely related to the
student’s topic, and an approved public presentation are required. Counts
as SAGES Senior Capstone.

MGMT 398. Action Learning. 6 Units.
This is an experiential course built around consulting projects in local
organizations. Each project is focused on solving a business problem
or pursuing a business opportunity. Each student will work in a team to
analyze the current situation and identify related problems/opportunities,
conduct research, analyze findings, creatively envision alternatives, and
recommend an appropriate course of action and next steps. Throughout
the semester students will receive instruction and coaching on the
problem solving approach used in the course. Counts as SAGES Senior
Capstone. Prereq: ACCT 102, BAFI 355 and MKMR 201, Senior Standing,
and Declared ACCT or MGMT major.

MGMT 413. Human Value in Organizations. 3 Units.
Examines the behavioral sciences relevant to the effective management
of people and the effective design of human resources system,
structure and policies. Topics include leadership, change management,
motivation and pay systems, team dynamics, staffing, decision making,
organizational communications, employee participation, performance
appraisal, conflict management, negotiation, work design, organizational
design, and organizations culture. A variety of methods, including
experiential and interactive learning methods, are used to study these
topics.

MGMT 418. Curricular Practical Training. 0 Unit.
This course is intended for graduate business students who wish to gain
curricular practical training in support of career goals. The experience
developed in an internship will complement academic experience gained
in Weatherhead classes.
MGMT 460. Perspectives in European Management. 3 Units.
The European Institute provides an introduction to international business through a unique combination of class meetings and an excursion to Europe. While in Europe, students meet with local business people, consulate officials, and university professors to learn the prerequisites for doing business in the region. The trip features site visits to local companies.

MGMT 465. Perspectives in European Management. 3 Units.
This interdisciplinary course covers a variety of topics, including principles of intellectual property and intellectual property management, business strategies and modeling relevant to the creation of start-up companies and exploitation of IP rights as they relate to biomedical-related inventions. The goal of this course is to address issues related to the commercialization of biomedical-related inventions by exposing law students, MBA students, and Ph.D. candidates (in genetics and proteomics) to the challenges and opportunities encountered when attempting to develop biomedical intellectual property from the point of early discovery to the clinic and market. Specifically, this course seeks to provide students with the ability to value a given technological advance or invention holistically, focusing on issues that extend beyond scientific efficacy and include patient and practitioner value propositions, legal and intellectual property protection, business modeling, potential market impacts, market competition, and ethical, social, and healthcare practitioner acceptance. During this course, law students, MBA students, and Ph.D. candidates in genomics and proteomics will work in teams of five (two laws students, two MBA students and one Ph.D. candidate), focusing on issues of commercialization and IP management of biomedical-related inventions. The instructors will be drawn from the law school, business school, and technology-transfer office. Please visit the following website for more information: fusioninnovate.com. Offered as LAWS 5341, MGMT 467, GENE 367, GENE 467, EBME 467 and EECS 467.

MGMT 467. Commercialization and Intellectual Property Management. 3 Units.
This interdisciplinary course covers a variety of topics, including principles of intellectual property and intellectual property management, business strategies and modeling relevant to the creation of start-up companies and exploitation of IP rights as they relate to biomedical-related inventions. The goal of this course is to address issues related to the commercialization of biomedical-related inventions by exposing law students, MBA students, and Ph.D. candidates (in genetics and proteomics) to the challenges and opportunities encountered when attempting to develop biomedical intellectual property from the point of early discovery to the clinic and market. Specifically, this course seeks to provide students with the ability to value a given technological advance or invention holistically, focusing on issues that extend beyond scientific efficacy and include patient and practitioner value propositions, legal and intellectual property protection, business modeling, potential market impacts, market competition, and ethical, social, and healthcare practitioner acceptance. During this course, law students, MBA students, and Ph.D. candidates in genomics and proteomics will work in teams of five (two laws students, two MBA students and one Ph.D. candidate), focusing on issues of commercialization and IP management of biomedical-related inventions. The instructors will be drawn from the law school, business school, and technology-transfer office. Please visit the following website for more information: fusioninnovate.com. Offered as LAWS 5341, MGMT 467, GENE 367, GENE 467, EBME 467 and EECS 467.

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MGMT 495A. AMES Business Model. 3 Units.
AMES BUSINESS MODELS is an experiential second-year MBA course designed to explore the challenges that face entrepreneurs and established organizations as they develop new business models. Throughout the course we will address three general questions regarding business model innovation: What are the key elements of any business model and how do those elements work in concert to create value? What challenges do innovators face as they explore new business models? What tools and techniques help innovators reduce their risk and enable growth? At the end of this course students should be able to: Describe the essential elements of a business model that leads to value creation. Assess the potential of any business model and the key assumptions upon which it is built. Design experiments to efficiently validate (or invalidate) those assumptions. Whether students plan to join an existing organization or start their own, these tools will provide a foundation for creating innovative, sustainable businesses. Coursework will fall into three categories: (1) Business model development on sponsored commercialization projects in the Fall semester, (2) Business model development of your team's own idea in the Spring semester, and (3) Mini in-class projects with guest speakers. Prereq: Full-time MBA program only.

MGMT 495B. AMES Business Models II. 3 Units.
AMES BUSINESS MODELS is an experiential second-year MBA course designed to explore the challenges that face entrepreneurs and established organizations as they develop new business models. Throughout the course we will address three general questions regarding business model innovation: What are the key elements of any business model and how do those elements work in concert to create value? What challenges do innovators face as they explore new business models? What tools and techniques help innovators reduce their risk and enable growth? At the end of this course students should be able to: Describe the essential elements of a business model that leads to value creation. Assess the potential of any business model and the key assumptions upon which it is built. Design experiments to efficiently validate (or invalidate) those assumptions. Whether students plan to join an existing organization or start their own, these tools will provide a foundation for creating innovative, sustainable businesses. Coursework will fall into three categories: (1) Business model development on sponsored commercialization projects in the Fall semester, (2) Business model development of your team's own idea in the Spring semester, and (3) Mini in-class projects with guest speakers. Prereq: Full-time MBA program only.

MGMT 497. Action Learning Project. 3 Units.
This course allows teams of students to integrate functional, core knowledge and apply analysis and strategic management skills in a real-world setting. Students will be evaluated by the instructor and the project managers at the client organizations. Prereq: MSM Healthcare or Part-Time Cohort MBA students only.

MGMT 499. Strategic Issues and Applications. 3 Units.
This course wraps up the M.B.A. core by providing an integrative experience of applying the full range of managerial skills addressed throughout the core in a comprehensive case exercise. Students develop, document, and present comprehensive, implementable strategic and tactical actions programs in groups. Prereq: ACCT 401 and BAFI 402.

MGMT 501. Special Problems and Topics. 1 - 18 Units.
This course is offered, with permission, to students undertaking reading in a field of special interest.

MGMT 560. Theoretical Perspectives in Management. 3 Units.
This seminar exposes students to management theories from a variety of disciplines. The goal of the course is to help students learn to synthesize and contrast theories to develop hypotheses of their own. Prereq: Ph.D. standing or consent of instructor.

MGMT 571. Measurement Theory and Method. 3 Units.
This doctoral seminar focuses on the theoretical and methodological issues involved in social science measurement. Specifically, the course will cover topics in basic principles of measurement including Classical Test Theory, Reliability, Validity, and Item Response Theory, as well as related tools for measurement analysis including Exploratory and Confirmatory Factor analysis. In addition, the course will expose students to analytical methods that model measurement error in simultaneous equations including models with mediation and moderation effects. This course involves extensive use of statistical packages including SPSS, LISREL, and EQS. Prereq: Ph.D. standing.

MGMT 573. Applied Multivariate Data Analysis. 3 Units.
The objectives of the seminar are to provide students with an understanding of the substantive and methodological issues involved in applied multivariate data analysis. The seminar aims to expose students to the assumptions, principles and applications of a selected set of multivariate techniques including Logistic Regression, MANOVA/Discriminant, Profile, Multilevel and Latent Growth Model analysis. This course involves extensive use of statistical packages including SPSS, LISREL, and EQS. Prereq: Ph.D. standing.

MGMT 602. Advanced Topics. 1 - 18 Units.
This is a course of flexible design to meet advanced theoretical and/or methodological needs of doctoral students. Approval is needed from the instructor, and it requires a letter grade.

MGMT 610. Culture and World Politics. 3 Units.
Religion, ethnicity, and nationalism have assumed major political significance in the post Cold-War and post-9/11 eras. The course examines ideas of political democracy and economic liberalism in relation to different cultural and religious ideas and explores relationships among social values, political structures, and economics. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 611. Theory and Practice of Collective Action. 3 Units.
The ability of autonomous and interdependent parties to coordinate actions, or to act cooperatively, affects a wide range of organizational and social problems. This course addresses the theory and practice of collective action in local, national and global contexts. Case studies of collective action problems, such as environmental protection, community revitalization, and the mobilization of interest groups will be discussed. Prereq: Must be enrolled in Ph.D in Management: Designing Systems track.

MGMT 616. Global Economic Systems and Issues. 3 Units.
This course provides a framework and analytical tools for understanding globalization and international economic relations in the context of the global political system. It analyzes the economic and political forces that are shaping global cooperation on economic matters, the role and impact of international economic institutions such as the World Bank, the International Monetary Fund, and the World Trade Organization, and evolving forms of regional governance, such as the European Union. It covers national and international policies and development and the causes and cures of international financial crises. The course revolves around concepts of efficiency, equality, power and institutions in the making of public policy towards globalization of communications and transportation. Prereq: Must be enrolled in Ph.D in Management: Designing Systems track.
MGMT 617. Technology and Social System Design. 3 Units.
This course explores the process of design to become a better designer and interventionist who anticipates and evaluates the social, economic, and political consequences of existing and emerging products, processes, and organizational forms. Prereq: Must be enrolled in PhD in Management: Designing Sustainable Systems track.

MGMT 640. Social Ethics: Contemporary Issues. 3 Units.
The course draws upon intellectual ancestors and current thinkers in moral philosophy and ethics to assist each student in identifying, analyzing, and discussing social and ethical questions pertaining to the definition and purpose of contemporary life, the need for moral coherence, and the meaning of life in a global society. The unifying theme of the course is Tolstoy’s question, “How then shall we live?” The course does not seek to provide answers to the great questions of life. Rather, it tries to expand each student’s capacity to grapple with such questions. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 641. Qualitative Res Methods II. 3 Units.
This course guides the student in conducting the qualitative research project that was proposed in EDMP 638. Fieldwork and initial analysis is conducted during the summer when data based on semi-structure interviews is collected and analysis begins using inductive coding techniques. A summer residency is held in mid-June to assess progress as final data collection and analysis continues. The aim of the fall semester is to prepare a formal research report on that project, which will be submitted to an academic research conference. The final report includes a revision of one’s conceptual model, integrating new understandings and literature arising from the data collection and analysis. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 643. Measuring Bus Behav & Struc. 3 Units.
This course aims to develop the basic foundations and skills for designing and executing generalizable studies that measure business behaviors and structures. It focuses on building competence in building of measurement systems, construct measurement, research design, data collection methodologies, and application of analytical software commonly involved in quantitative inquiry. Covered topics include framing research questions, reliability and validity of measurement, quasi-experimental research design, and fieldwork for data collection. Classes are designed to balance theory and practice through quantitative research design and will be linked to the participant’s own research project. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 644. Integration of Qualitative and Quantitative Inquiry. 3 Units.
Using the mixed method research toolkit developed in previous courses, this course focuses on critically analyzing selected pieces of published applied and policy research to develop a critical appreciation of issues and debates that have wide applicability and relevance. In particular, it offers students ways to integrate and triangulate using a mixed method approach, different forms of evidence, and related evidence. In addition, this course addresses common method choice and justification issues and related challenges of validity and theory formulation that typically arise during the students’ execution of a series of individual research projects. Application of critical analysis and appreciation approach in justifying mixed methods designs to the student’s own research work is encouraged and supported by sharing and discussing common research and methodology themes and problems. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 645. Technology and Social System Design. 3 Units.
This course addresses advanced topics in regression and structural equation modeling such as latent growth curve models, partial least squares, logit models, tests for various types of invariance, multiple-group analysis, multilevel analysis, and analyzing qualitative/categorical data. These analytical methods are intended to enhance the student’s toolkit as to facilitate a strong bridge to the academic literature and the application to specific data based problems that arise in applied managerial research. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 646. Advanced Analytical Methods for Generalizing Research. 3 Units.
This course addresses advanced topics in regression and structural equation modeling (SEM) in the quantitative portion of their research. Fundamental concepts in model testing will be reinforced using path analysis, and will include a deeper exploration of moderation by addressing topics such as moderated mediation and interaction effects. Beyond the analysis the course will focus on effective conceptualizations of moderation. Prereq: Only for students in PhD in Management: Designing Sustainable Systems, or by permission of the Program Director.

MGMT 647. Causal Analy of Bus Prob II. 3 Units.
Causal Analysis of Business Problems II introduces fundamental concepts in theory-based model building and validation. In this course students will develop, explore, refine a range of models appropriate for addressing their problem of practice including classification models, process models, variance models, and articulating nomological networks. In particular, the course will focus on effective conceptualizations of causation, control, mediation, and moderation. Further, foundational statistical techniques such as tests of assumptions of the data, exploratory factor analysis, and regression and path analysis will be introduced to analyze concepts of causation, control, mediation and moderation. Prereq: Only for students in PhD in Management: Designing Sustainable Systems, or by permission of the Program Director.

MGMT 648. Causal Analy of Bus Prob I. 3 Units.
Building upon the first course in Causal Analysis of Business Problems, this course will guide students through the theoretically-grounded variance models that are required for testing through structural equation modeling (SEM) in the quantitative portion of their research. Fundamental concepts in model testing will be reinforced using path analysis, and will include a deeper exploration of moderation by addressing topics such as moderated mediation and interaction effects. Beyond the analysis the course will emphasize precise and accurate formulation of theoretical models and associated reasoning, as well as careful interpretation of findings. The class will also delve into testing of data assumptions and prepare students for the model testing portion of their capstone assignments. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 664. Knowledge Dissemination to Influence Managerial Practice. 3 Units.
The aim of this course is twofold. First, it supports students organizing and writing their DM thesis overview or their PhD thesis proposal. Also discussed are ways to organize and communicate in scientific genres, their aims and their generic properties. Secondly, students become acquainted with scientific communication and publishing. Effective reviewing, criteria for judging articles and theses, management of review processes, and how to communicate and respond to reviews are topics discussed. The course also addresses publication strategies and ways of managing and communicating scientific and managerial knowledge to different stakeholders. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.
MGMT 672. Flourishing Enterprise: Creating Sustainable Value for Business and World Benefit. 3 Units.
This course is designed to galvanize new visions of business and society, as well as organizational leadership. The course is born of a conviction that the future of human society and the natural world is intimately linked to the future of the world economy, business enterprises, and management education. The course presentations, books, dialogues, and interview projects are organized around three themes: (1) the state of the world and the economics possibilities of our time, (2) the business case for understanding business as an agent of world benefit—how business performance can profit from current and future advances in sustainable design and social entrepreneurship; and (3) tools for becoming a change leader—including the methods of Appreciative Inquiry and new insights about "strength-based" change emerging from the science of human strengths. The overarching aim is to provide a powerful introduction to the many facets of sustainable value creation as a complete managerial approach. Prereq: Must be a student in the PhD in Management: Designing Sustainable Systems track.

MGMT 673. Understanding, Designing, Managing Complex Systems. 3 Units.
The purpose of this course is to provide a perspective on systems thinking and complex systems to aid PhD students in expanding the ideas in their research on systems, systems models, and complex systems. The work of the course will develop with increasingly difficult books on the subject of complex systems, a major case study in health care, and individual applications of the concepts to their potential research model and methods. Prereq: Must be enrolled in Ph.D in Management: Designing Sustainable Systems track.

MGMT 677. Designing Sustainable Systems. 3 Units.
Students in teams will recognize and work in practice on a managerial problem that involves dimensions of sustainability and design. They will develop a set of solutions to the problem by generating alternative models and intervention strategies to address the problem. The project results in a short presentation and written communication of the solution in a form of a poster or prototype. The course will also include presentations of intervention and action research approaches and issues of inquiry validation and theory development. Prereq: Only for students in PhD in Management: Designing Sustainable Systems.

MGMT 701. Dissertation Ph.D.. 1 - 9 Units.
Prereq: Must be enrolled in Ph.D. in Management: Designing Sustainable Systems and have predoctoral research consent or advanced to Ph.D. candidacy milestone.