

# MANAGEMENT (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 205. Essentials of Personal Finance. 1 Unit.**

This course will provide students of all disciplines with an essential foundation in personal finance. The course will focus on four core areas of personal finance: 1) Budgeting & saving, 2) Investing, 3) Obtaining credit & controlling debt, and 4) Minimizing financial risk through the use of insurance. The course will also cover the essentials of personal taxation, retirement planning, and estate planning. This course will enable students to gain the fundamental knowledge and skills needed to make wise financial decisions as they move forward in life, which in turn will impact their ability to function as productive leaders in the workplace and financially literate citizens. A student may not receive credit for both MGMT 205 and MGMT 395 with the topic "Achieving Personal Financial Security." Counts as a Full-Semester Wellness/Non-movement course. Prereq: Sophomore standing or higher.

## **MGMT 206. Personal Financial Management with Digital Technology. 1 Unit.**

In the digital era, financial technologies have worked its way into our digital wallets and portfolio. Mobile banking services, budgeting and investing apps are inextricably linked with how we conduct our personal finances. While financial literacy deals with underlying finance concepts such as time value of money, compounding, budgeting and investing, financial technologies dictate how we access tools to carry out day-to-day budgeting, investing and consuming. In the digital era, financial technologies, Fintech, serves as an enabler of financial literacy, FinLit. While technology is not a substitute for literacy, Fintech complements literacy. Technology has created a level playing field and has advanced the access to credit and investments. This course will cover four areas: 1. Comparing banking services and costs 2. Digital banking: Using mobile apps and financial technologies for financial management and decision making 3. Personal finance and digital money 4. Risks in the digital era: Identity protection Offered as BAFI 206 and MGMT 206. Prereq: Sophomore standing or higher.

## **MGMT 222. American Business - History, Performance, and Critical Perspectives. 3 Units.**

Businesses affect all of us in various ways. Because of that, the utility and relevance of our studies in this course will be obvious to all, regardless of what career paths you may eventually choose to pursue. As a result of taking the course, you can expect to broaden your perspectives, expand your reading range, and your communication and critical thinking skills. You will enhance your skills of argumentative scholarly writing, something that can benefit you in your own eventual professional spheres. The aim is to promote an eclectic study of sources offering divergent perspectives on the big questions they attempt to tackle. A significant part of the course will also be devoted to considerations of the ethical and moral imperatives for business. The course is concerned with the nature, rationale, and consequences of America's business philosophies and practices as they influence Americans and the world at large. The starting point for our inquiry will be a famous phrase spoken by President Calvin Coolidge in 1925: "the chief business of the American people is business." Counts as a Communication Intensive course.

## **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 361. Managing in a Global Economy. 3 Units.**

Managers need new skills to enable them to manage effectively in what is increasingly a global economy. They need a deeper understanding of cultural differences and how these differences may influence communications with foreign employers, employees, customers, suppliers or partners. They need a better understanding of the economic and political mechanics of the world business system. They need to learn how to find out more about potential opportunities and threats that lie outside the United States. This course is designed to address these needs. Offered as MGMT 361 and MGMT 460.

**MGMT 395. Advanced Seminar. 1 Unit.**

This seminar, for Accounting and Management majors 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. Accounting and Management majors must complete three seminars, each with a different topic. No academic credit will be earned for repeating seminars with the same topic. Counts as a SAGES Departmental Seminar course. Prereq: Declared Accounting or Management 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 a SAGES Senior Capstone course.

**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 a SAGES Senior Capstone course. Prereq: (ACCT 102 or ACCT 200) and BAFI 355 and MKMR 201 and Senior standing with a declared Accounting or Management major.

**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 456. Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies. 3 Units.**

The path for entrepreneurs to grow their companies outside of well-developed entrepreneurial ecosystems like Silicon Valley is challenging. Most markets around the world do not look like Silicon Valley, and they never will. But there are other models to support new businesses. In transitioning markets (where entrepreneurs do not have much access to private sector financing), government officials, donors, and business leaders are experimenting with creative approaches to support the growth of entrepreneurs. Cleveland is one such community. This seminar will explore some of these innovative approaches.

**MGMT 458. International Institute. 3 Units.**

The International Institute involves semester-long study of a particular region, followed by a class trip to an area within that region. The preparatory coursework varies depending on the region selected for that particular semester; however, it typically consists of research about cultural, financial, political, and economic topics. The trip consists of daily research meeting with organizations within the region being studied. Upon return, a summary exercise is required to complete the coursework. The class trip is a mandatory component of the course.

**MGMT 460. Managing in a Global Economy. 3 Units.**

Managers need new skills to enable them to manage effectively in what is increasingly a global economy. They need a deeper understanding of cultural differences and how these differences may influence communications with foreign employers, employees, customers, suppliers or partners. They need a better understanding of the economic and political mechanics of the world business system. They need to learn how to find out more about potential opportunities and threats that lie outside the United States. This course is designed to address these needs. Offered as MGMT 361 and MGMT 460.

**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 relating 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 law 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](http://fusioninnovate.com). Offered as EBME 467, ECSE 467, GENE 367, GENE 467, LAWS 5341, MGMT 467, and RGME 467.

**MGMT 495. AMES Business Model. 3 Units.**

AMES BUSINESS MODELS is an experiential course designed to explore the challenges that face entrepreneurs and established organizations as they develop new business models. Throughout the course we will address four general questions regarding business models: What are the key elements of any business model? 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 and how that model is meant to create value. Assess the potential of any business model and the key assumptions upon which it is built. Design and execute 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. This course will focus Intrepreneurship (creating and testing new business models within an established organization).

**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: Part-time Cohort MBA Students and Master of Healthcare Management students only.

**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 502. Independent Study. 1 - 18 Units.**

This course is offered, with Dean's Office 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 614. Business as an Evolving Complex System. 3 Units.**

The goal of this course is to provide a foundation for understanding how business systems evolve, why the business systems in the major advanced countries have evolved differently over the last 100 years or so, and what the underlying driving forces are. The focus is on transformation rather than economic growth. The course examines the evolution of business systems as a result of technological and organizational change. It deals with the role of history, culture and finance in generating business organizations in various countries. The course also studies the emergence of regional innovation systems and industry clusters, as well as how digitization and globalization are changing the industrial logic. Prereq: Must be enrolled in PhD in Mgt: Designing Sustainable Systems.

**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 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 642. Directed Studies Seminar. 0 - 9 Units.**

At different times during the Program, DM/DBA students register for Directed Studies courses. The purpose of these courses is to recognize the work the students are doing to conduct and present their individualized research at a high quality level. Activities conducted under the Directed Studies courses have deliverables dedicated to the collection of qualitative or quantitative data and the preparation of research reports. Offered as DBAP 642, EDMP 642 and MGMT 642. 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 645. 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 646. Advanced Analytical Methods for Generalizing Research. 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 648. Causal Analysis of Business Problems I. 3 Units.**

Causal Analysis of Business Problems I 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 649. Causal Analysis of Business Problems II. 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 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 681. Research Designs and Analytics for Archival and Online Data. 3 Units.**

This course introduces basic concepts and statistical techniques of research designs and analytics for archival and online data. It also introduces the foundations of causal inference, as well as validity and reliability in quantitative research. These tools prepare students for testing models of a management phenomenon that rely on compiling data from different available sources and analyzing the compiled data for insights and hypotheses testing. Three specific statistical approaches emphasized in the course include understanding how to (a) compile meaningful archival/online data to pursue a research question, (b) clean, process and integrate different data sources, and (c) analyze the compiled using data mining and hypotheses testing tools. The focus will be on opening the choices of research designs that are flexible to accommodate the varied research questions of interest to students. Robustness checks for archival and other forms of data will also be explained and utilized.

**MGMT 701. Dissertation Ph.D.. 1 - 9 Units.**

(Credit as arranged.) Prereq: Must be enrolled in Ph.D. in Management: Designing Sustainable Systems and have predoctoral research consent or advanced to Ph.D. candidacy milestone.