

# Management (MANA)

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## COURSES

### **MANA 1301. BUSINESS IN A GLOBAL ENVIRONMENT. 3 Hours.**

This course provides a survey of economic systems, forms of business ownership, and considerations for running a business. Students will learn various aspects of business, management of organizations, leadership, and decision-making. Financial topics are introduced including accounting, money and banking, and securities markets. Also included are discussion of business challenges in the legal and regulatory environment business ethics, social responsibility and international business. Emphasis is the dynamic role of business in everyday life.

### **MANA 2302. COMMUNICATIONS IN ORGANIZATIONS. 3 Hours.**

This course focuses on the development of interpersonal business communication skills in the following areas: group communication, written communication (collaborative writing and business letters, memorandums and reports), oral communication (business presentation, meetings and interviews), and listening. The following topics are also addressed: verbal and nonverbal communication, dyadic and organizational communications, communication roles and relationships, small-group communication, communication networks, and the diagnosis and improvement of organizational communications. MANA 2302 will satisfy the cultural and social studies requirement in the College of Business Administration.

### **MANA 3318. MANAGING ORGANIZATIONAL BEHAVIOR. 3 Hours.**

This course is an introduction to the factors that influence individual and group behavior in organizations. Emphasizing findings from the field of organizational behavior, topics covered include: individual differences and diversity, social information processing, work attitudes, stress, work motivation, power and influence, negotiation, teams, leadership, and organizational research. An OB lab is required. The grade for this course requires the completion of both the lecture component and the OB lab. Prerequisite: 30 credit hours.

### **MANA 3319. CONTEMPORARY MANAGERIAL CHALLENGES. 3 Hours.**

This course will provide students the opportunity to evaluate and provide solutions for some of the most challenging managerial issues facing organizations today. Students will engage in discussion, analyze cases, conduct verbal and written presentations, and participate in other experiential activities to explore topics that help organizations effectively manage people to meet these challenges. Emphasis on developing applied skills required in contemporary organizations. Prerequisite: 60 credit hours.

### **MANA 3321. NONPROFIT AND VOLUNTEER MANAGEMENT. 3 Hours.**

This course focuses on leadership and management of nonprofit staff and volunteers. Nonprofit and philanthropic organizations have unique challenges in strategic staffing and stakeholder management. This course addresses topics related to selection, motivation, and retention of volunteers and staff including development officers. Prerequisite: 30 credit hours.

### **MANA 4191. STUDIES IN MANAGEMENT. 1 Hour.**

Advanced studies, on an individual basis, in the various fields of management. Prerequisite: Senior standing and permission of instructor. May be repeated for credit with consent of department chair.

### **MANA 4291. STUDIES IN MANAGEMENT. 2 Hours.**

Advanced studies, on an individual basis, in the various fields of management. Prerequisite: Senior standing and permission of instructor. May be repeated for credit with consent of department chair.

### **MANA 4321. INTERNATIONAL MANAGEMENT. 3 Hours.**

With greater globalization of economies and industries, managers are being increasingly challenged to manage organizations within a global context. This course seeks to provide students with the skills, knowledge and sensitivity required to be successful managers in organizations and organizational units within a multinational environment. Topics covered include the analysis of environmental forces, the characteristics of international strategies and the importance of organizational design and strategic control in the management of multinational enterprises. Prerequisite: 60 credit hours.

### **MANA 4322. STRATEGIC MANAGEMENT. 3 Hours.**

An integrative learning experience that focuses on the role of top management in integrating an organization's internal functional activities and external environmental forces. Emphasis is placed on defining economic, technological, ethical, political, and social factors affecting an organization and their consideration in setting goal, strategies, and operating policies. This course serves as the capstone offering for the business major. Prerequisite: ACCT 2301 and ACCT 2302, BUSA/STAT/BSTAT 3321, ECON 2305 and ECON 2306, FINA 3313, MANA 3318, and MARK 3321. One of the following junior level courses may be taken concurrently: BSTAT 3321, FINA 3313, MANA 3318 or MARK 3321.

### **MANA 4325. LEADERSHIP IN ORGANIZATIONS. 3 Hours.**

This course provides a managerial perspective on leadership in formal organizations. Emphasis is placed on team-building, exercising influence, decision-making, and conflict management. Prerequisite: MANA 3318.

### **MANA 4326. DIVERSITY IN ORGANIZATIONS. 3 Hours.**

This course examines the implications of employee diversity in organizations, an issue of increasing importance. It includes study of the changing demographics of workers, including multiple demographic groups and areas of difference important to organizational treatment and outcomes. This course examines research on treatment, access, and customer discrimination. Legislation related to diversity is also reviewed. This course also provides suggestions for individuals and organizations to increase opportunities and outcomes for workers of all backgrounds. Offered as MANA 4326, AAST 4326 and GWSS 4326; credit will be granted in only one department. Prerequisite: Junior standing.

**MANA 4329. DISABILITY & WORK. 3 Hours.**

Explores the complex relationship between disability and work within the United States from a current and historical perspective. Topics include study of the Americans with Disabilities Act; research on the diversity, population, and changes in proportions of people with disabilities; employment rates and experiences of people with disabilities; attitudes and perspectives surrounding and affecting the employment opportunities and experiences of people with disabilities; and ways to provide inclusive, non-discriminatory workplaces. Offered as MANA 4329 and DS 4329; credit will only be granted once. Prerequisite: 60 hours or MANA 4326 or Disability Studies permission.

**MANA 4330. TEAM MANAGEMENT. 3 Hours.**

This course examines the critical input, process and outcomes variables in the design of and maintenance of highly effective work teams. Topics include: team composition, team norms, team decision-making strategies, intra-team and inter-team conflict, team building, management of effective work teams, and team-based organizational structures. Prerequisite: MANA 3318.

**MANA 4331. SEMINAR IN MANAGEMENT. 3 Hours.**

Readings and discussion of special topics in management. Prerequisite: Junior or senior standing and consent of instructor. May be repeated for credit with consent of department chair.

**MANA 4340. BUSINESS AND SOCIETY. 3 Hours.**

Explores the roles of business organizations and their relationships with individuals, governments, and other businesses from the perspectives of ethics, ideology, and corporate responsibility. Prerequisite: 60 credit hours.

**MANA 4341. NEGOTIATIONS AND CONFLICT RESOLUTION. 3 Hours.**

This course is designed to better understand the nature of conflict and its resolution through persuasion, collaboration, and negotiation. Students will learn theories of interpersonal and organizational conflict and its resolution as applied to personal, corporate, historical, and political contexts. Students will assess their own styles, skills, and values, and develop techniques to better resolve disputes, achieve objectives, and exert influence. Prerequisite: MANA 3318.

**MANA 4390. CAREER DEVELOPMENT AND PROFESSIONAL SKILLS. 3 Hours.**

Presents practical and theoretical perspectives on career and professional development. Includes self-assessment, career plan development, interviewing skills, readings and exercises designed to lead to a better understanding of yourself and the job market. Prerequisite: 60 credit hours.

**MANA 4391. STUDIES IN MANAGEMENT. 3 Hours.**

Advanced studies, on an individual basis, in the various fields of management. Prerequisite: Senior standing and permission of instructor. May be repeated for credit with consent of department chair.

**MANA 4393. MANAGEMENT INTERNSHIP. 3 Hours.**

Practical training in management. Analysis of theory applied to real life situations. May be used as an advanced business elective only; graded on a pass/fail basis. No credit will be given for previous experience or activities. May not be repeated for credit. Prerequisite: Junior standing, declared major in the College of Business, 2.5 GPA, and permission of undergraduate business advisor.

**MANA 5182. INDEPENDENT STUDIES IN MANAGEMENT. 1 Hour.**

Extensive analysis of a management topic.

**MANA 5199. GRADUATE MANAGEMENT INTERNSHIP. 1 Hour.**

Practical training in management. Analysis of theory applied to real life situations. Course counts as an elective and has a pass/fail grade. No credit will be given for previous experience or activities. Prerequisite: Admission to a College of Business graduate degree program, 9 graduate credit hours, and 3.0 GPA.

**MANA 5299. GRADUATE MANAGEMENT INTERNSHIP. 2 Hours.**

Practical training in management. Analysis of theory applied to real life situations. Course counts as an elective and has a pass/fail grade. No credit will be given for previous experience or activities. Prerequisite: Admission to a College of Business graduate degree program, 9 graduate credit hours, and 3.0 GPA.

**MANA 5312. MANAGING THE ENTERPRISE. 3 Hours.**

Basic exploration of organizations in their environments. The elementary tools of management, which include: organizational objectives, social responsibility and ethics, policies, plans, and decision making; the design of organizations and jobs; the production and technology aspects of organization; the elements of leadership, behavior, and communication; and the elements of control and performance evaluation.

**MANA 5320. ORGANIZATIONAL BEHAVIOR. 3 Hours.**

Systematic study of behavioral problems in the complex organization. Analyzes the interaction of environmental and internal factors and their effects upon organizational behavior. The course is placed within the context of the organization process.

**MANA 5321. COMPLEX ORGANIZATIONS. 3 Hours.**

Provides the foundation for an in-depth knowledge of several important theories of management and organization. Attention to study of organizations, organizational effectiveness, comparative analysis of organizations, and the organization and its environment. Relates empirical findings and theoretical hypotheses with applied management concepts. Prerequisite: MANA 5312.

**MANA 5322. COMPENSATION & REWARD SYSTEMS. 3 Hours.**

Management of compensation systems in business and other organizations; concepts models and practices related to wage and salary levels and structures; perceived equitable pay; individual performance appraisal, rewards and satisfaction; benefits and employee services.

**MANA 5323. TRAINING AND DEVELOPMENT. 3 Hours.**

Introduces employee training and development in organizations from a comprehensive theoretical and applied perspective facilitating skill acquisition. Specific topics discussed generally include needs assessment, learning theory and transfer of learning, various training methods, program design, training evaluation, training methods, career management, and employee development.

**MANA 5324. TEAM AND GROUP BEHAVIOR. 3 Hours.**

A study in team and group dynamics, critical processes and practices. Topics include team composition and development, problem solving strategies and performance, conflict management, leadership process and work team strategies.

**MANA 5325. LABOR AND EMPLOYEE RELATIONS. 3 Hours.**

Examines union-management relations and considers the structure and functioning of the economic and social forces of importance at the policy level within both the firm and the union. Also considers non-union employee relationships.

**MANA 5326. ORGANIZATION DEVELOPMENT AND CHANGE. 3 Hours.**

Theories and applications associated with organization development and change with specific focus on improving organizational effectiveness. Topics include changing organizational culture with an understanding of ethical and value considerations, role of the organization development practitioner; processes associated with organization change, employee empowerment, developing high performance teams and high performing systems, and learning organizations.

**MANA 5327. HUMAN RESOURCE LAW. 3 Hours.**

Coverage of statutory and case law in the employment setting. Emphasis placed on employment discrimination, compensation and benefits law; government agencies which administer and enforce employment laws are also reviewed.

**MANA 5329. HR METRICS AND ANALYTICS. 3 Hours.**

This course focuses on the fundamental logic, metrics, and methods necessary for conducting HR analytics. It provides the analytical and critical thinking skills necessary for HR decision-making. This course does involve the analysis of data and the use of basic statistical techniques, but its emphasis is on application and real-world problem solving.

**MANA 5330. NEGOTIATIONS & CONFLICT MANAGEMENT. 3 Hours.**

This course focuses on developing students negotiating skills in a variety of contexts. Throughout the course students will diagnose negotiation situations, strategize and plan for negotiations, and learn how to engage in more effective negotiations. The course also focuses on developing interpersonal conflict resolution skills and strategies.

**MANA 5331. MANAGEMENT OF MULTINATIONAL ENTERPRISES. 3 Hours.**

Focuses on the international dimensions of strategy and organization and provides a framework for formulating strategies in an increasingly complex global economy. The course seeks to provide students with an understanding of the cultural, political, competitive, technological, legal, and demographic environments in which multinational firms operate. It then examines the nature of global competition by exploring the characteristics of global industries and strategies that have been successful in an international context. Also covered are issues related to organizational design and strategic control in the management of multinational enterprises.

**MANA 5332. MANAGING DIVERSITY IN ORGANIZATIONS. 3 Hours.**

Examines implications of employee diversity in organizations, including human resource and organizational behavior issues related to aspects of diversity. Includes study of the changing demographics of workers, effects of diversity on organizational performance, and ways of effectively managing in organizations having applicants, employees, and customers from diverse backgrounds. Research on diversity issues is examined, as are process of stereotyping and myths and misperceptions about diversity issues. Legislation related to diversity is also reviewed.

**MANA 5333. INNOVATION, CREATIVITY AND ENTREPRENEURSHIP. 3 Hours.**

Waves of innovations are disrupting nearly every sphere of modern life. This course helps you understand and experience just how creative entrepreneurs in either start-up or corporate environments do it. Working with others, using cutting-edge case studies, experiential exercises, and field research, you will consider how innovations across a broad range of emerging technologies meet the market, financial, and environmental demands of a diverse set of current and future stakeholders. You will have an opportunity to put learning into practice.

**MANA 5334. ORGANIZATION CONSULTING & RESEARCH. 3 Hours.**

Explores internal and external consulting to business organizations. Emphasis on the management of the change process through the stages of data gathering, diagnosis, analysis, and recommendation.

**MANA 5336. STRATEGIC MANAGEMENT. 3 Hours.**

Strategic management uses a general management perspective in addressing issues related to the formulation and implementation of corporate and business level strategy. The course involves developing the ability to identify issues, evaluate strategic options and understand the organizational process by which strategies get formed and executed. It builds on the knowledge gained in functional area courses and uses case studies and projects to improve students' analytical and decision-making skills. Prerequisite: Must be taken in last semester or with permission of the Graduate Advisor.

**MANA 5337. ETHICS AND THE BUSINESS ENVIRONMENT. 3 Hours.**

Strategically examines ethical systems and selected ethical issues across a variety of professional settings. Particular emphases are placed on leadership, corporate governance, globalization, diversity, inclusion, sustainability, and emerging technology.

**MANA 5338. CAREERS & MANAGING IN A CHANGING ENVIRONMENT. 3 Hours.**

Presents practical and theoretical perspectives on careers and managing in a changing work environment. Includes self assessment, career plan development, informational interviews, readings and exercises designed to lead to a better understanding of managing self and others.

**MANA 5339. ENTREPRENEURSHIP. 3 Hours.**

New venture opportunity assessment, formation, and development in startup and corporate environments. Students will understand the role of entrepreneurship in the economy and the attributes of entrepreneurial behavior. Students will learn how to assess the market and financial feasibility of a new venture as well as understand how to use equity and debt financing, how to select between starting up, franchising, or buying a business, how to lead the growing company, and how to address family business dilemmas. The cornerstone of the course will be a feasibility assessment project that leads to a business plan for a new venture of the student's choice. For the project, students can explore either an original new venture idea, an already existing venture concept (for example, a franchise), or a new business opportunity in need of assessment for an existing firm or their current employer.

**MANA 5340. STRATEGIC HUMAN RESOURCE MANAGEMENT. 3 Hours.**

Emphasizes strategic perspective of modern human resource management theory and practice. Topics include human resource planning, staffing, training and development, compensation, performance appraisal, and labor and employee relations.

**MANA 5341. STAFFING AND PERFORMANCE MANAGEMENT. 3 Hours.**

This course covers employee recruitment, selection and performance appraisal. Topics include: recruitment strategies and methods, methods of employee selection, performance planning, development and validation of appraisal instruments, implementation and conduct of performance appraisal, and performance feedback and counseling.

**MANA 5342. PREVENTIVE STRESS MANAGEMENT. 3 Hours.**

Examines the organizational demands that cause stress. Identifies the psychophysiology of the stress response and the individual/organizational costs of distress. Emphasis is placed on the principles and methods of preventive stress management, such as social support, exercise, and the relaxation response.

**MANA 5344. EVIDENCE-BASED MANAGEMENT. 3 Hours.**

Evidence-based management is the process of translating principles and findings based on best evidence into organizational practice. This class covers the organizational and interpersonal sides of data and information. You will develop the skills and knowledge necessary to use data and analytics to inform management practice and make better decisions. Through case examples and classroom discussion you will learn skills in internal consulting, issue selling, data interpretation and presentation. While the focus is on the practical application of business intelligence, the skills learned in this course will allow all managers to make evidence based decisions through data collection, analysis and presentation.

**MANA 5345. SOCIAL ENTREPRENEURSHIP. 3 Hours.**

Social entrepreneurship has its roots in the broader field of entrepreneurship, but differs in the fact that social entrepreneurs have a primary goal of creating social impact rather than personal or shareholder wealth. This course is intended for students from any discipline who have an interest in making a difference in communities locally and throughout the world. The course will introduce entrepreneurial concepts including social enterprise, impact investing/SROI, social marketing/movements, behavioral economics, strategic CSR practices and legal formation. This course includes a self-directed project to address a societal problem using the disciplines taught in class.

**MANA 5348. HUMAN RESOURCE BUSINESS STRATEGY. 3 Hours.**

Designed with the human resource professional in mind, this course analyzes the role of human resource management in developing and executing business strategy. Central to this course is an examination of how contemporary organizations use human resource management to enhance organizational capabilities and achieve strategic objectives.

**MANA 5350. EFFECTIVE LEADERSHIP. 3 Hours.**

This graduate course uses self-assessment testing with feedback, case studies, selected readings, and guest lectures from successful leaders and top executive coaches to create a learning laboratory for mature and motivated graduate students of leadership.

**MANA 5360. LEADERSHIP AND TEAMS. 3 Hours.**

One of the most difficult challenges that organizations face is acquiring, developing, and retaining high talent human capital. This course is concerned with effective leadership, team-based work systems, and talent management for building high performance organizations.

**MANA 5382. INDEPENDENT STUDIES IN MANAGEMENT. 3 Hours.**

Extensive analysis of a management topic.

**MANA 5392. SELECTED TOPICS IN MANAGEMENT. 3 Hours.**

In-depth study of selected topics in management. May be repeated when topics vary.

**MANA 5398. THESIS. 3 Hours.**

Thesis MANA 5398 graded "R" (Research) or "P" (Pass) or "F" (Fail) only. Prerequisite: Permission of Graduate Advisor required.

**MANA 5399. GRADUATE MANAGEMENT INTERNSHIP. 3 Hours.**

Practical training in management. Analysis of theory applied to real life situations. Course counts as an elective and has a pass/fail grade. No credit will be given for previous experience or activities. Prerequisite: Admission to a College of Business graduate degree program, 9 graduate credit hours, and 3.0 GPA.

**MANA 5698. THESIS. 6 Hours.**

Thesis MANA 5698 graded "R" (Research) or "P" (Pass) or "F" (Fail) only. Prerequisite: Permission of Graduate Advisor required.

**MANA 6182. INDEPENDENT STUDIES IN MANAGEMENT. 1 Hour.**

Extensive analysis of a management topic.

**MANA 6282. INDEPENDENT STUDIES IN MANAGEMENT. 2 Hours.**

Extensive analysis of a management topic.

**MANA 6318. SEMINAR IN ORGANIZATIONAL THEORY. 3 Hours.**

Advanced study in the theory and research of organizations.

**MANA 6328. SEMINAR IN BUSINESS POLICY. 3 Hours.**

Advanced study in the theory and research bases of business policy and strategic management.

**MANA 6329. ADVANCED RESEARCH METHODS. 3 Hours.**

In-depth coverage of selected topics in the design of research and analysis of data; topics include philosophy of science, theory of measurement, complex experimental and quasi-experimental designs.

**MANA 6338. SEMINAR IN ORGANIZATIONAL BEHAVIOR. 3 Hours.**

Advanced study in the theory and research of organizational behavior.

**MANA 6348. SEMINAR IN HUMAN RESOURCE MANAGEMENT. 3 Hours.**

Advanced study in employee selection, performance appraisal, compensation, training and development, human resource policy and strategy, and other areas of human resource management.

**MANA 6382. INDEPENDENT STUDIES IN MANAGEMENT. 3 Hours.**

Extensive analysis of a management topic.

**MANA 6390. ADVANCED TOPICS IN MANAGEMENT. 3 Hours.**

In-depth study of selected topics in management. May be repeated when topics vary.

**MANA 6392. RESEARCH IN ADMINISTRATION. 3 Hours.**

Independent research under supervision of a faculty member.