

# MANAGEMENT (MGMT)

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## MGMT 300 Principles of Management

**Prerequisite:** Completion of Written Communication B

This course examines basic concepts of management theories, functions and applications in an intercultural context. It includes historical perspectives of classical school, behavior approach, management science approach, contingency approach, and system's approach. It reviews primary management functions of planning, organizing, influencing, and controlling, and considers cultural variations in selection and implementation of approaches.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 4

## MGMT 354 Oral Communication in Organization

**Prerequisite:** Completion of Written Communication B

This course highlights workplace applications of established communication theories and methodologies for anyone seeking to enhance their effectiveness in the planning, organizing, influencing, and controlling functions within complex, multicultural, organizational settings. Skillsets covered include, but are not limited to, planning and delivering audience-centered oral messages for different functional contexts, analyzing and adapting interpersonal communication styles to avoid conflict and miscommunication, and finding and presenting effective supporting information both visually and verbally. Not challengeable.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 4

## MGMT 355 Leadership in Organizations

**Prerequisite:** Completion of Written Communication A and Written Communication B

This course analyzes the concept of leadership and its significance in shaping the future success of our culturally diverse organizations. It examines various leadership theories, styles, and behaviors with the context of an ever changing, high competitive business environment. It focuses on the leadership required to move organizations beyond their bureaucratic and familiar managerial routine and become more adaptive and responsive. This course is designed to assist students develop effective leadership skills to inspire and motivate followers in an increasingly interdependent, team oriented, and culturally diverse organizational climate. Can be taken for letter grade only. (Formerly ECU 452).

**Grade Mode:** Letter, Audit

**Semester Hours:** 4

## MGMT 356 Introduction to Organizational Theory

**Prerequisite:** Completion of MGMT 300

This introductory course examines major perspectives in organizational theory, and its impact on organizations and management. It provides the opportunity to introduce, and discuss all the major works in organizational theory and practical applications to organizations. It sets the fundamental knowledge base for students. Further, it explores how organizations function, develop, and modify themselves to reflect the needs of the external as well as the internal environments.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 4

## MGMT 358 Culture and Gender Issues in Management

**Prerequisite:** Completion of Written Communication A and Written Communication B

Analyzes constraints and opportunities in managing a diverse work force. Reviews career goal development. (Formerly ECU 353, MGMT 368, & PADM 368).

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 4

## MGMT 359 Management of Change and Conflict

This course is designed to stimulate thought, conversation, and discussion to help them manage change and understand conflict. A combination of personal skills, substantive knowledge, and practical concepts will be employed. Successful change, the forces that drive it, and the nature and sources of conflict in the workplace will be examined. (Formerly ECU 469 & MGMT 469).

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 4

## MGMT 360 Financial Management and Budgeting

This course integrates management practices and processes of financial management, budgeting, accounting, and decision-making. Financial management and budgeting are at the heart of modern administration. The management and allocation of money is central to organizational activities and a successful administrator must understand the realities of these activities. This course introduces the student to basic concepts, tools, concerns, issues and vocabulary associated with financial management, budgeting, accounting and decision-making. Can be taken for letter grade only.

**Grade Mode:** Letter, Audit

**Semester Hours:** 4

## MGMT 388 Statistics

**Prerequisite:** Completion of MATH 102 or Quantitative Reasoning or Maple Math Test A with a minimum score of 16 or Maple Math Test B with a minimum score of 11 or Guided/Directed Math Placement with a minimum score of 20

This course introduces students to the basics and applications of various analysis methods for organizational management. The major topics covered include descriptive statistics, probability, normal distributions, hypothesis testing, and regression. Analysis methods are widely used by managers and management analysts to test theoretical ideas, support arguments, solve policy problems, and make managerial decisions.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 4

## MGMT 399 Independent Study

Student-designed courses approved by a faculty member. Prior approval of goals, objectives, procedures, and assessment plan as directed in the Independent Study Manual is required. May be taken multiple times with a different topic for credit. Not challengeable.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 1-4

**MGMT 426 Training and Development****Prerequisite:** Completion of MGMT 300

This course provides students with an overview of the roles of training and development in human resource management. Major topics include identifying training and development needs through needs assessments, analyzing jobs and tasks to determine training and development objectives, learning and designing a variety of training and development programs, and evaluating the effectiveness of training and development programs. Letter grade only. Not challengeable.

**Grade Mode:** Letter, Letter**Semester Hours:** 4**MGMT 451 International Management****Prerequisite:** Completion of MGMT 300

This course provides students with full awareness of business firms as principal actors in a global system by integrating insights from global manager's environment, cultural context, and global human resource, managing social responsibilities in international markets, organizational structure and control, global alliances, and motivating and leading in multi-national and/or global corporations.

**Grade Mode:** Letter, Credit/No Credit, Credit/No Credit, Audit**Semester Hours:** 4**MGMT 455 Managing Human Resources****Prerequisite:** Completion of MGMT 300

This course provides students with a comprehensive review of essential human resource management (HRM) concepts and techniques. It is designed to familiarize students with the major functional areas in the business field of HRM. These areas include employment law, job analysis and job design, human resource planning, recruitment and selection, training and development, performance management and appraisal, career management, compensation and incentive pay, benefits, health and safety, ethics and fair treatment, and collective bargaining and labor relations.

**Grade Mode:** Letter, Credit/No Credit, Letter, Credit/No Credit, Audit**Semester Hours:** 4**MGMT 456 Compensation and Benefits****Prerequisite:** MGMT 300

This course is designed to provide knowledge of compensation practices and its role in attracting and retaining the best-qualified employees. The right spending to attract and retain top talented employees promotes companies' competitive advantage. The first few weeks of this course will focus on the basic concepts of compensation and core elements of strategic compensation. From there, we will move on to understanding of compensation practices and the environments in which compensation professionals plan, implement, and evaluate compensation systems. The last few weeks, we examine the criteria used to compensate employees, compensation system design issues, challenges of compensating key strategic employees, recent compensation trends, and international compensation.

**Grade Mode:** Letter, Credit/No Credit, Audit**Semester Hours:** 4**MGMT 457 Mediation****Prerequisite:** Completion of MGMT 300

This course defines the process of mediation, its history and development. It explores the various theories and practices of mediation as an alternative means of dispute resolution. Focus on the stages of mediation will be examined. Techniques appropriate to each stage are identified and cultivated. Simulations and experiential exercises provide students with an opportunity to develop proficiency as mediators. This course meets the requirements of the California Dispute Resolution Programs Act. Letter grade only. Not challengeable.

**Semester Hours:** 4**MGMT 458 Stress Management**

Stress is inevitable and essential to push individuals and organizations to grow, develop, perform and succeed. The challenge and opportunity is to learn more about how we may better respond to demands and stressors from both an individual and organizational perspective. In this course students will learn about effective prevention strategies and methods to reduce the effects of stress on both individuals and organizations. Through observation, stress diagnosis, and the use of preventive stress management, stress can contribute to both health and achievement.

**Grade Mode:** Letter, Credit/No Credit, Letter, Credit/No Credit, Audit**Semester Hours:** 3-4**MGMT 459 Organizational Behavior: Theory and Application****Prerequisite:** Completion of MGMT 300

This course is designed to examine the major perspectives in organizational behavior and the impact it has on people, performance, and organizational effectiveness. This introductory course in organizational behavior provides an opportunity to understand individual, group, and intergroup behavior through understanding interdisciplinary concepts and theories; the influence of individual and group behavior on organizational performance, goal accomplishment, and team effectiveness; and theories of communication, leadership, motivation, group dynamics, change, conflict management, influence and culture on choices individuals make within organizations. Also PADM 439.

**Grade Mode:** Letter, Credit/No Credit, Letter, Credit/No Credit, Audit**Semester Hours:** 4**MGMT 490 Special Topics**

Special, contemporary issues in the public sector. If the special topics differ, this course may be taken more than once with approval of counselor or program coordinator.

**Grade Mode:** Letter, Credit/No Credit, Letter, Credit/No Credit, Audit**Semester Hours:** 1-4**MGMT 496 Seminar in Management**

**Prerequisite:** Completion of all of the following: BUS 343, MGMT 300, MGMT 355, MGMT 358, MGMT 360, MGMT 388, MGMT 459, Senior standing, 3.0 GPA in the thesis area or good standing in the honors program

. This is a required course in the Bachelor of Science in Organizational Management (BSOM) program and constitutes the culminating activity for BSOM majors. In this course, the senior student will develop and complete an empirical research project in order to demonstrate an ability to apply the knowledge and understanding of the field of organizational management to a specific research topic.

**Grade Mode:** Letter, Letter, Audit**Semester Hours:** 4

**MGMT 500 Management: Theory and Practice**

This course is an experiential and theoretical investigation of the basic concepts and functions of management. In this context management is defined as the art of executing and harmonizing multiple processes. The actions of managers keep the organization functioning and allow it to achieve its mission. It is through the management process that employees gain satisfaction from their effort and that same effort adds value to the organization. It is where human relation skills get put to the test as the work of the mission progresses.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 3

**MGMT 520 Leadership: Theory and Practice**

This course covers contemporary theories, principles, and practices of positive leadership and the importance of engagement of followers to achieve results and facilitate engagement. Focuses on the elements of leadership strengths, follower motivation, ongoing development, and well-being. Explores leadership styles and leadership techniques and techniques that contribute to positive change and growth. For this particular course, competency development will focus on the understanding of theories of organizational leadership, their applicability, and ongoing personal growth management specifically linked to one's own practice of leadership. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 521 Ethics and Decision-Making**

This course is designed to reflect on the relationship between ethics and decision-making faced by 21st century managers and leaders. It introduces major theories of ethics and develops an understanding about the responsibility organizations must demonstrate to employees, customers, and society while keeping the purpose of the organization in the foreground. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 522 Human Resource Management**

This course focuses on identifying, understanding, and addressing the opportunities and challenges that managers, leaders, employees/team members, and human resource professionals face when designing, implementing, and managing systems to enhance individual, team and organizational effectiveness. Topics covered include: use of talents at work, job analysis, recruitment, selection process, workforce diversity, training and development, performance management, career development, succession planning, compensation, benefits, and global trends that impact organizations. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 523 Organizational Theory and Development**

This course is designed to examine major perspectives in organizational theory, design, and behavior and develop students' understanding of the effect organizational actions make on the behavior of individuals and teams. This course will provide students with the opportunity to integrate major concepts and practices in organizational theory and behavior to identify approaches to optimize individual and team performance and well being. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 525 Management of Diversity**

This course covers management and leadership issues involved in multicultural organizations, including valuing diversity, relationship building, communicating across cultures, and managing people of different genders, races, and cultures. The approach will be to emphasize inclusion in the workplace; issues of diversity, in its broadest definition; and the role of the manager/leader. This course incorporates personal, community, organizational, and global perspectives. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 526 Training and Development**

Encompasses adult learning theory, needs assessment, instructional design, materials development, delivery techniques, and evaluation of training programs. This course emphasizes the practical application as well as the theoretical approaches to training and development. It is designed to equip students with the skills necessary for understanding and valuing training and development, fostering organizational effectiveness, and advancing organizational objectives. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 529 Seminar in Human Resource Management**

This course emphasizes topics in selecting, developing, retaining, motivating, utilizing, and allocating HR resources within complex organizations. Explores the Mastering the art of enhancing the value of an organization's most important asset, the people, is also addressed. Can be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 530 Managing Nonprofits**

This course addresses the uniqueness of managing nonprofits. It also explores the fundamental challenges to effective leadership of non-profit organizations including defining and articulating the organization's mission and identifying and understanding the multiple customers served. It also examines the roles of the Executive Director, the Board, the Staff, and Volunteers. Can be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 531 Marketing for Nonprofits**

This course introduces marketing for the not for profit sector. It examines a wide range of activities that are unique to marketing social causes. The course will focus on areas related to marketing effectiveness including identifying customers and their values, promotional strategies, evaluation of marketing strategies, and how nonprofits can align themselves with other organizations for mutual benefit. Can be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 532 Effective Fundraising**

This course concentrates on the planning, organization, and creative understandings required to accomplish fundraising objectives in cost effective and ethical manner. Can be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 533 Accounting & Compliance for Nonprofits**

This course explores the many administrative issues confronted within the managerial context of a nonprofit entity. Student will be introduced to the intellectual, philosophical and legal foundations of a nonprofit entity. The course will emphasize administrative and legal issues often relevant in the creation, management, financing (fund-raising) and dissolution of a nonprofit entity. Can be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 534 Grant Writing for Public and Private Funding**

Funding to support both service provision and applied research is a critical aspect of professionals in the public and nonprofit sectors. Strategies for identifying appropriate funders and applying for support are instrumental to the initiation of new areas of study and service provision and the sustainability of ongoing nonprofit programs. An understanding of the utility of various types of funders including local, state, and federal governments, foundations, and corporations provides a catalyst for diversifying funding sources. This course provides students with knowledge regarding the process of seeking grant funding including identifying appropriate funders and completing a grant proposal. Working in small groups, students will complete the proposal development process up to the submission stage for a real-world organization. Letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 554 Negotiations and Collective Bargaining**

This course provides an understanding of the theory and processes of negotiation as practiced in a variety of managerial settings and the broad spectrum of negotiation problems and situations with which managers are confronted. This course also reviews the history of labor relations, behavior and techniques, and future role of collective bargaining and negotiation. Includes interest-based bargaining and attention to public and private sector environments. May be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 556 Building Partnerships; Creating Coalitions**

This course focuses upon the principles and practices of building partnerships, coalitions, and maintaining those relationships. Students will explore the principles of effective group work, collaboration, and the application of alliance strategy to further individual and organizational objectives. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 559 Seminar in Organizational Development**

**Prerequisite:** MGMT 523

This course is designed to provide students with multiple perspectives in organizational development at the individual, group and organizational levels of analysis. Theoretical models will be considered and utilized to evaluate the effectiveness of organizations. This course is structured to cover both the process and content of organizational development. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 569 Conflict Management and Organizational Change**

Examines nature and sources of environmental and organizational conflict, conflict resolution strategies, change theory, change implementation methodologies, and the role of organizational culture in moving an organization through change. Particular attention will be given to the role of the leader in managing change and conflict. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 582 Managing Groups and Teams**

Studies group dynamics, group interaction, group discussion formats, and team building. Includes the theory and practice of managing various types of organizational teams. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 586 Organizational Research I**

This course surveys methodological, qualitative, quantitative procedures, descriptive, and basic inferential statistics used to study organizations. It includes research design, methodologies, population sampling, data collection techniques and analysis, and basic statistics. It is highly recommended that each student has completed the APA workshop. This class may be taken from one to three terms before graduation. Can be taken for letter grade only. Not challengeable.

**Grade Mode:** Letter, Audit

**Semester Hours:** 3

**MGMT 588 Organizational Research Methods II**

This course surveys methodological, qualitative and quantitative procedures used to study organizations. It includes research design, methodologies, population sampling, data collection techniques and statistical analysis. The final product of this course is a refined draft of chapters 1-3 and IRB application. This class is part of the research sequence and counts as an elective.

**Grade Mode:** Letter, Credit/No Credit

**Semester Hours:** 3

**MGMT 590 Selected Topics in Leadership and Management**

Covers selected topics of current interest and importance. May be taken multiple times with a different topic for credit. Not challengeable.

**Grade Mode:** Letter, Credit/No Credit, Audit

**Semester Hours:** 3

**MGMT 594 Thesis**

Culminating research project. Can be taken for credit/no credit only. Not challengeable.

**Semester Hours:** 3

**MGMT 596 Graduate Seminar**

**Prerequisite:** Advanced standing, completion of MGMT 520, and completion of or concurrent enrollment in MGMT 586

This is a culminating course in the master's program; successful completion earns three semester hours of graduate credit graded ("B" work or better). In this course, students will integrate key management and leadership concepts presented in classes in the MSLM program and use these concepts to analyze a series of organizations and develop recommendations to address the challenges and build on the strengths of the organizations selected. Students will integrate scholarly literature and provide substantive recommendations to address the practical issues and challenges that leaders and managers face in today's complex organizations. May be taken for letter grade only. Not challengeable.

**Semester Hours:** 3

**MGMT 598 Organizational Internship**

One-term internship. For M.S., Leadership and Management students only. Directed study only. Can be taken for credit/no credit only.

**Semester Hours:** 1-3

**MGMT 599 Graduate Independent Study**

This course is a student-designed course approved by a faculty member. Prior approval of goals, objectives, procedures, and assessment plan as directed in the Independent Study Manual is required. May be taken multiple times with a different topic for credit. Not challengeable.

**Grade Mode:** Letter, Credit/No Credit

**Semester Hours:** 1-4