Effective managers must be competent leaders and decision makers who can formulate goals and long-term plans, design effective organizations, and develop responses to changing environments. To do this, they must design effective strategies, procedures, and control systems. They must not only make decisions but also ensure that decisions are implemented. They must coordinate work so that employees are motivated, and they must create an environment where coworkers and subordinates cooperate.

Departmental courses explore how management and organizations theories can help explain how management issues develop. These theories also suggest what might be done about them. Students examine the different ways people work when they function as individuals, when they cooperate as group members, and when they are members of a larger organization. Courses also examine how organizations position themselves strategically and how environmental changes impact on strategically advantageous positions.

The overall aim of the management course program is to help students develop their ability to analyze and discuss management issues so that they can appreciate what is required to implement action in different organizational contexts.

Program of Study

CAREER PREPARATION
All organizational careers involve the management of individuals and groups. The management program is designed to provide students with the knowledge they need to be effective managers. Students learn to view the organization as a whole, to evaluate overall needs, and to define supporting objectives. They develop an outlook that enables them to perceive and anticipate developing needs for change.

As management always involves people, courses present the most recent theories concerned with human behavior along with current practices that affect and influence behavior in work organizations.

The management course program complements the more specialist focus that necessarily characterizes courses in other functional areas. It helps students prepare and succeed in a managerial career that is based on but not limited to a functional specialization.

Courses provided by the Department of Management and Organizations focus on issues that arise in management situations and how to deal with these issues. Students examine ways in which people work as individuals, as group members, and as organization members. They also examine how organizations can be positioned strategically, and how environmental conditions impact and change the nature of strategically advantageous positions.

The overall aim of the management course program is to help students develop an ability to analyze and discuss management issues so that they can appreciate what is required to implement action in organizational contexts.

MANAGEMENT MAJOR REQUIREMENTS (12 CREDITS)

C50.0007 Managing People and Teams

Plus at least three courses from the following:

C50.0004 International Business Management

C50.0008 Technology and Innovation Management

C50.0015 Competitive Analysis

C50.0025 Managing Change

C50.0030 Negotiation and Consensus Building

C50.0061 Human Resources Management
Courses

FUNDAMENTAL COURSE
Management and Organizational Analysis
C50.0001 4 credits. Fall and spring. Prerequisite: sophomore standing.
This course addresses contemporary management challenges stemming from changing organizational structures, complex environmental conditions, new technological developments, and increasingly diverse workforces. It highlights critical management issues involved in planning, organizing, controlling, and leading an organization. Ultimately, it aims to strengthen students’ managerial potential by providing general frameworks for analyzing, diagnosing, and responding to both fundamental and complex organizational situations. It also provides opportunities for students to enhance their communication and interpersonal skills, which are essential to effective management. The structure of the course encourages learning at multiple levels: through in-class lectures, exercises, and discussions, in small teams carrying out projects, and in individual reading, study, and analysis.

ADVANCED COURSES
(for juniors and seniors only)
Managing People and Teams
C50.0007 3 credits. Fall and spring. Prerequisite: C50.0001.
This course combines theory with skill building to help students learn how to be effective managers and team members. Emphasis is placed on topics such as conflict management and negotiation, power and politics, managing collaboration in and across teams, motivating effort, evaluating performance, and giving feedback. Students learn (1) how organizations can improve their effectiveness through better management of people and (2) how individual managers can be more effective in working with and leading others. Builds on the Management and Organizational Analysis course by providing a more in-depth look at behavior within organizations. Extensive use is made of experiential exercises and small group discussions.

International Business Management
C50.0004 3 credits. Fall and spring. Prerequisites: C50.0011, C50.0001, C55.0001, and junior standing.
This course focuses on the “strategic” and “organizational” challenges facing the multinational firm. The types of questions that we address are: What differentiates a global from a domestic industry? How do/should a multinational operate in these different environments? What are the sources of competitive advantage in a global context? How does a multinational company (MNC) play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? What are the associated risks and how to guard against them? What potential roles can foreign subsidiaries play in an MNC’s global strategy? What organizational structural alternatives are available to multinational companies? How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? How do/should multinational companies manage knowledge and innovations? What do/should companies do about the multicultural environment in which they operate?

Technological Innovation and New Product Development
C50.0008 3 credits. Spring. Prerequisite: C50.0001.
Technology, innovation, and entrepreneurship are some of the most frequently used terms in today’s business environment. Indeed, we are bombarded by products and technologies that are changing how we live and work, e.g., MP3 and wireless or high definition television. The following are some of the topics that are covered. What is technology? What are the forces that shape its evolution? How should we forecast it? What roles do strategic alliances, standards, and intellectual property play? How should we create product development teams? How should we create organizations that foster innovation? What is the role of creativity in the development of new technologies?

International Studies Program
C50.0011 3 credits. Spring. Prerequisites: C50.0011 and junior standing.
The International Studies Program (ISP) builds on the historical and cultural courses of the first two years of undergraduate study and on Economics of Global Business (C50.0011). Working in teams, students carry out an in-depth study of a company located in a foreign country. This study consists of three parts: (1) a written proposal; (2) research and data collection from secondary sources, augmented by primary research on site in the foreign country during the spring semester break; and (3) preparation of a final report and oral presentation of findings. Teamwork and oral and written presentation skills are an integral part of the ISP. Students develop techniques for structuring and analyzing global business problems, while gaining insights into how national economic and cultural factors impact business. This course cannot be taken to meet any elective requirements for the management major.

Competitive Analysis
C50.0015 3 credits. Fall. Prerequisites: C50.0001 and V31.0002.
This course provides a framework and a set of tools for analyzing the way firms compete in the product market. It draws on the economics of strategy, and, to a limited extent, game theory. It assumes that students are familiar with the basic concepts of strategy and microeconomics. They must be comfortable with quantitative concepts and approaches and with graphical/ geometric ways of presenting quantitative information. Important themes/concepts that pervade the course include strategic thinking (dominant and dominated strategies, looking forward and reason backwards, Nash equilibrium); market power; commitment and first-mover advantages; product differentiation; and network effects.

Managing Change
C50.0025 3 credits. Spring. Prerequisite: C50.0001. Recommended: C50.0007.
Managing change is a central concern for today’s managers, as business envi-
nvironments become increasingly competitive, knowledge driven, and complex. Managing change is the primary focus of the management consulting industry. Yet according to management experts, 70 percent of corporate change initiatives fail for various reasons including internal resistance and distrust, difficulties aligning the new strategic direction with existing capabilities, and lack of vision. Managing in turbulent times requires a solid understanding of what change is about, what are its critical aspects, and how one can lead change initiatives in a disciplined and successful way. Case analysis and applied projects are the major vehicles for learning in this course. Assignments are designed not only to assess students’ grasp of relevant theories and analytical tools, but also to enhance communication skills relevant to general management. This course is particularly relevant for students who plan to pursue careers as general managers or management consultants.

**Human Resources Management**

C50.0061 3 credits. Fall. Prerequisite: C50.0001.

This course familiarizes students with the basic principles of human resources management and how these principles can be applied to recruit, develop, and maintain a qualified workforce. The underlying theme of the course is that human resources management is no longer a passive participant in organizational effectiveness, but rather, an integral partner in key business decisions and strategic planning. Students also gain an understanding of human resources management as a responsibility of all managers. Topics include staffing, compensation, performance management, staff development, employee and labor relations, and legal aspects of human resources management. The course utilizes a combination of lecture, case study, and discussion.

**Patterns of Entrepreneurship**

C50.0085 3 credits. Fall and spring. Prerequisites: C50.0001, C55.0001, and junior standing.

This course offers a framework for understanding the entrepreneurial process and exposes students to challenges, problems, and issues faced by entrepreneurs who start new businesses. Case studies are the principal teaching method, supplemented by lectures, business cases, and guest speakers. Major objectives are for students to learn how to identify and evaluate business opportunities, develop a business concept and assess and obtain the required resources, and manage the growth of new ventures.

**Selected Topics in Management and Organizations**

C50.0095 3 credits. Prerequisite: C50.0001.

Major objectives are for students to learn how to identify and evaluate business opportunities, develop a business concept and assess and obtain the required resources, and manage the growth of new ventures.

**Competitive and Corporate Strategy**

C50.0100 3 credits. Fall and spring. Prerequisites: C15.0002, C50.0001, C55.0001, and junior standing.

Why are some firms more successful than others? This is the fundamental question of strategy. This course analyzes the sources of competitive success among firms and develops the knowledge and skills necessary to be an effective strategy analyst, be it as a manager, a management consultant, or an investment banker. Students tackle the complexity of analyzing the business enterprise in this era of globalization and changing firm boundaries and of assessing strategy under increasing uncertainty. Students not only develop strategic thinking by learning and applying the concepts, models, and tools of strategic analysis, but also build communication and teamwork skills. Heavy use is made of case analysis. The course assumes familiarity with the major functions and disciplines of business including accounting, economics, finance, management, manufacturing, marketing, and quantitative analysis.

**Negotiation and Consensus-Building**

C50.0030 1.5 or 2 credits. (Additional course work is required for students who choose to take the 2-credit version of the course.) Fall. Prerequisites: C50.0001 and junior standing.

Effective negotiation and consensus-building skills are essential for success in almost any work life domain—whether your goal is to be an entrepreneur, film producer, business manager, or political leader. The purpose of this course is to study how people reach agreement and to develop an analytical approach for reaching more effective agreements in organizational settings. Course draws from research in psychology and economics to provide academic content, while making use of role-playing exercises and experiential learning to emphasize key applied lessons.

**Independent Study in Management and Organizations**

Prerequisite: permission of the undergraduate faculty adviser.

For students of academic quality who wish to engage in intensive independent study of management issues or to pursue a career-related subject area of managerial significance. Requires the completion of an individual report based on the student’s investigation, research, and critical analysis. Must be supervised by regular, full-time faculty and approved by the management department’s undergraduate faculty adviser.