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 careers in administration involve effective and efficient management of individuals and groups. The program is designed to provide students with the knowledge they need to be effective administrators. 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.

Management always involves people. Courses examine the most recent theories concerned with human behavior, along with current practices that affect and influence behavior in work organizations.

The management and organizations 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.

MANAGEMENT MAJOR REQUIREMENTS (12 POINTS)
C50.0007 Managing People and Teams
Plus three courses from the following:
C45.0004 International Business Management
C50.0008 Technology and Innovation Management
C50.0015 Competitive Analysis
C50.0020 Managing Change
C50.0061 Human Resources Management
C50.0085 Patterns of Entrepreneurship
C50.0095 Selected Topics in Management and Organizations

Students majoring in management and organizational behavior should consult with their adviser in the Office of Undergraduate Advising and Student Services by the end of their sophomore year to ensure that course distribution requirements are being met and to declare formally the management major. The Department of Management and Organizations undergraduate program coordinator is always available to advise on management course selection or other matters management students may wish to discuss.

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Courses

**FUNDAMENTAL COURSE**

**Management and Organizational Analysis**
C50.0001  4 points. Fall and spring.  
Prerequisites: 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, this course 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.

**Business Policy**
C40.0250  4 points. 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.

**ADVANCED COURSES**

(for juniors and seniors only)

**Managing People and Teams**
C50.0007  3 points. 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. Through this course, 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. This course 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**
C45.0004  3 points. Fall and spring.  
Prerequisites: C45.0011, C50.0001, C55.0001, and junior standing.
This course examines the management issues facing companies that conduct business overseas. The specific objectives are to (1) develop an awareness of the peculiarities of the foreign environment that affect the management strategies of international firms; (2) understand how to adapt home management methods to competing within and across diverse foreign markets; and (3) design a comprehensive plan for taking advantage of management opportunities and challenges that exist at the international level.

**Technological Innovation and New Product Development**
C50.0008  3 points. 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. What is technology? What are the forces that shape its evolution? How should we forecast? 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? These are some of the topics that are covered in this course.

**Competitive Analysis**
C50.0015  3 points. 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. The course draws on the economics of strategy and, to a limited extent, game theory. The course 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; network effects.

**Managing Change**
C50.0020  3 points. Spring.  
Prerequisite: C50.0001. Recommended: C50.0007.
Managing change is a central concern for today’s managers, as business environments 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 an applied project 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 points. 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 points. 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 points.  
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.

Independent Study in Management and Organizations  
Prerequisite: permission of the undergraduate program coordinator.  
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 program coordinator.