

# Management

## Undergraduate Study

For undergraduate curriculum in business, major in management.

The Department of Management offers a major in management. Students will complete the general education requirements (including business foundation courses), and business core requirements for the bachelor of science (B.S.) degree and 18 credits in the major. The instructional objective of the Department of Management is to provide students with knowledge of organizations and management functions within organizations. Management majors will demonstrate an understanding of (1) employee work-related attitudes and behaviors, (2) competitive strategy and advantage, (3) challenges and strategies in international business, and (4) human resource management practices in firms. Students will demonstrate an awareness of the role of diversity, ethics, and technology in business decisions, the impact of external forces and global issues on organizations, and an ability to think critically, to communicate effectively, and to work effectively as a member of a team.

Management is a broadly defined discipline and activity, which is neither industry nor function specific. Management concepts, theories, techniques, and skills are applicable to all business functional areas and are essential components for successful organizations. Management requires sound conceptual, technical, and human skills for the effective utilization of organizational resources. In addition to the basic business foundation and core courses, management majors are required to complete 18 credits of management or department approved courses. Included in these 18 credits are four required courses:

MGMT 371	Organizational Behavior	3
MGMT 377	Competitive Strategy	3
MGMT 414	International Management	3
MGMT 471	Personnel and Human Resource Management	3

The department also offers a minor for non-Management majors in the College of Business. The minor requires 15 credits from an approved list of courses, of which 9 credits must stand alone. Students with declared majors have priority over students with declared minors in courses with space constraints.

Management majors are encouraged to consider a study abroad program that will complement their academic program. Reasons to study abroad include (1) for the adventure (2) obtain language skills (3) learn about new cultures, and (4) to enhance your resume. While numerous study abroad programs available for business students can be found at <http://www.business.iastate.edu/undergraduate/studyabroad>, programs that can integrate into the management minor are

ESSEC Business School Paris (semester or year)  
 CIMBA in Italy (semester)  
 Aston Business School in England (year)  
 Lorenzo Di Medici (semester or year)  
 University of Exeter (semester or year)  
 Business and Entrepreneurship in Europe and Italy (Summer)

## Graduate Study

The Department of Management participates in the full-time and part-time Master of Business Administration (M.B.A.) and in the Ph.D. in Business and Technology. The M.B.A. is a 48-credit, non-thesis, non-creative component curriculum. Thirty of the 48 credits are core courses and the remaining 18 are graduate electives. The Ph.D. program is a 56-credit curriculum (minimum) that culminates in a dissertation.

### Courses primarily for undergraduates:

#### MGMT 310. Entrepreneurship and Innovation.

(3-0) Cr. 3. F.S. Prereq: *Sophomore classification*

Review of the entrepreneurial process with emphasis on starting a new business. How to analyze opportunities, develop an innovative product, organize, finance, market, launch, and manage a new venture. Deals with the role of the entrepreneur and the importance of a business plan. Speakers and field project.

#### MGMT 313. Feasibility Analysis and Business Planning.

(3-0) Cr. 3. F.S. Prereq: *MGMT 310*

Developing an idea for a new business venture, conducting a feasibility study, researching the potential market, analyzing the competition, and writing a formal business plan. Basic business functions are discussed in terms of their application to conducting feasibility analysis and writing a business plan for an entrepreneurial venture.

#### MGMT 367. International Entrepreneurship.

(3-0) Cr. 3. Prereq: *junior standing*

The essentials of operating an entrepreneurial firm in an international environment. Topics include understanding the role of entrepreneurship in economic development, starting and developing a business in an international market, financing international ventures, international management issues and exchange rates.

Meets International Perspectives Requirement.

#### MGMT 370. Management of Organizations.

(3-0) Cr. 3. F.S.SS. Prereq: *ECON 101 or ECON 102 or equivalent*

A management functions approach is used to explain what managers do in organizations; how they deal with external constituents, how they structure their companies, and how they deal with employees. A contingency approach is used as a framework for understanding how to increase the effectiveness and efficiency of organizations in today's dynamic, highly competitive business environment.

#### MGMT 371. Organizational Behavior.

(3-0) Cr. 3. F.S. Prereq: *MGMT 370*

The study of individual attributes, interpersonal relations, and employee attitudes in organizations. Instructional emphasis is placed on how management concepts such as reward systems, job design, leadership, teams, etc., can be used to manage employee attitudes and behavior.

#### MGMT 377. Competitive Strategy.

(3-0) Cr. 3. F. Prereq: *MGMT 370*

Developing competitive strategy and achieving competitive advantage in firms, including: industry analysis, generic strategies, hypercompetition, competing against time, and building distinctive capabilities.

#### MGMT 410. Social Entrepreneurship.

(3-0) Cr. 3. F.S. Prereq: *Sophomore classification*

This course will introduce students to issues related to the role of social entrepreneurship in helping to solve social problems, including innovation, opportunity recognition, planning and the launch of new non-profit organizations.

#### MGMT 414. International Management.

(3-0) Cr. 3. F.S.

The nature and economic role of the multinational firm and entrepreneurial ventures, including the impact of legal, political, and cultural variables upon firm performance and managerial activity; case studies illustrate interdependent nature of functional areas of business projected across national boundaries. Nonmajor graduate credit.

#### MGMT 415. Managing New Ventures.

(3-0) Cr. 3. F.S. Prereq: *MGMT 370; MKT 340; FIN 301; SCM 301*

Examination of business problems and issues in new and growing firms. Emphasis is on analyzing existing businesses. Includes a field project. Nonmajor graduate credit.

#### MGMT 419. Social Responsibility of Business.

(3-0) Cr. 3. S.

A consideration of the role of business in society. Critical analysis of ethical, managerial, and public issues as they affect the corporation.

#### MGMT 471. Personnel and Human Resource Management.

(3-0) Cr. 3. F.S. Prereq: *Junior standing*

Recruitment and selection, utilization, and development of people in organizations. Examination of each personnel function; interrelationships among the functions.

#### MGMT 472. Management of Diversity.

(3-0) Cr. 3. F.S. Prereq: *Junior classification*

One of the most crucial problems in organizations today is the management of diversity. Attempts to define the difference between equal employment opportunity/affirmative action, which has a legal basis, and diversity which has an educational basis. Organized around the concepts of: (1) cultural diversity and cultural unity; (2) development of skills and tools to manage diversity; and (3) structure of diversity development programs in organizations. Nonmajor graduate credit.

Meets U.S. Diversity Requirement

**MGMT 478. Strategic Management.**

(3-0) Cr. 3. F.S.SS. *Prereq: MGMT 370; ACCT 285; FIN 301; MKT 340; SCM 301; graduating senior*

Strategy formulation, implementation, and evaluation and control in today's organizations. Emphasis is on strategic planning and decision making using the case method and/or projects.

**MGMT 490. Independent Study.**

Cr. 1-3. Repeatable. *Prereq: MGMT 370, senior classification, permission of instructor*

**Courses primarily for graduate students, open to qualified undergraduates:**

**MGMT 502. Organizational Behavior.**

(3-0) Cr. 3. F. *Prereq: Enrollment in MBA program or departmental permission*

Understanding human behavior in organizations and the nature of sustainable organizations from a managerial perspective. Special emphasis is placed on how individual differences, such as perceptions, personality, and motivation, influence individual and group behavior in organizations and on how behavior can be influenced by job design, leadership, groups, and the structure of organizations.

**MGMT 503. Professional Responsibility in Business and Society.**

(3-0) Cr. 3. *Prereq: Enrollment in MBA program or department permission, ACCT 501, FIN 501, MGMT 502, MKT 501*

Ethical and social responsibilities of top managers in corporations. Topics include stakeholder management, corporate social responsibilities, strategies for sustainable development, pursuit of societal and corporate goals, board and chief executive leadership roles, governance reform and ethics, and executive leadership style and values. The presentation of course concepts is facilitated by the use of cases, discussion scenarios, and ethical dilemmas.

**MGMT 504. Strategic Management.**

(3-0) Cr. 3. *Prereq: Enrollment in MBA program or departmental permission, ACCT 501, FIN 501, MGMT 502, MKT 501*

Critical analysis of case studies in strategic management with an emphasis on integrative decision making. Strategy implementation in light of the global, legal, economic, cultural, and political contexts of business.

**MGMT 565. Early Stage Entrepreneurship - Mind to Market.**

(3-0) Cr. 3. *Prereq: Graduate classification*

Commercialization of new technology. Topics covered include market analysis, intellectual property, product development, feasibility analysis, and new business evaluation.

**MGMT 566. Entrepreneurship and New Business Creation.**

(3-0) Cr. 3. *Prereq: Graduate classification or permission of instructor.*

The essentials of starting and operating a new business. Topics include current research on entrepreneurial perspective, starting and developing a new business, financing the venture, managing the growing firm, and special issues.

**MGMT 567. International Entrepreneurship.**

(3-0) Cr. 3.

Essentials of operating an entrepreneurial firm in an international environment.

Topics include international entrepreneurship, starting and developing a business in an international market, financing international ventures, international management issues, exchange rates, and culture.

**MGMT 569. Technology Entrepreneurship.**

(3-0) Cr. 3. *Prereq: Graduate standing or instructor's permission*

Identification of high-potential, technology-intensive commercial opportunities, resources? gathering, and risk management under environmental uncertainty. Focus on technology ventures and firms that use technology strategically across several industries. Topics include key success factors and forecasting analysis across main value-chain activities.

**MGMT 570. Managing Employee Attitudes and Behaviors.**

(3-0) Cr. 3. F.SS. *Prereq: MGMT 371 or MGMT 502 or PSYCH 450*

Advanced topics germane to the management of individuals and groups over their work lives; sustained work commitment, motivation and job/career satisfaction, absenteeism, turnover, stress, leadership and career development (e.g., career ladders, mentoring).

**MGMT 571. Seminar in Personnel and Human Resources Management.**

(3-0) Cr. 3. S. *Prereq: MGMT 371 or MGMT 502 or SOC 420*

Topics and issues in personnel management with a focus on the management of human resources in organizations. Current personnel practices, philosophies, and behavioral science research.

**MGMT 572. Personality and Management.**

(3-0) Cr. 3. *Prereq: Graduate standing or permission of instructor*

Personality and individual differences have significant implications for human resource management, organizational behavior and strategic management. Research has shown that these characteristics affect many core management topics including motivation, leadership, and decision making. Surveys the literature relating personality and individual differences to management and organizations. Students will complete a wide variety of personality assessments and get their results, and reflect on how personality and individual differences can be practically relevant in the modern work environment.

**MGMT 581. Contemporary Topics in Strategy.**

(3-0) Cr. 3. F. *Prereq: MGMT 504 or permission of instructor*

Discussion of concepts and techniques used in long range strategic planning. Examination of planning practices in business and not-for-profit organizations. Topics include environmental scanning, industry analysis, forecasting, corporate and competitive strategies, and tactics.

**MGMT 582. Corporate Governance and Top Management.**

(Cross-listed with ACCT). (3-0) Cr. 3. *Prereq: MGMT 503 or permission*

Duties, structure, and functioning of top management teams and corporate boards of directors. CEO/board tenure and succession planning, top management compensation, board committee composition, assessment of CEO and board performance, theories of corporate governance, management of the corporate strategic agenda, governance codes, international governance, and chairman/CEO duality. Case studies and contemporary issues discussed.

**MGMT 583. Strategic Management of Innovation.**

(3-0) Cr. 3. *Prereq: MGMT 504 or permission of instructor*

Critical analysis and discussion of cases focused on strategic management of innovation. Assessment of a firm's innovative capabilities and competitive dynamics to manage innovative processes. Practical applications through emphasis on implementation including internal corporate venturing, management of the corporate R&D function, and institutionalization of innovation.

**MGMT 584. Management Consulting.**

(3-0) Cr. 3. *Prereq: MGMT 504 or permission of instructor*

Provides the opportunity for students to understand the role of the professional consultant, the issues facing the management consulting industry, the competencies of various management consulting firms, the nature and form of strategic consulting engagement, and the nature and scope of strategic change in business firms. Students will learn about management consulting functions and will practice the consultant role through cases and field studies.

**MGMT 590. Special Topics.**

Cr. 1-3. Repeatable. F.S.SS. *Prereq: Permission of instructor*

For students wishing to do individual research in a particular area of management.

**Courses for graduate students:**

**MGMT 601. Philosophy of Science.**

(3-0) Cr. 3. *Prereq: enrollment in the PhD program*

This course provides a philosophical introduction to the theoretical and empirical development of scientific knowledge. It focuses on a variety of basic problems common to the social sciences: the nature of explanation, the structure of theories, forms of knowledge, scientific laws, nature of theory and ethics. The purpose of the course is to help doctoral students define a research context by addressing the purposes, assumptions and primary components of scientific inquiry.

**MGMT 602. Organizational Theory.**

(3-0) Cr. 3. *Prereq: enrollment in the PhD program*

This seminar involves the examination of the core theories and perspectives in organizational theory, as well as their applications and extensions. This material addresses the fundamental rationale for organizations in modern society, basic processes of organizing and organizational structure, a consideration of inter-organizational relationships and the external environment, and a variety of factors that help determine organizational effectiveness.

**MGMT 603. Strategic Management of Technology and Innovation.**

(3-0) Cr. 3. *Prereq: MGMT 601*

This course will offer a critical review of organizational decision making with respect to technology and innovation. Students will learn how technological change can alter the basis of competition; how competitive strategy drives technology investment decisions; how market-orientation should be the other backbone of technological innovation; and best practices of organizing and managing the new product development process to achieve strategic goals.

**MGMT 604. Seminar in Organizational Behavior.**

(3-0) Cr. 3. *Prereq: enrollment in the PhD program*

The purpose of this seminar is to introduce behavioral science literature relevant to the study of behavior in organizational settings. The course will focus on the individual's role within organizations and cover topics such as individual differences, motivation, leadership, decision-making. Learning, risk taking, interpersonal relations, etc. Both theoretical and empirical contributions will be examined, with emphasis on integration of diverse theoretical perspectives.

**MGMT 650. Research Practicum I.**

(1-0) Cr. 1. *Prereq: enrollment in the PhD program*

Preparation of a research manuscript to be submitted to a peer-reviewed academic journal. Students will work with a faculty mentor on a research project.

**MGMT 651. Research Practicum.**

(1-0) Cr. 1. *Prereq: enrollment in the PhD program*

Preparation of a second research manuscript to be submitted to a peer-reviewed academic journal. Although students work under the supervision of a faculty mentor, the students will take independent responsibility for the research project.

**MGMT 699. Dissertation.**

Cr. 1-12. *Prereq: Graduate classification, permission of dissertation supervisor*  
Research.