

# MANAGEMENT

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 for successful organizations, regardless of whether the venture is large or small, a well-established firm or an entrepreneurial start-up. Management requires sound conceptual, technical, and human skills for the effective utilization of organizational resources.

## Undergraduate Major in Management

**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), supporting courses/major prerequisites, business core requirements for the Bachelor of Science (B.S.) degree, and 18 additional credits in the major.

The instructional objectives of the Management Department are to provide students with foundational knowledge of organizations, people within organizational leadership activities, and the ideals and activities of business entrepreneurship. Management majors will have an understanding of:

1. Employee work-related attitudes and behaviors, as well as human resource management practices within firms
2. Challenges and strategies in international business
3. The foundations of entrepreneurship and innovation

Students will demonstrate awareness for the role of evidence, diversity, ethics and technology in business decision-making and the impact of external forces and global issues on organizations. Students will display the ability to think critically, to communicate effectively and to contribute constructively to effective team performance. Required courses in the major provide a variety of rich developmental experiences that include applied learning, case analysis, research projects, team-based active learning projects, and guest speakers, in addition to traditional classroom lectures and discussions.

Students are limited to three business majors/degrees within the Ivy College of Business, or a total of three business majors/minors within the college. This limit is on business majors/degrees/minors only, and does not apply to multiple majors/degrees/minors taken outside the Ivy College of Business.

For more information on the undergraduate major in Management, please visit: <https://www.ivybusiness.iastate.edu/undergraduate/majors-minors/management/>

## Undergraduate Minor in Management

The Department of Management also offers a minor for non-Management majors in the Ivy College of Business. The minor requires 15 credits from an approved list of courses, including at least 6 credits in courses numbered 300 or above taken at Iowa State University with a grade of C or higher. The minor must include at least 9 credits that are not used to meet any other department, college, or university requirement. Students with declared majors have priority over students with declared minors in courses with space constraints.

Required Courses (6 credits):

MGMT 371	Organizational Behavior	3
MGMT 478	Strategic Management	3

Elective Courses (9 credits):

Select nine credit hours from 300 or 400 level Management courses.

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\* MGMT 370 may not be taken as part of the nine credit hours from 300-400 MGMT courses.

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For more information on the undergraduate minor in Management, please visit: <https://www.ivybusiness.iastate.edu/undergraduate/majors-minors/>

### Curriculum:

The Management major requires students to take 18 credit hours in the Management area, including 9 credit hours of required core courses and 9 credit hours of electives OR have the OPTION of participating in a human resource management track.

Required Courses (9 credits):

ENTSP 310	Entrepreneurship and Innovation	3
MGMT 414	International Management	3
MGMT 471	Personnel and Human Resource Management	3

Elective Courses (9 credits):

Select three courses from the following list:

ENTSP 313	Feasibility Analysis and Business Planning	3
ENTSP 320	Corporate Entrepreneurship, Innovation and Technology Management	3
ENTSP 367	International Entrepreneurship	3
ENTSP 410	Social Entrepreneurship	3

ENTSP 480	Applied Entrepreneurship: Executing New Ventures and Projects	3
ENTSP 485	Trends in Entrepreneurship	3
MGMT 422X	Negotiation and Conflict Resolution *	3
MGMT 472	Management of Diversity	3
MGMT 473X	Advanced Human Resource Management 1	3

OR Students have the option of specializing in the following track:

OPTIONAL Human Resource Management Track (9 credits):

MGMT 422X	Negotiation and Conflict Resolution *	3
MGMT 472	Management of Diversity	3
MGMT 473X	Advanced Human Resource Management 1	3

\* Courses not offered on a regular basis. Students should consult with their academic adviser about terms of offering.

The X designation after a course number indicates this is an experimental course offered by the Department. Although in an experimental phase, these courses are open for registration just the same as permanent courses listed in the course catalog and count as elective choices in the major.

Management, B.S.

Sample 4-Year Plan (Your plan may differ)

**Freshman**

Fall	Credits Spring	Credits
BUSAD 102 or 103	1 ECON 102	3
ECON 101	3 STAT 226	3
COM S 113	3 BUSAD 250	3
ENGL 150	3 Global/International Perspective <sup>@</sup>	3
MATH 150	3 ACCT 284	3
LIB 160	1 BUSAD 203	1
	<b>14</b>	<b>16</b>

**Sophomore**

Fall	Credits Spring	Credits
ACCT 285	3 SP CM 212	3
MGMT 371	3 ACCT 215	3
ENGL 250	3 PHIL 230	3
Natural Science	3 Business Core Course	3
MATH 151	3 HUM/SOC SCI	3
	<b>15</b>	<b>15</b>

**Junior**

Fall	Credits Spring	Credits
MGMT 310	3 MGMT Elective or Track	3
Business Core Courses	6 MGMT 471	3
US Diversity <sup>#</sup>	3 Business Core Courses	6
ENGL 302	3 General Elective	3
	<b>15</b>	<b>15</b>

**Senior**

Fall	Credits Spring	Credits
MGMT 414	3 MGMT 478 *	3
MGMT Elective or Track	3 MGMT Elective or Track	3
HUM SOC/SCI	3 HUM/SOC SCI	3
Global/International Perspective <sup>@</sup>	3 General Electives	6
General Electives	5	
	<b>17</b>	<b>15</b>

**Total Credits: 122**

@ Courses in these requirements may also be used as Global Perspective.

# US Diversity courses may be used to satisfy HUM/SOC SCI.

\* All core classes must be completed prior to taking MGMT 478 in the graduating semester.

Students must be admitted to the professional program in business to major in management. The requirements to enter the professional program are:

1. Completion of at least 30 credits, Foundation Courses, ENGL 150, and all ENGL 101/99 courses if required.
2. A minimum GPA of 2.50 either cumulative or in the Foundation Courses. Early admission is allowed for Honors-eligible students. (See your adviser for specific information)

Graduation Requirements:

1. Grade of "C" or higher in at least 30 credits of Core and Major courses.
2. 42 credits of 300+ level courses from a four-year institution.
3. 50% of required Business courses must be earned at ISU.
4. At least 32 credits and the LAST 32 credits must be earned at ISU (exceptions for study abroad and internship may be requested).
5. 122 Credits minimum and a Cumulative GPA of at least 2.00 with no quality point deficiencies.

6. A grade of C or better in ENGL 250 required, and also in one other required ENGL course.

7. All 300-level and higher business credits must be earned at a four-year college.

8. Multiple business **majors** must have at least 15 distinct credits in each of the major requirements; when applicable, one course can be shared between business majors; see your adviser regarding multiple business **degree requirements**.

## Graduate Study

The Department of Management participates in the full-time and part-time Master of Business Administration (MBA) and in the PhD in Business and Technology programs. The MBA 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. Within the MBA program, students can obtain a specialization in Management.

For more information about the MBA program with a specialization in Management, please visit: <https://www.ivybusiness.iastate.edu/masters/mba/>

The PhD in Business and Technology with a Management (MGMT) specialization is a 56 credit (minimum) curriculum designed around four interrelated areas (core, specialization, minor, and research methods) and dissertation. The focus of the specialization is on management issues relating to organizational behavior, human resources, strategy, and entrepreneurship.

For more information about the PhD program with a specialization in Management, please visit: <https://www.ivybusiness.iastate.edu/phd/>

## Graduate Certificate

The graduate certificate in Entrepreneurship and Innovation is designed to teach students the process through which new ventures are created and to ensure students understand the role of innovation in entrepreneurship.

The certificate allows post-graduate students from any discipline to learn about entrepreneurship, innovation, and the new venture creation process. The interdisciplinary certificate program provides students an opportunity to gain business skills they can use in starting a business without a large time commitment. It is flexible so that students can design a program that provides core entrepreneurship education through Management 566 as well as discipline-specific training from entrepreneurship courses in other colleges.

For more information about the graduate certificate in Entrepreneurship and Innovation, please visit: <https://www.ivybusiness.iastate.edu/masters/graduate-certificates/>

### Courses primarily for undergraduates:

#### **MGMT 310: Entrepreneurship and Innovation**

(Cross-listed with ENTSP). (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**

(Cross-listed with ENTSP). (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 320: Corporate Entrepreneurship, Innovation and Technology Management**

(Cross-listed with ENTSP). Cr. 3. Repeatable, maximum of 2 times. F.S.

*Prereq: MGMT 310*

Entrepreneurial approaches aimed at the identification, development and exploitation of technical and organizational innovations, the management of new product or process developments, and the effective management of new ventures in the context of mid-size to large corporations in manufacturing as well as in service industries. Development of an awareness and understanding of the range, scope, and complexity of issues related to the creation of a corporate environment that is supportive of entrepreneurial endeavors as well as to gain insights concerning the effective implementation of technological and organizational innovations in corporate settings.

#### **MGMT 367: International Entrepreneurship**

(Cross-listed with ENTSP). (3-0) Cr. 3.

*Prereq: Sophomore classification*

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*

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: Sophomore classification*

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 372: Responsible Management and Leadership in Business**

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

*Prereq: PHIL 230*

Professional responsibilities of executives in terms of personal conduct and individual integrity, executive leadership style and values, formal organizational ethics policies, board and chief executive leadership roles, governance reform and ethics, corporate social responsibility, stakeholder management, strategies for sustainable development, pursuit of societal and corporate goals, and the manager as architect of corporate values and culture.

**MGMT 410: Social Entrepreneurship**

(Cross-listed with ENTSP). (3-0) Cr. 3. F.S.

*Prereq: Sophomore classification*

Introduction 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.

*Prereq: MGMT 370 or MGMT 371*

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.

**MGMT 471: Personnel and Human Resource Management**

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

*Prereq: MGMT 371*

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.

Meets U.S. Diversity Requirement

**MGMT 478: Strategic Management**

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

*Prereq: ACCT 285, FIN 301; MGMT 370 or MGMT 371; MKT 340, SCM 301 and senior classification*

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 485: Trends in Entrepreneurship**

(Cross-listed with ENTSP). (3-0) Cr. 3. F.S.SS.

*Prereq: ENTSP 310*

A broad examination of historical, literary, and business perspectives on entrepreneurship. The entrepreneurial process is studied by examining the role of individuals, new ventures, and established organizations in the discovery, evaluation, and exploitation of economic opportunities. Emphasis is placed on tracing the evolution of entrepreneurship theories over time, as well as analyzing current trends related to the study of entrepreneurship.

**MGMT 490: Independent Study**

Cr. 1-3. Repeatable.

*Prereq: 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 522: Negotiation and Conflict Resolution**

Cr. 3.

Theory and practice of negotiation in a variety of settings, while focusing on understanding the behavior of individuals, groups and organizations in the context of competitive situations. Team work and team building is integrated to better understand interdependent relationships and processes.

**MGMT 525: Human Resource Management Analytics**

Cr. 3.

*Prereq: Enrolled in the MBA or other master's program in the College of Business*

An organization's competitive advantage resides in the talent and commitment of its people. This course is designed to provide students with an overview of human resources management and is designed to provide students with fundamentals for understanding how managers should staff organizations, train and develop their employees, and understand compensation systems. Moreover, as organizations now collect a myriad of data, this course will train students to make sense of that data to determine whether or not an organization's selection procedures are effective, whether or not to invest more/less money into training and develop programs, and whether or not its compensation structure facilitates satisfied and committed employees. Performance management, managing careers, and mentoring also are important to job performance and career satisfaction and will be discussed.

**MGMT 530: Leadership and Conflict Resolution**

(3-0) Cr. 3.

*Prereq: Enrollment in the MRED or instructor permission.*

Introduction to the theory and practice of leadership and negotiation. Emphasis on the science of influencing and resolving conflict, and securing an agreement between two or more interdependent parties. Behavior of individuals, groups, and organizations in the context of demanding situations.

**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 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 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 605: Seminar in Strategic Management**

(Cross-listed with ENTSP). Cr. 3. Alt. F., offered odd-numbered years.

Critical review of theory and research in the field of strategic management. Introduction to representative conceptual and empirical research. Review theories that provide the foundation for management research, and review current research in associate research streams. The review will cover fundamental questions in strategy.

**MGMT 606: Historical Foundations of Entrepreneurship Research**

(Cross-listed with ENTSP). Cr. 3.

*Prereq: Enrollment in the PhD Program*

Seminal readings, theoretical perspectives, and historical roots of Entrepreneurship research. A broad variety of core foundational theories, perspectives, and approaches are discussed.

**MGMT 607: Current Topics in Entrepreneurship Research**

(Cross-listed with ENTSP). Cr. 3. Alt. S., offered even-numbered years.

*Prereq: Enrollment in the doctoral program*

Current theoretical perspectives and methodological approaches in entrepreneurship research. Current entrepreneurship research is inherently interdisciplinary such that we will draw on insights from scholars across a range of disciplines.

**MGMT 608: Human Resources Management Theory & Research**

Cr. 3. S.

Advanced research seminar in human resources management. The scope and coverage of the seminar is designed to representatively reflect the important content areas in the field, and the major theoretical and empirical contributions in each area. The seminar will be decidedly research focused with discussions concentrating on critical reviews and evaluations of existing work, and the identification of potential directions for theory development and future research. Through reading assignments, weekly papers, and the development of a theoretical paper, students should gain an appreciation for the current status of theory and research, and begin to articulate major issues and challenges facing the field of human resources management.

**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.