

MANAGEMENT (MGMT)

Any experimental courses offered by MGMT can be found at:

registrar.iastate.edu/faculty-staff/courses/explistsings/ (<http://www.registrar.iastate.edu/faculty-staff/courses/explistsings/>)

Courses primarily for undergraduates:

MGMT 320: Corporate Entrepreneurship

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

Prereq: sophomore classification

Introduces 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. Focuses on mid-size to large corporations, especially in the manufacturing and service industries. Develops 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 the effective implementation of technological and organizational innovations in corporate settings.

MGMT 370: Managing Organizations

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

Prereq: Sophomore Classification

Introduction to management as a field and function within organizations. Provides an overview of what managers do in organizations, including how they deal with multiple stakeholders; make decisions about organizational goals, strategies, and structures that align with the external and internal environment; as well as how they lead and manage human resources effectively.

MGMT 371: Organizational Behavior

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

Prereq: Sophomore classification

Introduction to the attitudes and behaviors of individuals and groups in organizations, as well as their antecedents: e.g., individual characteristics, interpersonal processes, manager and leader influences, and organizational characteristics and practices. Builds awareness of one's own and others' characteristics, attitudes, behaviors, and interpersonal and decision-making skills to improve as an employee and a manager.

MGMT 372: Ethical and Responsible Management

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

Prereq: Sophomore Classification

Introduces the many aspects of ethical and responsible management in today's organization, including the ethical implications of business decision-making (and the implications of having multiple stakeholders); corporate social responsibility; ethical leadership and other leadership styles as they pertain to responsible management; and the role of corporate governance and ethical codes in developing and institutionalizing an ethical organization. Builds ethical decision-making strategies and awareness of one's own ethical leadership philosophy.

MGMT 381: Managing Family Businesses

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

Prereq: Sophomore classification

Introduction to the important role family businesses play in the domestic and global economies as well as the complex and unique challenges and opportunities encountered by such businesses and their family members and other employees. Explores best practices for successfully managing family businesses.

MGMT 414: International Management

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

Prereq: Sophomore Classification

Explains complexities managers face when doing business in countries where political, legal, economic, and cultural systems are different and require making decisions about the change, innovation, or adaptation needed to successfully formulate strategies for entering and operating in international markets.

MGMT 422: Negotiation and Conflict Resolution

(3-0) Cr. 3.

Prereq: MGMT 370 or MGMT 371

Introduces the theory and practice of negotiation (i.e., the art and science of securing an agreement between two or more interdependent parties) in a variety of settings, especially those faced by managers and professionals in organizations. Focuses on understanding the behavior of individuals, groups and organizations in the context of competitive situations, and the underlying interdependent relationships and processes. Builds analytical skills needed to discover optimal solutions to problems and a broad array of negotiation skills needed in order for those solutions to be accepted and implemented.

MGMT 470: Leadership and Change Management

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

Prereq: MGMT 370 or MGMT 371

Focuses on the practical application of leadership skills required in today's evolving business environment, including the need to effectively manage change. Develops through multiple hands-on activities an understanding of how leaders are able to inspire and lead their peers, direct reports, as well as themselves, and how leaders can create a culture that supports and inspires change within an organization.

MGMT 471: Introduction to Human Resource Management

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

Prereq: MGMT 371; STAT 226; ENGL 250

Introduces the field of human resource management (HRM) and its relevance to managers, employees, and organizational strategic goal achievement. Explains how HRM practices can be a source of competitive advantage for organizations and develops knowledge and skills in the functional areas of HRM, including job analysis, selection, recruitment, compensation, and training and development. Builds skills critical to HRM (and other) professionals, such as communication, feedback, and teamwork skills.

MGMT 472: Diversity, Equity, and Inclusion in Organizations

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

Prereq: Junior classification and BUSAD 203

Introduces the important topics of diversity, equity, and inclusion in organizations. Focuses on understanding dimensions of diversity and the importance of inclusion; effectively managing legal, ethical, media, and marketing issues in this area; and managing organizational change initiatives in this area. Builds students' abilities to work within and lead diverse teams and organizations and develops critical thinking about one's identity and equality of opportunity in organizations.

Meets U.S. Diversity Requirement

MGMT 473: Evidence-Based Decision Making in Human Resource Management

(3-0) Cr. 3. F.

Prereq: COM S 113, ENGL 250, STAT 226, MGMT 371

Focuses on evidence-based analysis of short- and long-term consequences of specific talent management practices on the organization and on society as a whole. Introduces, and provides hands-on experience with, measurement and analytic techniques applicable to business professionals. Builds knowledge and skills to describe, diagnose and improve processes pertaining to planning, recruiting, selecting, training, and developing talent in an organization as well as compensating, retaining, and managing the performance and careers of a diverse and talented workforce.

MGMT 474: Compensation and Benefits

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

Prereq: MGMT 471

Introduces the fundamental elements of employee compensation and benefits (including strategies, structures, and practices), within the larger context of total rewards. Discusses impact of compensation and benefits on employee recruitment, retention, and engagement, the employer/employee relationship, as well as individual, organizational and societal returns. Provides tools and a holistic understanding to competently assess, manage and negotiate compensation and benefits, not only as a management/human resource professional but also as an employee (in any phase of their own compensation lifecycle).

MGMT 475: Employment Law for Human Resource Management

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

Prereq: ACCT 215; MGMT 471

Introduces fundamentals of U.S. employment law necessary for human resource management. Topics include sources of employment law, classification of workers, lawful hiring practices, liability arising from harassment and discrimination, worker's rights and duties, employment contract issues, and lawful termination of an employee. Builds knowledge and skills for effectively managing each of these areas.

MGMT 476: Applied Projects in Human Resource Management

(3-0) Cr. 3. SS.

Prereq: MGMT 471 and MGMT 474 and MGMT 475

Takes an experiential and holistic view to address human resource management (HRM) issues, especially in small and mid-sized companies. Project-based format includes partnering with local companies to understand, research, and propose evidence-based HRM solutions that support the organization's overall strategy and business needs. Requires consideration and application of multiple HRM perspectives including hiring, employee development and retention, performance management, compensation and benefits, legal considerations, etc. Emphasis on developing situation-specific solutions that integrate multiple HRM best practices.

MGMT 478: Strategic Management

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

Prereq: Credit or enrollment in ACCT 285, FIN 301; MGMT 370 or MGMT 371; MKT 340, SCM 301, MIS 301, ENTSP 310 and senior classification

Examines why some organizations perform better than others, with an emphasis on how taking a holistic view of the organization and environment can lead to sustained competitive advantage. Evaluates how capabilities in various organizational functions can help enable and determine organizational strategy, and considers how strategic choices affect expectations of various functional areas and their interdependence. Emphasis on case analysis and discussion to build student competencies in the areas of internal and external analysis, complex decision-making, and the formulation, implementation, and evaluation of strategies.

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.

Prereq: Enrollment in the MBA program or permission of instructor

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: Evidence-Based Talent Management

Cr. 3.

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

Introduces talent management as integral to the ongoing success of any organization, with a focus on contemporary, evidence-based approaches to effectively managing talent. Highlights best practices related to the capture, integration, and utilization of employee data for making decisions about talent and talent management practices, and builds practical skills related to the identification and development of talent. Intended for current managers from any functional background.

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 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 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: Formulating and Implementing Innovation Strategies

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

Prereq: MGMT 504 or permission of instructor

Key strategies, models, and tools to foster and drive organizational innovation. Analysis of industry dynamics, sources and types of innovations, timing of entry; formulation of innovation strategies; developing innovation portfolios and collaboration strategies, protecting innovation; implementing technological innovation strategy, including new product development and deployment strategy. Essential traits of innovative strategic leaders. Critical analysis and discussion of cases focused on entrepreneurship and innovation and project requiring hands-on practical application of course concepts.

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 609: Organizational Research Methods

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

Prereq: Enrollment in ENTSP or MGMT PH D program or permission of instructor.

Solid methodological foundation that will prepare you to be a productive producer and educated consumer of scientific research in the field of Management, Entrepreneurship, and other related disciplines. Introduction to numerous concepts and techniques with relevance to your future scholarship in this domain. Conceptual underpinnings necessary to appreciate the strengths and limitations of various approaches used in these fields and the interplay between theoretical advancement and rigorous empirical investigation.

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 II

(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.