

MANAGEMENT (MGMT)

MGMT 501: Behavioral Science in Business

3 Credits

Application of behavioral science concepts and analytical methods to problems in business organizations. Analysis of administrative behavior and decision making.

MGMT 507: Positive Organizational Behavior and Wellbeing

3 Credits

Exploration of positive organizational behavior and wellbeing concepts for developing the "human sustainability" factor in organizations.

MGMT 520: Team Facilitation

2 Credits

To gain an in-depth understanding of team dynamics and develop skills for facilitating teams to achieve effective performance.

MGMT 528: Seminar in Organizational Behavior

3 Credits

Current theoretical and research issues applicable to the study of individual and group behavior within organizational settings.

MGMT 535: The Upper Echelons Perspective: Theory and Research

3 Credits

To learn to evaluate and conduct research on top executives and their influence on organizational strategy, structure and performance.

Prerequisite: admission to a doctoral program at PSU

MGMT 538: Seminar in Organization Theory

3 Credits

Current theoretical and research issues applicable to the study of design and management of complex organizations.

MGMT 539: Seminar in Organizational Social Networks

3 Credits

Learn theory, concepts and methods for research on organizational social networks. MGMT 539 Seminar in Organizational Social Networks (3) This course familiarizes doctoral students with the theory, research and methodological issues connected with social network analysis in organizational contexts. The course encompasses topics from the micro level (e.g., cognition and networks) to the macro level (e.g., interorganizational networks) and introduces a range of network ideas concerned with centrality, structural holes, embeddedness, and social capital. Class periods will consist mainly of focused discussion of academic papers, but will also include discussion of data analysis exercises, and student presentations. Upon completion of the course, students should have a good grasp of social network concepts and methods and be able to use them to conduct research. The course requirements include participation in discussion, the completion of data

analysis exercises, and the writing of a research paper. The course is designed for 15 students and is likely to be offered once every two years.

Prerequisite: admission to a doctoral program at PSU

MGMT 548: Seminar in Management

3 Credits

Current theoretical and research issues applicable to the study of Management, ranging from individuals embedded in organizations to organizational design, and strategy formulation / implementation. Students will learn about important theories and cutting-edge research across the management domain, with a particular focus on emerging research streams, particularly in the applied domain.

MGMT 551: Growth and Innovation Strategy

2 Credits

Identify opportunities for growth and profitability through technological and organizational innovations and market independently or with strategic partners.

Prerequisite: B A 571

MGMT 565: Power and Influence

2-3 Credits

Power and influence are ever-present and necessary features of organizational life; they are required to get things get done within organizations. Effective leadership therefore depends upon both understanding and possessing power and being influential. This course provides a pragmatic and ethical framework, based upon social science theory and evidence, for systematically analyzing the organizational and individual sources of power and influence, and the circumstances that lead to their attainment and effective use. The concepts and principles covered in the course provide the foundation for the skills needed to diagnose power situations, to manage conflict, and to use political strategies in responsible and pragmatic ways to get things done in organizational settings.

MGMT 578: Seminar in Corporate Strategy

3 Credits

Current theoretical and research issues applicable to the study of corporate strategy formulation and implementation.

MGMT 590: Colloquium

1-3 Credits/Maximum of 3

Continuing seminars which consist of a series of individual lectures by faculty, students, or outside speakers.

MGMT 591: Organizational Research Design

3 Credits

Experience in designing research for organizational science, to maximize the validity of eventual conclusions; methodological choices, constraints, and compromises (tradeoffs).

Prerequisite: admission to a doctoral program at Penn State; graduate-level statistics (linear model) course (e.g., STAT 501: Applied Regression Analysis).

MGMT 592: Qualitative Research Methods

3 Credits

This course provides students with an introduction to and experience with qualitative research methods employed in organizational contexts.

Prerequisite: admission to a doctoral program at Penn State

MGMT 596: Individual Studies

1-9 Credits/Maximum of 9

Creative projects, including nonthesis research, which are supervised on an individual basis and which fall outside the scope of formal courses.

MGMT 597: Special Topics

1-9 Credits/Maximum of 9

Creative projects, including nonthesis research, which are supervised on an individual basis and which fall outside the scope of formal courses.

MGMT 597A: ****SPECIAL TOPICS****

9.00 Credits

MGMT 599: Foreign Study--Management

1-12 Credits/Maximum of 12

Full-time graduate-level foreign study at an overseas institution with whom linkages have been established.

Prerequisite: acceptance in established exchange program International Cultures (IL)

MGMT 600: Thesis Research

1-15 Credits/Maximum of 999

No description.

MGMT 601: Ph.D. Dissertation Full-Time

0 Credits/Maximum of 999

NO DESCRIPTION.

MGMT 610: Thesis Research Off Campus

1-15 Credits/Maximum of 999

No description.

MGMT 811: Sustainability Strategy Development

3 Credits

MGMT 811 Sustainability Strategy Development covers intermediate to advanced content for integrating sustainability into core business by identifying and managing the environmental and social impacts of a business in order to drive profitability, reduce risk, and for long-term value creation. This course provides students with knowledge, concepts, and practical tools for developing a strategic sustainability strategy and

measuring financial, environmental, and social returns. Course content focuses on: (1) an exploration of "sustainability" and what it means to business regarding changes to the regulatory, consumer, competitive landscape; (2) analysis of international differences across Europe, Asia, Africa, the Americas and beyond; (3) strategy development including external and internal analysis, employee engagement, governance, and ensuring sustainability is "built in, not bolted on"; and (4) the latest business models and sustainable design solutions to drive business value and environmental/social performance.

MGMT 821: Complex Negotiations

1-3 Credits/Maximum of 3

The purpose of this course is to understand the theory and practice of negotiation in a variety of settings, with specific emphasis on multiparty contexts. A basic premise of the course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills and an understanding of multiparty dynamics are needed in order for these solutions to be accepted and implemented. The course will allow students to develop these skills experientially and to understand negotiation in useful analytical frameworks. This course will give students an overview of the unique challenges and intricacies associated with multiparty negotiation, providing an opportunity to understand and develop applied skills regarding (a) the formulation of strategy and tactics before, during, and after a negotiation, and (b) third-party intervention in multiparty negotiation. Students will learn the structural and social characteristics of multiparty negotiation and develop techniques for managing its complexity.

Prerequisite: BA 805

MGMT 823: Organizational Change: Theory and Practice

3 Credits

The primary purpose of MGMT 823 is to provide students with an overview of current theory and practice in organizational change and development. The primary aim of organizational development is to enhance organizational performance by improving the fit between individuals and the organization, as well as between the organization and its environment, all amidst ever-changing surroundings. This course will discuss current theories, models, research, techniques, and approaches to organizational change as well as the implications of change for organizational transformation and reconceptualization of management philosophies, principles, practices, and behavior that leads to high performance. The application of management and leadership skills required to manage change are of primary interest in contemporary organizations and is the main focus of this course.

MGMT 831: Strategy Implementation and Organizational Change

2-3 Credits

This course addresses the managerial challenge of strategy implementation, particularly by examining the organizational elements that must be drawn into line to support a strategy, as well as the immense difficulties of changing an organization. As such, the course relies on two overarching frameworks. The first is a model of organizational alignment; the second is a model for managing the change process. The course will emphasize application and practice, primarily by the use of cases. Students will be asked, class after class, to take the position of a senior manager or an adviser to a manager, and develop answers to questions like these: What's the real problem

here? How are the elements of the problem interconnected? What should be done? How, specifically, should we go about it? Strategy Implementation and Organizational Change will be relevant for a broad array of students, including those hoping to be managers, consultants, investors, and entrepreneurs. Because the course focuses on changing entire organizations (rather than small parts of organizations), we will be primarily taking the point of view of senior managers. However, our frameworks and tools, and the skills students will develop, will be useful early in their careers, as they face the need to manage change in their own subunits, as well as the need to comprehend and contribute to firm-wide changes.

MGMT 833: Career Innovation and the Future of Work

3 Credits

MGMT 833 explores emerging trends in technology, organizations, and society that create new workplace practices, job tasks, and required skills. This course begins by covering the past, present, and emerging forces that shape labor markets and career trajectories. Students will then gain insight into how new technologies, social norms, and business models play out in establishing new organizational shapes and employment arrangements. Analysis of macrolevel factors including globalization, demographics, and sustainability from the top down will be combined with a bottom-up examination of each student's traits, skills, priorities, and employment history and aspirations. Students will analyze their future labor as an entrepreneur would, examining new product development opportunities, market analyses, and pricing options, and concluding with a go-to-market path.

MGMT 834: Leadership and Change in Organizations

1-3 Credits

This course mixes concept with practical, workable knowledge. We will focus on how students think about leadership, how things get done, and how things might be improved in organizations. This is the course that will allow students to discover, consider, and alter leadership tendencies and values. Self management is the major emphasis. Another is learning to lead organizations and the people in them humanely. It is also a course that will allow students to see the differing viewpoints and perspectives of peers concerning many leadership and organizational issues.

MGMT 841: Human Resource Management

3 Credits

Human Resources Management (HRM) includes evaluating the internal and external environments of an organization, assessing work and work outcomes, and acquiring, training, developing, and compensating employees. In addition, HRM includes labor-management relations, human resource information systems, and international HRM. All managers are responsible for HR practices and managing the employment relationship in organizations, and for the impact of their HRM activities. The primary objective of this course is to investigate how managers might identify, engage in, and evaluate effective Human Resources practices. In addition, the roles and practices of the HR professional are examined.

MGMT 845: Leading Diverse Organizations

1-3 Credits

Managing diversity and differences effectively is one of the most pressing leadership challenges in organizations today. This course

focuses on increasing knowledge, skill, and confidence to address diversity related challenges that are an inevitable part of the manager's life. Course materials are organized around an Awareness-Empathy-Action/Allyship (AEA) framework. First, students will gain awareness around topics such as bias, prejudice, (in)equity and discrimination in the workplace. Course materials will direct students towards a greater awareness about how their personal biases and values shape decision making in interpersonal and group contexts as well as recognizing sources of bias and discrimination in the context surrounding them. Second, students will learn concepts that allow them to build empathy and take the perspective of others who are different. Often, people can empathize with others who share a similar background or set of values, but transferring this empathy across differences can be challenging. Through case discussions and experiential learning students will have an opportunity to build their empathy across differences. Both awareness and empathy contribute to the third key component of this course- taking action to ensure equity and inclusion in the workplace. Through cases and exercises students will learn when and how to take individual action as well as promote inclusive and equitable practices in organizations. Overall, the AEA framework provides a pragmatic and evidencebased approach to recognizing and addressing bias and discrimination as well as fostering an inclusive workplace culture.

MGMT 861: Global Strategy and Organization

2 Credits

This course focuses on the "strategic" challenges facing the multinational firm. The types of questions that we address are: Why do firms go abroad? What differentiates a "global" from a "multi-domestic" industry? What are the sources of competitive advantage in a global context? 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? How do companies choose an optimal global structure? How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? How do companies manage strategic change from one type of global strategy to another?

Prerequisite: second year of MBA Program or graduate status in another program

MGMT 870: Entrepreneurial Finance

2 Credits

MGMT 870 provides a unique exposure to the field of financing start-up companies. The course combines a comprehensive overview of the various ways to finance a company along with an opportunity for students to evaluate start-up companies for investment consideration of up to \$100,000 utilizing the Garber Venture Capital Fund. Students learn which sources of funding are most suitable for the stage of the company and its business model based on the interests of those funding sources. These funding sources include friends & family, crowd funding, government funding, angel investors, venture capital, and debt financing. In addition, students learn key differences in financial terms unique to start-up company investments and develop valuation models. In parallel to the review of course materials, students work in teams to evaluate companies considered for a Garber Fund investment and present investment recommendations to their classmates and vote to invest in up to three companies.

Prerequisite: BA 831

MGMT 871: Strategic Management

3 Credits

This capstone course for the M.B.A. is meant to broaden the students' orientation, giving them the perspective of top management. This is accomplished by integrating information from many functional areas such as marketing, accounting, finance, and management, and providing a "big picture" strategic approach to the business environment. The course is meant to be a "value added" experience, and not just a review of what has been learned in the program to date.

Prerequisite: MGMT 501, ACCTG 811, BUSAD 523, MBADM 820, BA 800, BA 810 Recommended Preparations: Student must complete a minimum of 27 credits, including Foundation courses.

MGMT 873: Corporate Innovation Strategies

3 Credits

The goal of this course is to enable students to improve their understanding of managing and leading in changing environments. Students will study approaches to change, including resistance, learning, innovation, resilience, sustainability, and adaptation.

Prerequisite: MGMT 501

MGMT 880: Business Transformation Consulting

1-3 Credits

This course provides an understanding of key issues, concepts, and methodologies associated with business transformation and management consulting. It introduces students to the professional services industry, industry best practices, and a variety of client contexts where advisory services are needed. Additionally, students will learn common consulting methods and how to apply them in client organizations. A consulting-oriented solution development lifecycle is used as the organizing framework of the course. The primary phases of this framework include: client qualification/validation, problem identification, data gathering, requirements definition, project planning, solution design, solution development, solution implementation, and client relationship management. Students will learn how to identify and define organization problems, highlight pain points, map work flows, explore business models, investigate strategic alignment, develop recommendations, present business cases, and prototype solutions. The course will also enable students to learn how to advise clients and present key points and recommendations in a direct, clear, and compelling manner. The course objective is to provide students with consultative methods, skills, and tools essential to facilitating organizational change. It is designed around real-world problems and projects involving organizational assessment, solution development, and implementation planning. Students will be assigned to a consulting team. Each consulting team will be assigned to work with a corporate client to address a real-world business problem. Students will learn how to work proactively with key stakeholders to identify and understand the choices, risks, and benefits of particular solution alternatives, prepare project proposals, develop a plan to support the needed changes, and assess the effectiveness of business transformation efforts. Depending on the project, the recommended solution may be prototyped or fully developed during the course.

MGMT 883: Project Management & Delivery

1-3 Credits

MGMT 883 addresses concepts and methodologies associated with project management and the delivery of non-repetitive business activities. In this course, students will learn how to organize and manage work activities related to delivery of a collaborative venture that has unique objectives along with a beginning and an end. Along with the acquisition of fundamental project management knowledge and learning how to apply common project management tools/techniques, students will explore how to apply project management practices in multiple industries and contexts (i.e., consulting, internal corporate, multi-party, venture start-up). More specifically, students will learn and apply common project management tools and techniques used in various aspects of project management including but not limited to requirements gathering, stakeholder analysis, project definition/charter, project scheduling, project communication planning, risk mitigation planning, project budgeting & control, project metrics/assessment, project documentation planning, and project closeout assessment. Traditional and agile approaches to project management will be explored along with the benefits and drawbacks of each approach. Strategic considerations will include identification of success criteria, effective use of KPIs and performance metrics, timely identification and mitigation of project risk, team formation, resource constraints, project sponsorship, leadership within a project management context, and management of scope creep.

MGMT 885: Management Consulting Methods and Practice

1-3 Credits

MGMT 885 explores the methods and tools commonly used in the practice of management consulting. This course is intended for students interested in working in this field or working in organizations that hire management consultants. It is organized into the following topical areas: Management Consulting as a Discipline ζ In this area, students learn how management consulting fits into the overall business marketplace and why/how firms engage management consultants as a resource. Tools, Methods, and Practices for Managing the Engagement ζ In this area, students learn methods and practices commonly used to manage a project/engagement in a management consulting context. This area covers topics related to understanding the overall life cycle of a consulting engagement, as well as tools and techniques used to manage scope, time, people, finances, risks, and overall activity on a consulting project. Tools, Methods, and Practices for Research and Information Gathering ζ In this area, students explore tools and techniques used by management consultants to conduct both secondary and primary research as means for investigation and learning. Tools, Methods, and Practices for Analysis and Solution Generation ζ In this area, students learn tools, frameworks, and methodologies commonly used by management consultants to assess a client's needs, to analyze information, to generate potential solutions, and to evaluate potential solutions in a given context. Tools, Methods, and Practices for Change Management ζ In this area, students learn theories, models, and frameworks related to overcoming barriers to change and to implementing change within a business organization. Tools, Methods, and Practices for Client Communication ζ In this area, students learn tools and techniques used by management consultants to communicate with their client in order to effectively manage an engagement, to influence stakeholders, and to enhance impact of their work.