MANAGEMENT (MGMT)

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MGMT 201 Managing People and Organizations (3 Credit Hours)

Pre-requisites: Sophomore standing

This course introduces students to the dynamics of human behavior in the workplace through the study of topics such as attitudes, personality, values, ethics, and leadership. The course also examines topics at the group and organizational levels including culture, structure, change, decision making, power and politics, as well as team development. Course equivalencies: MGMT201/201H/MGMT 301/CPST 350 Outcomes:

Learn and apply organizational behavior concepts and theories to analyze how individuals work in teams/groups within organizations to achieve goals

MGMT 201H Managing People and Organizations - Honors (3 Credit Hours)

Pre-requisites: Sophomore standing or above; Restricted to QSB honors students

This course introduces students to the dynamics of human behavior in the workplace through the study of topics such as attitudes, personality, values, ethics, and leadership. The course also examines topics at the group and organizational levels including culture, structure, change, decision making, power and politics, as well as team development. Restricted to QSB honors students.

Course equivalencies: MGMT201/201H/MGMT 301/CPST 350 Outcomes:

Learn and apply organizational behavior concepts and theories to analyze how individuals work in teams/groups within organizations to achieve goals

MGMT 304 Strategic Management (3 Credit Hours)

Pre-requisites: Senior Standing; C- in MGMT 201, MARK 201, (SCMG 332 or SCMG 332H or SCMG 232 or SCMG 232H), and (FINC 301 or FINC 334)

This capstone course analyzes the responsibilities of general management in formulating and implementing business¿level and corporate¿level strategies. Strategic management addresses the strategic positioning, organizational structure, resources and capabilities of the organization to generate and sustain competitive advantage. The course applies strategic analysis principles to integrate all the BBA core courses.

Course equivalencies: MGMT304/304H

Outcomes

Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole; Students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the competitive challenges of the market environment

MGMT 304H Strategic Management - Honors (3 Credit Hours)

Pre-requisites: Senior standing; minimum grade of "C-" in MGMT 201 or MGMT 201H, MARK 201 or MARK 201H, SCMG 332 or SCMG 332H or SCMG 232 or SCMG 232H, and FINC 301 or FINC 334 or FINC 334H; restricted to SBA honors students

This capstone course analyzes the responsibilities of general management in formulating and implementing business¿level and corporate¿level strategies. Strategic management addresses the strategic positioning, organizational structure, resources and capabilities of the organization to generate and sustain competitive advantage. The course applies strategic analysis principles to integrate all the BBA core courses.

Course equivalencies: MGMT304/304H

Outcomes:

Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole; Students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the competitive challenges of the market environment

MGMT 318 Organizational Development and Change (3 Credit Hours) Pre-requisites: Junior Standing, minimum grade of "C-" in MGMT 201 or HSM 368

This course examines the theory and practice of organizational development and change, with an emphasis on effective change management.

Outcomes:

Students will understand the complexity of change in organizations and learn how to use change interventions to manage different types of organizational changes, including the redesign of jobs and restructuring

MGMT 320 Leading and Managing Teams (3 Credit Hours)

Pre-requisites: Junior Standing, minimum grade of "C-" in MGMT 201 This course examines the characteristics of effective teams and team players in an organizational context and covers theories and concepts of team composition, roles and leadership, decision making, team charters, conflict management, team networks and international teams.

Students will gain an understanding of team processes and team performance in organizations, learn tools that make teams effective, develop team skills and practice creating, monitoring and improving an ongoing team effort

MGMT 321 International Business Ethics (3 Credit Hours)

Pre-requisites: Sophomore standing; minimum grade of C- in MGMT 201 and ECON 202

No course description is available

Course equivalencies: PHIL185/283/MGMT341/H/BHNR341

MGMT 331 Managing Nonprofit Organizations (3 Credit Hours)

Pre- or co-requisites: MGMT 201

Students will learn the knowledge, skills, and values for managing nonprofit organizations. We will examine how non-profits develop their mission, strategic plan, and program model, as well as how they fund their efforts and continuously improve their performance. Students will apply their knowledge through case study explorations of different Chicagoland non-profits. Students will demonstrate an understanding of the evolving non-profit sector; students will demonstrate an analytic ability to assess non-profit strategy; students will understand the management skills needed at high-performing non-profits. This course satisfies the Engaged Learning requirement.

MGMT 335 Micro-Enterprise Consulting (3 Credit Hours)

Pre-requisites: Junior Standing, minimum grade of "C-" in MGMT 201; Instructor permission

In the Jesuit tradition of using knowledge to serve humanity, students utilize and improve their business knowledge and skills by meeting the real-life business consulting needs of individual entrepreneurial and not-for-profit clients starting up or operating businesses in economically distressed communities.

This course satisfies the Engaged Learning requirement. *Outcomes:*

Students improve skills in service-oriented communication, project management, teamwork, and cross-functional business analysis; and learn how locally-owned business can foster community economic development; Consulting clients receive a feasibility analysis or business plan to help guide business operations and obtain financing for a new or struggling business

MGMT 345 Ethics, Economics & Entrepreneurship (3 Credit Hours)

Pre-requisites: Junior Standing, 'C-' or better in MGMT 201
The entrepreneur has been reviled as a social parasite and cheered as a moral hero. Through an examination of some classic works on entrepreneurship and the writings of our guest speakers, in Ethics, Economics, and Entrepreneurship we will take up three main questions: Who is the entrepreneur - that is, what activities or characteristics make one an entrepreneur?; Why did the entrepreneur largely disappear from intellectual discourse in the middle 20th century?; How ought we to evaluate the entrepreneur morally - and does the answer depend upon who we understand the entrepreneur to be?

MGMT 360 Values-Based Leadership (3 Credit Hours)

Pre-requisites: Junior Standing, minimum grade of "C-" in MGMT 201 An examination of several major approaches to leadership that are based on personal and organizational values.

Course equivalencies: MGMT360/360H

Outcomes.

Students will understand major approaches to leadership, examine their own values and approach to leadership and improve their leadership skills

MGMT 377 Family Business Management (3 Credit Hours)

Pre-requisites: Grade of C- or better in MGMT 201

This course examines family, ownership and management challenges in operating a family business, including governance and leadership succession. It is designed for students pursuing a career in family business or providing service to one. It will use a systems model of family and business to demonstrate connections among key stakeholders.

Students will understand the goals, characteristics, social and economic impact, and dynamics of family businesses; They will know how to integrate entrepreneurial/management concepts and available resources to strengthen business performance

MGMT 395 Independent Study in Management (1-3 Credit Hours)

Pre-requisites: Junior standing; Instructor and Dean permission No course description is available

MGMT 399 Special Topics in Management (1-3 Credit Hours)

Pre-requisites: Junior standing No course description is available

MGMT 400B Values-Based Leadership (1.5 Credit Hours)

This course will explore major approaches to leadership that are based on personal and organizational values. Students will have an opportunity to explore their own values and approach to leadership and be challenged to identify opportunities for improvement.

Outcomes:

Students will: 1) learn and understand fundamental and diverse principles and theories of leadership and management; 2) develop a clearer understanding of and commitment to personal values as a way of developing a sound basis for making personal and professional decisions; 3) apply what they learn in this course to clarify thinking on leadership and to solve problems in the future; 4) learn to analyze and critically evaluate different ideas, concepts and points of view on the concepts of leadership and management; 5) develop a personal style that will begin to answer the question "What kind of leader do I want to be?"; and 6) Understand the meaning of "vocation" and how it applies to each student's life

MGMT 401B Innovative Corporate Social Responsibility (1.5 Credit Hours)

This course will analyze why and how global businesses are innovating to address corporate responsibility expectations. The course will focus on companies that are co-creating value and will examine impacts from businesses, civil society and public policy that enhance (or detract from) competitiveness.

Outcomes:

Students will be able to: 1) examine the interaction between market and civil society institutions in the development of corporate responsibility initiatives; 2) demonstrate understanding of changing legal, social, and political environments as they affect organizations; and 3) analyze organizational situations, identify key issues, and formulate arguments and appropriate ways to innovatively implement changes

MGMT 402B Social Enterprise (1.5 Credit Hours)

Social enterprise seeks to create ventures that provide critical social services in innovative ways using the concepts and methods of business. This course aims to prepare students to engage in social enterprise by focusing on how to create social value by business means; how to start and sustain an entrepreneurial social venture; how to scale social innovation and grow an organization; how to obtain funding and generate earned revenue; how to adopt an appropriate legal governance structure and tax status; and how to measure, document, and communicate social impact.

Outcomes:

Students will demonstrate: 1) an understanding of the social enterprise sector, including what distinguishes social entrepreneurship from both traditional social services and traditional entrepreneurship; 2) a strategic understanding of how social enterprises succeed; 3) the ability to use analytical tools to develop and measure the impact of social enterprise models; and 4) the ability to formulate their ideas into a social enterprise model presentation

MGMT 403B Creating Ethical Work Environments (1.5 Credit Hours)

This course will explore how companies create and sustain ethical work environments and challenge students to systematically think about ethical dilemmas in human resources. The course will explore ethical practice across four areas of human resources: 1) acquiring employees (employment planning, recruitment, and selection); 2) developing employees (training, mentoring, performance feedback); 3) rewarding employees (salary, incentives, benefits); and 4) managing employment relations (unions, safety). The course will include an emphasis across these areas on diversity, inclusion, and social responsibility. *Outcomes:*

Students will: 1) have familiarity with major ethical issues in human resources; 2) understand how companies make ethical human resources decisions aligned with their values; and 3) demonstrate knowledge of current human resource approaches to diversity, inclusion, and social responsibility

MGMT 404B ESG Investing (1.5 Credit Hours)

This course will explore the growing integration of environmental, social and governance (ESG) factors into global investment decision-making. Students will learn about: 1) the history and growth of ESG in investing; 2) how to assess a company's climate impact, water management, health and safety policies, supply chain integrity and other ESG factors in the context of financial risk and performance analysis; and 3) how companies can improve their ESG performance.

Outcomes:

Students will: 1) understand why ESG factors influence a company's financial performance; 2) assess a company's ESG performance; and 3) develop recommendations for ESG improvement

MGMT 405B Sustainable Business Management (1.5 Credit Hours)

No course description is available

Outcomes:

Understand the dimensions of sustainability; understand economics for sustainability; understand the tools and techniques to apply sustainability in each functional area of the business

MGMT 406B Influential Leadership (1.5 Credit Hours)

This course will equip students with the tools to be influential leaders by better understanding their own leadership styles, further developing their emotional intelligence, and learning how to best apply their styles effectively in the workplace. Students will be able to: 1) identify their personal leadership styles; 2) know how to apply their leadership most effectively in different organizational contexts with an emphasis on emotional intelligence; and 3) demonstrate familiarity with coaching techniques to improve personal and team performance.

MGMT 407B Impact Investing (1.5 Credit Hours)

This course will explore the rise of investments aimed simultaneously at social, environmental, and financial returns. Students will: 1) understand how impact investing works and the growing spectrum of investment firms with impact investing strategies; and 2) be able to evaluate an investment with an SROI (social return on investment) framework.

MGMT 426N Leadership Development (1.5 Credit Hours)

Leader development is a systematic process that outlines self-improvement goals and strategies to assist leaders to take advantage of opportunities. Development planning consists of identifying development needs, prioritizing development needs, building a development plan, and modifying the development plan. Restricted to School of Business graduate students.

Outcomes:

1) Develop an understanding of the skills that are necessary to be an effective leader; 2) Create a development plan to become a more effective leader and responsible leader who exhibits personal integrity and ethical awareness

MGMT 430B Strategy and Leadership (3 Credit Hours)

The MBA Capstone explores the manner in which companies develop and implement a strategic plan and examines characteristics of effective general managers and leaders. This course is restricted to students in the MBA program and should be taken during the student's final quarter. *Outcomes:*

Students will develop an explicit personal way of thinking about the business enterprise as a total system and the manner in which it can gain a sustainable competitive advantage by drafting a complete business plan for a start-up entity; Students will also sharpen their team, analytical, writing, and presentation skills and begin to evaluate the type of leadership skills they will need to move into increasingly more responsible positions inside organizations

MGMT 430E Capstone (1.5 Credit Hours)

Enrollment is restricted to students in the Executive MBA Program. Brings all of the learning together from the program as it concludes. This course builds on the Entrepreneurship course by having teams prepare a complete business plan for the concept they have developed. Course equivalencies: MGMT610E/MGMT430E

MGMT 430N Strategy and Leadership (3 Credit Hours)

Pre-requisites: MGMT 425N, MGMT 426N, MARK 470N, FINC 470N, and ISSCM 596N

The MBA Capstone explores the manner in which companies develop and implement a strategic business plan and also examines characteristics and responsibilities of effective general managers and strategic leaders in business organizations.

Outcomes:

An understanding about the business enterprise as a total system and the way it can gain a sustainable competitive advantage; Development of team, analytical, writing, and presentation skills, and the type of leadership skills they will need to move into organizations

MGMT 431N Business Consulting Course (3 Credit Hours)

Pre-requisites: MGMT 425N, MGMT 426N, MARK 470N, FINC 470N, and ISSCM 596N

This applied fieldwork project provides an opportunity to apply the knowledge and skills learned in the classroom to a client. The student teams will work directly with companies to create implementable business solutions.

Outcomes:

1) Increase proficiency in integrating the techniques, processes and procedures of the fundamental business disciplines; 2) Learn to apply the theory, skills, and knowledge from the business disciplines to business practice; 3) Demonstrate an innovative, entrepreneurial approach to management decisions

MGMT 441 Business Ethics (3 Credit Hours)

This course examines the ethical aspects of individual and corporate decision making in business and provides resources for making ethical decisions within the context of managerial practice.

Outcomes:

Students will be acquainted with the concepts and principles of ethical reasoning that have been developed in ethical theory; be aware of the specific ethical issues that arise in management and of the ways in which these issues are commonly analyzed; and be able to make sound ethical and managerial decisions and to implement those decisions within the context of an organization in a competitive marketplace

MGMT 441B Business Ethics (1.5 Credit Hours)

This course examines the ethical aspects of individual and corporate decision making in business and provides resources for making ethical decisions within the context of managerial practice.

Outcomes:

Students will be acquainted with the concepts and principles of ethical reasoning that have been developed in ethical theory; be aware of the specific ethical issues that arise in management and of the ways in which these issues are commonly analyzed; and be able to make sound ethical and managerial decisions and to implement those decisions within the context of an organization in a competitive marketplace

MGMT 443 Global Environmental Ethics (3 Credit Hours)

This course develops an understanding of the ethical issues and responsibilities arising from human interaction with the non-human natural environment. Perspectives from various religious traditions, Western philosophy, and the science of ecology are considered. *Outcomes*:

Students will be able to demonstrate ethical awareness, reflection, and application of ethical principles in decision making

MGMT 444 Introduction to ESG - Expectations & Opportunities (3 Credit Hours)

Pre-requisites: Open to all graduate degree and graduate certificate students

Concepts and practices of ESG are introduced within the context of growing and emerging megatrends such as climate change and social justice concerns that presents companies with new risks and new opportunities. Themes related to private and public companies will be explored.

Outcomes:

Develop strong grounding in the overall themes of ESG; Develop an understanding of the core methods for assessing ESG outcomes; Establish the foundation for delivering ESG impact

MGMT 445 ESG in Practice-Business Leadership in Times of Change $\,$ (3 Credit Hours)

Pre-requisites: Completion of MGMT 444 and two ESG electives Class integrates the full knowledge of ESG by building on introductory course while encouraging students to integrate prior ESG knowledge from both practice and other classes. Students apply content and build out plans and pathways for a specific organization. Student may be enrolled in second elective concurrently.

Outcomes:

Demonstrate understanding of reporting tools and approaches; Demonstrate applied understanding of ESG topics; Demonstrate understanding of ESG values based on leadership and change management

MGMT 446 International Business Ethics (3 Credit Hours)

This is an advanced business ethics course that addresses the ethical challenges of international business for managerial decision making. The main emphasis of the course is on implementation, and standards, for operating ethically within multinational corporations and on ethical problems in specific countries or regions of the world. *Outcomes:*

The course aims to equip managers with ethical decision-making skills in global business by understanding complex interactions among market, policy, and society, analyzing personal decision-making, and improving communication abilities

MGMT 448 Ethics in Finance (3 Credit Hours)

This is an advanced business ethics course that addresses the ethical challenges in finance, which includes financial markets, financial services, financial management, and finance theory. The aim of this course is to understand the ethical issues that arise in the various areas of finance and to develop an ability to resolve these issues effectively and responsibly. Topics include: fairness in financial markets, the rationale for market regulation, duties of agents, fiduciaries, and professionals, conflict of interest, insider trading, manipulation and fraud, marketing and sales, consumer privacy, abusive credit practices, financial management, financial reporting, bankruptcy, acquisitions and mergers, and building an ethical corporate culture.

MGMT 460B Marketing Management (3 Credit Hours)

This course develops a broad understanding of the marketing principles that undergird successful marketing strategies and marketing plans with special attention given to international and ethical considerations.

Outcomes:

Students use and apply marketing principles, strategic research, consumer analysis and target marketing to either a project or to case studies

MGMT 460E Values Based Leadership (1.5 Credit Hours)

This course is focused on "values-based" leadership. This is an umbrella term that covers a wide range of approaches to leadership, all of which have at their foundation a set of values or principles, or at least an examination of one's values and beliefs.

Outcomes:

To assist students in beginning to develop a personally relevant and valuable style of leadership and management that will positively impact them and their organizations in a complex, diverse, and interdependent world

MGMT 472 Leading Change in Organizations (3 Credit Hours)

The course focuses on enhancing managers' capabilities in integrating strategic issues with "people" issues, enabling them to effectively implement change initiatives within diverse global environments. Special Note: MGMT 472 is cross-listed with HRER 430.

Course equivalencies: X - MGMT472 / HRER430

Outcomes:

Students will learn fundamental principles, theories, and generalizations needed for competent approaches to implement organizational change that prioritizes managing the "people" aspects of change, as participants or managerial change agents

MGMT 472E Organizational Change and Development (1.5 Credit Hours)

Enrollment is restricted to students in the Executive MBA Program. Explores the complexity and dynamics of change in organizations. Topics covered include organization development, managing resistance, and change leadership.

Course equivalencies: MGMT 602E/MGMT 472M

MGMT 474E Strategic Management (1.5 Credit Hours)

Enrollment is restricted to students in the Executive MBA Program. This course introduces and develops strategic techniques to facilitate an organization's articulation of its mission and goals and its formation, implementation, and evaluation of key strategies. Additional topics include: strategic thinking, competitive advantage, vertical and horizontal integration, and planning horizon.

Course equivalencies: MGMT 604E/MGMT474E

MGMT 475 Cross-Cultural Dimensions of International Management & Marketing (3 Credit Hours)

This course examines cross-cultural management and marketing topics both within the business organization and across the global marketplace. Special note: MGMT 475 is cross-listed with MARK 475.

Course equivalencies: X-MARK475/MGMT475

Outcomes:

Students learn how differences in national and ethnic cultures affect the behavior of employees working in organizations, managers making business decisions and consumers making product choices

MGMT 477 Family Business (3 Credit Hours)

This course examines the family, ownership and management challenges involved in operating a family business, including governance and leadership succession.

Outcomes:

Students will be able to analyze the stumbling blocks to family business succession, compare differences between family and non-family owned firms and understand the impact of systems of family ownership and management on a firm's stakeholders and advisors

MGMT 479 Independent Study in Management (3 Credit Hours)

Student will conduct in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of management not otherwise covered by department course offerings. *Outcomes*:

Students will be able to demonstrate in-depth understanding of a specialized area or topic in management

MGMT 480 Recognizing Entrepreneurial Opportunities (3 Credit Hours)

This course will focus on the very early stages of the entrepreneurial process. We will discuss how new opportunities are discovered and how societal value is created throughout this process. In its approach, the course will be based on classic theoretical readings, the insights of economics, strategic management, organizational studies, psychology and cognitive science.

Course equivalencies: X-ENTR 480/MGMT 480

Outcomes:

Apply analytical and critical thinking skills to identify untapped entrepreneurial opportunities

MGMT 481 Entrepreneurship (3 Credit Hours)

This course enables the students to develop their new venture ideas. We discuss how to cultivate new business ideas, form venture teams, evaluate the opportunities, and design a firm to bring the ideas to life. At the end, each venture team produces a business plan.

Course equivalencies: X-ENTR 481/MGMT 481

Outcomes:

The students learn how all major functions of a business come together in a new venture; This course will help those who might want to start their own business in the future; It will also help those who will work for existing companies by encouraging them to think more strategically and creatively about business

MGMT 481E Innovation and the Entrepreneurial Mindset (1.5 Credit Hours)

Enrollment is restricted to students in the Executive MBA Program. Introduces the tools necessary for an individual to determine a relevant business concept and prepare to form a business to take that concept to market.

Course equivalencies: MGMT 607E/MGMT 481E

MGMT 482 Entrepreneurial Marketing (3 Credit Hours)

This course is about the marketing challenges in an entrepreneurial firm. Entrepreneurship is the discovery, enactment and pursuit of new business opportunities. Successful execution of an entrepreneurial idea requires a sound marketing plan. In this course, we will investigate how marketing tools can enable entrepreneurs to realize the full potential of their ideas." Course equivalencies: X-MGMT 482/ENTR 482

MGMT 483 Strategic Entrepreneurship and Innovation Management (3 Credit Hours)

This course will focus on the application of strategic management tools to entrepreneurial situations with an emphasis on the early stages of new venture creation. We will discuss how new opportunities are discovered, how inventions are turned into innovations, and how societal value is created throughout this process. At the end of this course, you will be able to: Recognize and discover entrepreneurial opportunities; Manage the creation and appropriation of the value generated by innovations; Apply analytical and critical thinking skills in an uncertain business environment; Apply your learning in a real-life project.

Course equivalencies: X-MGMT 483/ENTR 483

MGMT 485 Social Enterprise (3 Credit Hours)

Social enterprise seeks to create ventures that provide critical social services in innovative ways using the concepts and methods of business. This course aims to prepare students to engage in social enterprise by focusing on how to create social value by business means; how to start and sustain an entrepreneurial social venture; how to scale social innovation and grow an organization; how to obtain funding and generate earned revenue; how to adopt an appropriate legal governance structure and tax status; and how to measure, document, and communicate social impact.

MGMT 499 Special Topics in Management (3 Credit Hours)

Pre-requisites: Graduate Business Student No course description is available

MGMT 573 Business Strategy (3 Credit Hours)

This course analyzes the responsibilities of general management in formulating, communicating, and implementing a strategic plan. Whereas corporate strategy (MGMT 574) defines the vertical and horizontal scope of a firm, business strategy (MGMT 573) is concerned with how the firm generates and sustains competitive advantage within a particular industry or product market. Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole. Through case studies, students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the challenges of the business environment.

MGMT 574 Corporate Strategy (3 Credit Hours)

This course focuses on the strategic management of multi-business firms. Whereas business strategy or competitive strategy is concerned with how the firm competes within a particular industry or product market, corporate strategy defines the scope of the firm in terms of the industries and markets in which it competes.

MGMT 602E Organizational Change & Development (1.5 Credit Hours)

Explores the complexity and dynamics of change in organizations. Topics covered include organization development, managing resistance, and change leadership.

Course equivalencies: MGMT 602E/MGMT 472M

MGMT 605E Conflict Management & Negotiation (1.5 Credit Hours)

Students participate in hands-on exercises designed to increase their knowledge of conflict resolution and negotiation techniques.

Course equivalencies: MGMT 605E/HRER 511E

MGMT 606E International Immersion (3 Credit Hours)

Students take an international trip to two countries to gain a better understanding of the opportunities and challenges and opportunities related to international business endeavors.

MGMT 607E Entrepreneurship (1.5 Credit Hours)

Introduces the tools necessary for an individual to determine a relevant business concept and prepare a business concept for the marketplace. *Course equivalencies:* MGMT 607E/MGMT 481E

MGMT 610E Capstone (1.5 Credit Hours)

Enrollment limited to students in MBA for Executives program. This course brings together all of the learning from the program as it concludes. Students prepare and present a complete business plan for the concept they developed in the Entrepreneurship course (MGMT 607E).

Course equivalencies: MGMT610E/MGMT430E