

Management (MGMT)

MGMT 1101 Management Org Behavior 3 Credits

This course is a comprehensive overview of the management process and organizational behavior from a behavioral and social science perspective. Topics include: management across cultures; managing with ethics and social responsibility; fundamentals of organizing; organizational culture and design; leadership; motivation; communication; interpersonal skills; teamwork and group dynamics; goal-setting; alternative work arrangements; power and politics; conflict and negotiation; managing change; and management development. Emphasis is on the analysis and understanding of human behavior in organizations.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, International Business, International Business, International Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

Enrollment limited to students in the McDonough School of Business college.

MGMT 2206 Crisis Leadership and Communic 3 Credits

This course is online. Course work set up to compare of different organizations' leadership and responses to past crises and then to the current one. Current crisis will be utilized as a live lab. Students will be required to write a white paper/"book" as a class by analyzing the unfolding leadership and communications behaviors of business and govt leaders in different orgs and different countries.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 2220 Foundation of Entrepreneurship 3 Credits

Foundations of Entrepreneurship (FOE) introduces the fundamentals of entrepreneurship in the varied ways that entrepreneurial activity manifests. FOE is predicated on the premise that entrepreneurial skills are measurable and malleable. This is why you will learn what an entrepreneurial mindset is, how to hone it, and when to apply it. In doing so, you will be exposed to each of the key stakeholders within the entrepreneurial ecosystem. Your entrepreneurial intentions and entrepreneurial mindset profiles will be measured as baselines at the onset of FOE and revisited at the culmination of the course. Regardless of your incoming characteristics, you will learn how you can ultimately play a valuable role in any given entrepreneurial environment—whether that may be as a founder, joiner, funder, mentor, advisor, policymaker, ally, or intrapreneurial project leader. Via self-assessment tools, exercises, field work, audio and video clips, cases, academic and practitioner articles, lectures, and guest speaker engagement, you will gain an understanding of this world and your potential contribution to it. Throughout FOE, you will conduct primary and secondary research to stand as close to the window of the entrepreneurial experience as possible, catching glimpses of its pleasures and pains. In the process, you will learn how to apply diagnostic technical skills to assess the feasibility of an entrepreneurial opportunity. As Georgetown graduates are apt to seek or otherwise encounter one or more entrepreneurial roles in their professional lives, FOE is relevant for every student eager to learn about the topic. This gateway course utilizes an "outside in" approach to opportunity exploration that serves as a precursor to the "inside out" approach of opportunity exploitation you can go on to experience in Launching Entrepreneurial Ventures (LEV).

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 2221 Entrepreneurship for Common Good 3 Credits

Today's entrepreneurs must be able to seize opportunities, not in an opportunistic way, but to achieve the best result. They need to be aware of the importance of paying attention to social progress, sustainability goals, and improvement of environmental conditions. The future of successful business leaders will be defined by the ability to create, build, and sustain organizations with mission and finance-related returns. Considering changing organizational structures (from C corp. to B corp.) and the growing focus on entrepreneurship and innovation, emerging leaders should be prepared to understand the core concepts of building a sustainable business and securing capital for impact.

Entrepreneurship is routinely promoted as a solution to our most pressing societal and environmental challenges. It is one of the world's most potent forces for positive change, yet it is often misunderstood. In a world of ever-increasing disruption, change, and uncertainty, we will explore ways that entrepreneurial leaders can use creativity and innovation to solve significant problems, and we will introduce students to resources that will help them become more entrepreneurial in their chosen fields.

The course format will include class discussions, case studies, and guest speakers. Each class will discuss the current market environment and real-life decisions that social entrepreneurs must make. Students are expected to actively participate in each class and be prepared for robust dialogue and discourse.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 2925 Internship in Business I 1 Credit

The Internship in Business course permits the student to gain practical work experience in a business environment. Students select a specific area within the field of business and explore the area in greater depth outside the normal classroom setting. The purpose of the internship is to provide the student with an understanding of how a business actually operates and how theories learned in school are applied in the business world. The internship course is a one-credit (Pass/Fail) course available to students with prior approval from the MSB Undergraduate Dean's Office. To be approved, the proposed internship must provide a significant learning experience for the applicant. The internship course is available to sophomores, juniors, and seniors with a minimum GPA of 2.00.

Level: Undergraduate

Grading: Pass/Fail Default

Course registration restrictions:

Enrollment limited to students in the McDonough School of Business college.

MGMT 3101 Negotiations 3 Credits

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their outcomes. The purpose of this course is to understand the theory and processes of negotiation in a variety of settings. Objectives include evaluating notions of when to negotiate and what assumptions, beliefs, values, and habits influence negotiation behavior; understanding the central concepts in negotiation; developing confidence in negotiating; and providing experience in negotiating. The course is experiential. A great deal of emphasis is placed on simulations, role plays, and cases.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, International Business, International Business, International Business, International Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

Enrollment limited to students in the McDonough School of Business college.

MGMT 3200 Communicating for Bus Leadeshp 3 Credits

Understanding effective communication is important for success in any organizational environment. The goals of this class are to improve the quality of your verbal and written communication and also identify internal and external barriers to communication effectiveness. You will have the opportunity to give presentations individually, and in groups, and will receive feedback from the professor and your peers. Overall, this class should provide a theoretical and practical basis for you to be more effective in any organizational setting.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, International Business, International Business, International Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

Enrollment limited to students in the McDonough School of Business college.

MGMT 3205 The Culture Lab 3 Credits

Culture is "the beliefs, values, attitudes, behaviors, and practices that are characteristic of a group of people." (Warrick, 2015:4) Culture occurs at multiple levels, from our family units to sports teams to companies, and countries. To effectively work across cultures, we must have the ability to understand differences in order to build relationships, influence others to action, motivate those around us, and effectively convey information. Thus, navigating across cultures entails understanding how differences in the values, norms, and artifacts of a group affect our ability to do those things.

The goal of this course is for students to develop the ability to analyze, understand, and navigate cultural differences to communicate and operate in different environments more effectively. This course focuses on analyzing culture through multiple lenses. We will examine our own individual values, organizational cultures, and national/geographic cultures. A successful learner in this course wears the hat of an anthropologist and a manager: they seek to understand the nuances, differences, and similarities across cultures, while also developing tools to build relationships, influence action, and motivate those around them.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, International Business, International Business, International Business, International Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

Enrollment limited to students in the McDonough School of Business college.

MGMT 3224 Launching Entrepreneurial Ventures 3 Credits

LEV is a hands-on applied course for students who are ready to actively engage with a target market, either by founding their own venture, joining another student's venture, or collaborating on a real-world industry project for a third-party provider you can be placed in touch with during the course. You will be interacting with your target customer by conducting primary and secondary market research, designing and testing minimum viable offerings, marketing your offerings to alpha and beta testers and even public launch users, developing a customer acquisition and retention strategy, bringing on and motivating team members, advisors, and partners, and preparing investor-ready presentation materials for fundraising and other promotional purposes. The experiential learning will include in-class activities and lectures, as well as access to EIRs, advisors, investors, incubators, lab members, event participants, and other resource providers who can provide real-time feedback as needed. Each team will be receiving several hundred dollars of funding to pursue their team venture. The deliverables will be weekly briefings in the form of status updates and reflections, culminating in a final presentation that provides opportunities to demonstrate written and verbal "storytelling with data" skills. All students are encouraged to expand their professional networks by connecting with each of the key contacts from the course on LinkedIn. Students can also receive LinkedIn recommendations for skillsets they successfully honed during this class. Students can also place skills from this class on their resumes as real work experiences they now have in their toolkits. LEV represents a terrific complement to my Foundations of Entrepreneurship "FOE" class, but that is not a prerequisite for the course.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 3225 Growing Entrepreneurial Businesses 3 Credits

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Business Administration, Business Administration, Business Administration or Business Administration.

MGMT 3231 Meditation and Leadership 3 Credits

Leadership is tough, and it's in short supply. But it's the key ingredient, the secret sauce, without which an enterprise or initiative cannot be effective. No wonder it's usually the most respected, best compensated, and often the most satisfying role to play in any organization. Success in this fast-paced, changing world requires that leaders exhibit an extraordinary level of self-understanding and self-control. Their behavior and decisions must harmonize with their personal values and with the best interests of all stakeholders and with those of the larger society their organization serves. This requires not only vision and drive, but also humility and integrity. Leaders with integrity are our best hope that organizations and enterprises will not only thrive, but will also contribute sustainably, inclusively, and fairly to the common good of society. Practicing meditation can help produce such leaders with integrity. In this course we will explore the connection between meditation and leadership. The class will be highly experiential: Everyone in the class, from day one, will learn (or continue) to practice meditation. Guest speakers from a variety of backgrounds will share their own experiences of meditation in real-world conditions of leadership. Students will keep a journal of insights and questions, craft a personal rule of life, and engage in group exercises grounded in listening and attention. Major topics include:

- # The nature of meditation: a contemporary but ancient world-wide phenomenon;
- # The scientific evidence: what meditation does to your body and brain;
- # Establishing a habit: making meditation part of your daily life;
- # Determining your personal values: leading from the center;
- # Enlightened leadership: managing in an environment of competing values; and
- # Being a leader with integrity.

The course is open to undergraduates in the McDonough School of Business, and others on a space-available basis.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 3234 Business of the News 1.5 Credits

This half-semester course will examine how technological, social, and economic changes are re-making the news media industry and will challenge students to analyze and anticipate the industry's future and the leadership challenges it poses. Assignments will help students develop their writing, speaking, analytical, and strategic thinking skills – in ways that are especially appropriate given the course's industry focus, but the course is not about "doing" journalism. Rather, it is about the business of the news media. For the last 25 years, that business has been digital. The New York Times introduced its first website in early 1996 when "the market [was] booming for newspapers on the World Wide Web." And 20 years ago, in 1999, the Wall Street Journal and other publications were actively debating whether they had a future in print or (only) online. Why focus on the business of news? The news and broader media "industry" have experienced more changes than almost any other industry in the last 50 years. Old players have struggled to redefine (and keep redefining) themselves, and many have closed their doors or been incorporated into larger media companies. Technology has also played a massively disruptive force and shows no signs of abating. For example, the AP has used AI to free up approximately 20% of reporters' time while increasing output tenfold. The Washington Post developed its own tool to cover sports and political news, generating 70 articles a month in its first year – without any staff assigned to those stories. Rapid change like this makes it challenging just to define the industry's boundaries and players. It also makes the news a great industry in which to examine technological disruption and industry transformation. This course is not intended to train students in the practical aspects of journalism (e.g., assessing the news value of an event or developing a story). Its focus is on the business of the news industry domestically and globally. It covers the news from a business, financial, and leadership perspective.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 3235 AI Technology in Management 1.5 Credits

The world of work is being transformed by technology, data analytics, and by the changing expectations of the workforce. Just in the last couple of years the working environment has experienced the systemic shock of a global pandemic and the increasing prevalence of remote or hybrid working, as well as a potential tipping point in the applied use of artificial intelligence with the launch of Open AI's ChatGPT. It is hard to imagine us reverting to the pre-existing "normal" after such developments. On the contrary, business leaders and policymakers everywhere are now asking fundamental questions about the relationship between humans, machines, and work. They are asking how can we make effective use of new tools, capabilities, and insights, to enhance productivity and performance without wrecking the labor economy, depersonalizing work, and diminishing people's lives? Business leaders are also asking a series of increasingly specific questions about how to make critical business judgments and decisions in the context of artificial intelligence and analytical algorithms – and about the implications for enterprise management and organizational design. Is there a happy medium between algorithms and human insights? Can humans and machines indeed collaborate in ways that make them both more effective – sometimes referred to as the "Super minds" capability? At the same time, policy makers and thought-leaders are exploring the potential impact of these developments on society – on employees, consumers, and individual human beings. Can we respond constructively to the current and future disruption of traditional working norms and expectations? Can we ensure that the reality of work in the future is more compelling, even more noble, than the one we inherited. We will cover topics including: • Generative AI and Its Implications • Human-Machine Balance • Collaborative Productivity • The Tech-Infused Workplace • Ethical Doubts and Uncertainties • Societal Opportunities and Risks

This course aims to examine in depth how the modern scientific, technology-enabled process might be used to design, structure, and support productive work. Our aim is to help future managers and leaders to become fluent about AI and Technology advancements and how they relate to the challenges and opportunities in management.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 3236 Prof Services IndustrySkills 1.5 Credits

Almost 80% of McDonough undergraduates will work in the professional services after graduation. Management consulting, investment banking, wealth management, venture capital, marketing, public relations, and communications agencies, and executive search firms are all part of this industry that works to support and advise primarily institutional clients. Working in professional services requires technical skills, but short and long-term success in a client-facing role also requires non-technical abilities as well. Though there are many professional services firms that cater to individuals, this course will focus primarily on success in serving institutional clients (e.g., other businesses and organizations).

This course will explore the capabilities needed to be successful in the industry and ultimately succeed as a trusted advisor to clients more broadly. To excel in the professional services industry, employees must navigate multiple and competing client demands at once, quickly and effectively understand varied companies and industries, build trust and relationships with clients, navigate difficult conversations, effectively influence and advise with limited formal power, and structure and sell engagements.

Furthermore, this course will also explore the unique dynamics and challenges that face the professional services industry. We will explore common business models in the industry and broader economic impacts on the industry. We will explore potential conflicts of interest in serving clients, and recent ethical challenges facing these firms. Lastly, we will explore the future of professional services, and how technologies like AI are shaping the industry.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 3250 People Analytics 3 Credits

Generative AI is changing how people make decisions and you will gain a competitive advantage in any industry if you hone your ability to critically assess metrics and clearly communicate data-driven insights. We connect themes from *Moneyball* to psychology and behavioral economics research. You will leverage class topics to propose an algorithm in order to solve a "big-picture" societal or business problem (no math necessary). Then, you will develop your idea to strategize how to best deploy your proposed algorithm. How will your algorithm solve real-world people problems? TOPICS: Generative AI & The Future of Work, Human Judgment, The Last Mile Problem, Moneyball, Collective Intelligence, Algorithmic Societal Risks and Solutions, AI Safety: Ethics & the Greater Good. COURSE GOAL: *Data analytics needs psychology* to understand how people respond to advice from GenAI and algorithms and improve decision-making in the age of big data and automation. COURSE OBJECTIVES: Empirical Literacy 1) Critically evaluate evidence, 2) Identify and scope consequential problems to build an algorithmic or GenAI start-up, 3) Identify the most appropriate metrics to leverage data effectively for your venture, 4) Persuasively communicate insights by pitching your venture

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment limited to students in the McDonough School of Business college.

MGMT 3251 Identity and Power at Work 3 Credits

The roles and responsibilities of people in the workplace have changed dramatically. In many ways, greater equality and equity have been achieved. However, some important issues remain: pay equity, limited diversity in C-Suite roles, the rise of affinity-based Employee Resource Groups (ERGs), the need for more accessible and flexible work environments and schedules, and much more. In your experiences as a student, as a teammate, and in internships and other workplaces, you may have encountered identity-related challenges, or you may be anticipating what you may encounter as you build your career. You may be considering what might be good ways to navigate challenges, or how to be a supportive ally to others who are facing them. Another perspective would be that of the manager: how can knowledge about DEI issues in the workplace help you to foster a culture that eliminates barriers, and encourages the success and satisfaction of all employees, while meeting the needs of clients and customers? Many topics that we will discuss will be controversial, and some have sensitive elements. At the same time, there is a lot of research or other evidence that can and should inform our views. So, I hope everyone will come to the class willing to learn from this evidence and to engage respectfully with everyone else, even where opinions differ dramatically, so that we can learn from each other. And I hope we can blend these, in helping us to devise practical action steps wherever appropriate.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 3260 Leading People Teams 3 Credits

Although skills in finance, accounting, marketing, operations, and strategy are crucial for achieving success at work, the ability to lead individuals, teams and ultimately an organization is equally important. An understanding of the ways that leaders effect change through different modes and models is an essential complement to the technical skills you are learning in other courses. Although we will focus primarily on work, you will find that the course concepts have applications to a variety of organizations, including non-profits, athletic teams, social clubs, and religious and political groups. This course focuses on the most critical skills that leaders need to be successful when leading individuals, teams, and organizations. As such we will cover ways that leaders can build effective relationships, motivate others, and influence outcomes.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, International Business, International Business, International Business, International Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

Enrollment limited to students in the McDonough School of Business college.

MGMT 3270 Organizational Design Change 3 Credits

This is an advanced course in managing people and organizations for high performance. The course is divided into two main topics, organizational design and change management. Specific topics include open systems organizational analysis, technology, effects of national culture on organizational forms, problem diagnosis, change implementation, resistance to change, the role of change agents, implementing mergers and acquisitions, changing the ethical climate, and managing organizational culture.

Level: Undergraduate

Prerequisites: (MGMT 201 or MGMT 1101)

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the McDonough School of Business college.

MGMT 3275 Management Consulting 3 Credits

TBA

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, International Business, International Business, International Business, International Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

MGMT 3276 Heroes and Villains 3 Credits

Heroes and villains. These are not just characters that are found in comic books, movies, and video games. Heroes are real people who, through their actions, inspire us and become positive role models for us. Villains are real people who, through their actions, are viewed harshly, and become negative role models for us. We also need to learn how to work with villains in the workplace.

This course will examine the constructs, heroes, and villains as central to understanding character and leadership across different organizational and global contexts. The roots of the individual, social, and institutional ideals and values of different global cultures have been exemplified in the images of their heroes and villains—and those images shape our judgments of “good” and “bad” leaders. We will examine why some business leaders are viewed in heroic terms (e.g., Steve Jobs, Martha Stewart) while others are vilified (e.g., Elon Musk) even though they may be very successful and have the same leadership style.

Additionally, we will also focus on the Hero's Journey, a powerful storytelling concept introduced by the mythologist, Joseph Campbell. The Hero's Journey will be a central organizing framework for this course, the primary “lens” to understand and analyze the circumstances and choices that lead people down the path of the hero or the villain, while recognizing there is often a narrow, sometimes blurred, line separating the two paths.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Undergraduate level students.

MGMT 3277 Imagination and Creativity 3 Credits

Businesses operate in a competitive global marketplace that judges them against the standards of "more, better, faster." If a business is not doing more, or doing it better, or doing it faster, the chance of it surviving in the competitive global marketplace will become remote. Those companies that not only survive, but also thrive, recognize that to do it "more, better, faster" requires imagination and creativity. The purpose of this course is to help you master the skills of imagination and creativity. Toward that end, we will identify common "blocks" to creativity and innovation in business. In addition, we will upgrade your imagination skills and identify strategies and techniques to enhance your personal and professional creativity. To achieve these objectives will not only require hard work and discipline, but also a renewed appreciation for foolishness and play.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, Int'l Business Regional Stds, International Business, International Business, International Business, International Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Int'l Political Eco Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

Enrollment limited to students in the McDonough School of Business college.

MGMT 3278 CBL: Courage Moral Leadership 3 Credits

As leaders, you will be confronted with challenging situations in which you may have to step up, find the courage from within, and take action to "do the right thing." In taking action to do the right thing, you are responding with "moral energy to a crisis or challenge in way that has meant a lot to others" (Coles, *Lives of Moral Leadership*, p. xvii). The response you make in the face of crisis or challenge is at the core of moral leadership. The course has three key objectives. First, we will explore the importance of reflection in action, which is central to moral leadership. In addition to the course readings and exercises, this objective will be served in an off-campus retreat conducted by the Reverend Steve Spahn, S.J., Director of Ignatian Programs at Georgetown. Second, we will analyze when and why people engage in moral leadership, including the role of courage in undertaking such action—and how those actions changed the course of history or influenced the day-to-day quality of life in local communities, organizations, and nations. This objective will be served in the "Daring to Resist" and the "Moral Leadership Project" papers. The final objective of this course focuses on how you translate values into actions. More specifically, how to act on one's beliefs—to resist that which is wrong or unjust, and convince others "to stand for something you believe in, the good, the right thing to do" (Coles, *Lives of Moral Leadership*, p. xxi). This objective will be served in the Community-Based Learning (CBL) project in this course.

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Accounting, Accounting, Accounting, Accounting, Business Administration, Business Administration, Business Administration, Business Administration, Finance, Finance, Finance, Finance, International Business, International Business, International Business, International Business, Marketing, Marketing, Marketing, Marketing, Management, Management, Management, Management, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Operations Information Mgmt, Undeclared Business, Undeclared Business, Undeclared Business or Undeclared Business.

MGMT 3925 Internship in Business II 1 Credit

The Internship in Business course permits the student to gain practical work experience in a business environment. Students select a specific area within the field of business and explore the area in greater depth outside the normal classroom setting. The purpose of the internship is to provide the student with an understanding of how a business actually operates and how theories learned in school are applied in the business world. The internship course is a one-credit (Pass/Fail) course available to students with prior approval from the MSB Undergraduate Dean's Office. To be approved, the proposed internship must provide a significant learning experience for the applicant. The internship course is available to sophomores, juniors, and seniors with a minimum GPA of 2.00.

Level: Undergraduate

Prerequisites: MGMT 2925

Grading: Pass/Fail Default

Equivalent to MGMT 312

Course registration restrictions:

Enrollment limited to students in the McDonough School of Business college.

MGMT 4925 Internship in Business III 1 Credit

The Internship in Business course permits the student to gain practical work experience in a business environment. Students select a specific area within the field of business and explore the area in greater depth outside the normal classroom setting. The purpose of the internship is to provide the student with an understanding of how a business actually operates and how theories learned in school are applied in the business world. The internship course is a one-credit (Pass/Fail) course available to students with prior approval from the MSB Undergraduate Dean's Office. To be approved, the proposed internship must provide a significant learning experience for the applicant. The internship course is available to sophomores, juniors, and seniors with a minimum GPA of 2.00.

Level: Undergraduate

Prerequisites: MGMT 3925

Grading: Pass/Fail Default

Course registration restrictions:

Enrollment limited to students in the McDonough School of Business college.

MGMT 4941 Tutorial: Management 1-3 Credits

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 4949 Tutorial: MGMT 1-3 Credits

Level: Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 4950 Internship in Business 3 Credits

The Internship in Business course permits MSB students to gain practical work experience in the business environment. Students select a specific area within the field of business and explore it in greater depth outside the normal classroom situation. The purpose of the internship is to provide the student with an understanding of how a business actually operates and how theories learned in school are applied in the real world of business. Interested candidates must meet with and obtain approval from the instructor and the MSB Undergraduate Dean's Office.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

MGMT 5400 Opening Res: Intro to Business 1.5 Credits

The goal of this course is to provide an introductory overview of the world of business. This course will examine various industry sectors and the spectrum of businesses ranging from 'start ups' to large, multinational enterprises. This course is designed to introduce students to several core concepts and constructs that are widely used in the business world. The course assumes the student has had limited or no exposure to business practice or study. It aims to lay the foundation for understanding the basic elements and 'business language' in the areas of business strategy, organizational functions, globalization, and corporate culture. The course will use a variety of learning approaches. Through a combination of class and online presentations that introduce theoretical foundations, class discussions, simulations that provide students an opportunity to apply concepts, case studies, and site visits, students will gain exposure to the world of business.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MS-MGMT program.

Enrollment limited to students in the McDonough School of Business college.

MGMT 5500 Leading Teams Performance Impact 1.5 Credits

Leading Teams for Performance and Impact (LTPI) is a foundational MBA course designed to build the interpersonal, analytical, and behavioral skills required to lead and collaborate effectively in modern organizations. Grounded in behavioral science and enriched through experiential learning, the course emphasizes self-awareness, interpersonal effectiveness, inclusive leadership, and the dynamics of high-performing teams. Rather than relying solely on lectures or case discussions, LTPI engages students in simulations, leadership assessments, reflective exercises, and hands-on team challenges. Students explore team dynamics, including information sharing, decision-making, conflict management, and social influence, all within the context of increasingly global and diverse organizations. Throughout the module, students deepen their understanding of how identity, power, and interpersonal differences shape team culture and performance. Students leave LTPI with a clearer sense of who they are as leaders, how to leverage their strengths, and how to build, motivate, and influence teams for meaningful impact.

Level: Graduate, Juris Doctor, Undergraduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: BADM 570

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the McDonough School of Business college.

MGMT 5505 Leadership Communication 1.5 Credits

Although skills in finance, accounting, marketing, operations, and strategy are crucial for achieving success at work, the ability to lead an organization and communicate to internal and external stakeholders are equally important. An understanding of the ways that leaders communicate to effect change is an essential complement to the technical skills you are learning in other courses. This course focuses on the most critical types of communication leaders need to be successful: ways that leaders build effective relationships, motivate others, and influence outcomes. In this course, we are not going to simply examine the techniques and theory used by effective leaders. Rather, this course will push you to practice those techniques, evaluate your own behaviors, give and receive feedback from your peers, and continually hone your own authentic leadership style.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: BADM 575

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

Enrollment limited to students in the McDonough School of Business college.

MGMT 6520 Sports Leadership 1.5 Credits

The following topics will be covered in class: 1. Principles of Sports Leadership: Leadership is a critical element to success in any field, and sports is no different. We will discuss in class the basic elements of good leadership that are exhibited by Coaches and General Managers of sports teams. We will also discuss how to develop leaders. The principles discussed in class will be related to the business world. 2. Developing Teamwork: In sports, it is critical for all members of the team to understand their role on the team and the importance of their ability to work together towards a common goal of winning the game. In the class, we will show how a sports team achieves this and how this can be applied in the business world. 3. Motivation: It is easy to say that a company will only hire "self-motivated" individuals, but that is not always the case. Furthermore, those who are "self-motivated" are human and will still need motivation at times. In sports, you likewise try to recruit only "self-motivated" individuals, but you do not always end up with an entire team of them. 4. Media Relations and Crisis Management: A big part of sports is media relations. Everything done in professional sports – and to some extent, college and high school sports – is covered extensively by TV, radio, Internet, and print media. It is critical in sports to be able to deal with the media on a daily basis. In business, it is no less critical to be proficient in media relations, but the difference is that it is done on an infrequent basis. We will discuss in class the principles of media relations that will help the students have guidelines to deal with the media. In sports, when a crisis occurs with a team or player, it rarely escapes the news. In class, we will discuss how to deal with a crisis internally, as well as externally (with the media). 5. Selecting Talent: In sports – as well as business perhaps – the most critical factor in the success of a team is the talent on the team. The difference in sports, however, is that selecting talent for a team is much more restrictive due to the mechanisms you have to deal with, such as a draft, salary cap, and player contract restrictions. There are also restrictions on hiring front office personnel away from other teams so it is also important to be proficient in selecting talent, but also it is important to develop talent. In class, we will discuss what sports teams look for in selecting talent – both in players and head coaches (CEO). 6. Dealing with Different Situations: I have picked six common situations that happen in sports and will discuss how to handle each situation. These six situations are: Newly-named coach; Extended losing streak; Extended winning streak; Sustaining a winning streak; Sustaining success after a big season; and Rebounding from a poor season.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6521 Media Entrtnmt: Strat Dec-Mkg 1.5 Credits

Across the history of dozens of industries, the dramatic changes that have occurred in media and entertainment over the past five years are unparalleled. Business models are being transformed, consumers are consuming content (watching, reading, listening, participating, and even co-creating) in completely new ways. Every few months, the definition and boundaries of the industry are changing. In fact, there have been more changes in the past 5 years than in the previous 50 ... driven primarily by technology allowing consumers to consume content where, when, and how they want it. Whether you are considering a career in media or not, this course will sharpen your understanding of how technology, consumer trends, and culture can impact business models and organizational structures. It will also refine your sense of how/when to invest in new businesses. While we will explore case studies of companies that invested in new technologies and those who didn't, we will also have a series of senior industry executives join us as guests and share their first-hand accounts of the excitement of making decisions in such a dynamic industry, the difficulty of prioritizing investments, and the challenges of building successful new business models amidst such great upheaval. In addition, the course will be co-taught by Steven Schiffman, a senior media and marketing executive who will share his experiences navigating these choppy waters.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6523 Globalization Wine Industry 1.5 Credits

Today's global business environment almost demands that firms (even relatively small ones) develop strategies that go beyond the geographical boundaries of one country. It is now common to see a company that develops a new product in the US, manufactures it in Asia, and sells it in Europe. The world is becoming a marketplace not only for selling, but also for buying. Wage rate differentials, expanding foreign markets, new technology, and improved transportation are breaking down barriers and forcing companies to think and operate more globally. We will explore the dynamics of globalization through a deep exploration of one industry – wine – and its component parts. In the process, I hope that you: (1) Enhance your ability to use historical, geo-political, economic, environmental, regulatory, and cultural perspectives on globalization (as it applies to and is exemplified by the wine industry); (2) Expand your sense of the opportunities and challenges of a global business through the specific example of the wine industry; and, (3) Develop an appreciation for one of the world's most ancient and fascinating industries, "the product" and its production, distribution, and sales (whether you drink it or not).

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6527 Impact Investing 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6531 Advanced Oral Presentations 1.5 Credits

The ability to speak clearly and effectively is critical to your professional success. You will likely be called on to "brief" someone or to "sell" an idea, a product, or a service. This module helps you capitalize on these opportunities by becoming a more effective presenter. You will give impromptu and planned presentations, team presentations, as well as work in pairs or small groups on topics such as storytelling, content development, crisis communication, and many elements of persuasion. The module is highly participatory. You will be doing something active in every session - either speaking, evaluating, mentoring or providing verbal or written feedback. The true value added aspect of this class comes through participation and interaction with your colleagues. This is not a class where you can sit and watch the activities, so please come with energy and commitment to each class period.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6532 Critical Conversations 1.5 Credits

Effective dialogue is one of the single most important activities of leaders today. Whether you are confronting a team member who is not keeping commitments, critiquing a colleague's work, disagreeing with a spouse about financial decisions, or telling someone no, critical conversations are often avoided or handled in clumsy ways. This course will provide the theory underpinning these conversations, diagram their structure, and provide specific strategies for approaching them successfully.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6533 Defending the Bottom Line 1.5 Credits

This course is about crisis management, with an emphasis on dealing effectively with organizations (e.g., mass media) and individuals (e.g., reporters) who may adopt an adversarial posture with regard to the manager or the manager's organization. The primary graded assignments consist of "moot press conferences" in which participants defend an organization against other participants who take the role of reporters among others. Course Objectives: • To increase awareness of communication's role in crises (prevention, causation, management, and resolution). • To help participants think about ways to improve management systems and to take other steps designed to prevent crises. • To introduce the art and science of crisis leadership. • To help participants think creatively about adversarial communicative situations. • To provide experience in--and an opportunity to refine skills for dealing with--adversarial communicative situations. • To provide each participant with multiple speaking and writing opportunities. • To provide each participant with multiple pieces of feedback.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6535 Negotiations 1.5 Credits

Negotiation is central to business, and this class will teach you the basic tenants of successful negotiation, to help you to understand the strategies and tactics that work best for you. This course is designed to complement the technical and diagnostic skills learned in other courses at Georgetown. Managers need a broad array of negotiation skills in order to get their proposals accepted and implemented. This course will develop participants' negotiation skills experientially. We will spend a considerable amount of time practicing techniques so that you feel comfortable using them. We will also cover the most up-to-date theories and frameworks, so that we can analyze what strategies work, and under what circumstances they are most effective.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: EMBA 670, EMBA 6856

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6540 Managing the Enterprise 1.5 Credits

This course will examine the most pivotal question that a manager will face – "What do I need to do in order to build, motivate, lead and manage a high performing organization?". It will explore how to do that at varying stages of organizational maturity – but especially at scale. It will focus particular attention on the most critical asset of most enterprises – people and how they behave towards each other. Drawing upon well-researched literature and current case examples, we will explore how inspirational and authentic leaders can make transformational changes in organizations and in their environments by more effectively managing their human capital. The first half of this course will focus on establishing sound organizational foundations for the enterprise. We'll ask why does management matter so much, and why does good management make such a difference? How should you design (or re-design) the organization; recruit, inspire and develop people; build the most important institutional skills and core management processes; ensure that the enterprise is agile and adaptable to changing circumstances; create a motivational culture and working environment; and measure and track organizational performance and health? In the second half of the course, we'll examine what it takes to manage a dynamic organization, going through episodes of challenge and change. How should you undertake transformational change programs; manage the particular complexities of post-merger integration; enable diversity and inclusion; meet overlapping and conflicting stakeholder demands; and handle significant managerial crises in the glare of public scrutiny? Throughout this course we will draw upon the latest research into organizational behavior at the enterprise level, and we'll explore numerous examples of enterprises which have tackled – with greater or lesser success – a range of managerial challenges and opportunities.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: BADM 590

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the McDonough School of Business college.

MGMT 6541 Leading Organizational Change 1.5 Credits

In today's global, hyper-competitive marketplace change is everywhere. What this means is that to be an effective leader at any level of an organization, you need to develop your capacity to be an effective change agent. This course will help you do this by providing you ways to systematically conceptualize, develop, and implement a wide variety of strategic, design, and programmatic changes in organizations. Our exploration will examine not only how to diagnose organizational problems and develop usable solutions but how to politic those changes with key stakeholders to produce the positive transformations that they are designed to generate. To provide you practical skills we will use cases and discussions to develop our toolbox of diagnostic and implementation frameworks. We will hone these change skills using experiential-based learning and a team-based project.

Level: Graduate, Juris Doctor, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6545 Managing Human Resources 1.5 Credits

This is a first course in managing human capital and resources (HCR), which is aimed primarily at students who go into other areas but who will manage people, rather than those who will specialize in HCR. We will focus on operational-level issues, although some strategic issues also will be discussed. Using research to inform evidence-based practice, we will examine HCR problems, both the perspectives of both the organization/managers and its employees. For example: - What is meant by the term "employment at will", and how does it affect the choices managers and employees make? - What are the best ways to recruit and select employees? - What are some effective performance management techniques? - You're frustrated that the human resources department has set a maximum pay rate for one of your employees, who you think will get an offer from a competitor. How and why did the HR department set this maximum, and what can you do about it? - How do you compare job offers from employers who offer 401(k) plans versus other types of deferred compensation plans? - How is managing different when a union represents some of your employees, or is in the process of organizing them? The primary objective of this course is to enhance your ability to recognize and address human capital and resources issues faced by managers.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6547 Ldrshp/Mgmt/Nonprofit Org 1.5 Credits

This course provides a comprehensive view of principles and practices related to the leadership, management and governance of nonprofit organizations. The objective of the course is to develop students' capacity to lead and manage in the nonprofit sector. A second objective is to enable students going into business, government or other fields to develop an understanding of nonprofits so they may better relate in terms of partnership building, board service, volunteering and as funders. Students completing the course will have an understanding of the nonprofit sector and its characteristics, will be able to identify and analyze organizational problems and opportunities and propose strategic approaches, comprehend the major issues in nonprofit management and appreciate key challenges facing the nonprofit sector and its organizations in the future.

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6552 Power Politics 1.5 Credits

Power and Politics. For many, those words create fear, anxiety, and sometimes, even disgust. Yet, in the reality of all organizations, power and politics are "hardwired" into the dynamics of everyday life. When resources are scarce—and when there are conflicting priorities, goals, and agendas—and where uncertainty and ambiguity are part of the social fabric of organizational life—then power and politics are in play. To lead effectively, you need to master the "practical skills" of power and influence. Further, to get things done effectively, your actions must be guided by emotional intelligence and political savvy. Thus, one objective of this course is to increase your understanding of power and politics—as well as exploring strategies and tactics of influence and the savvy with which they are used. But the use of power and influence is just one critical aspect of leadership. For, to truly make a difference, the use of power and influence must be guided by a "moral purpose." Thus, a second objective of this course is to stimulate inquiry into the moral dimensions of power and influence.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: EMBA 562, EMBA 6860

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6554 Meditation and Leadership 1.5 Credits

There is a growing recognition that the practice of meditation can enhance leadership qualities. It helps individuals gain perspective, deal with stress, and exercise better judgment when dealing with complex issues and professional relationships. Perhaps more fundamentally, it helps a leader integrate his, or her own set of values and make decisions on the basis of these values. The course will offer the opportunity and the means for students to develop their own practice of meditation. It will be oriented to those who are already involved in, or preparing for the greater responsibilities of leadership. The connection between meditation and leadership will be made by listening and understanding, experiencing and practicing, and sharing and participating.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6556 Developing Women Leaders 1.5 Credits

If you are not proactively navigating your career, you are not leveraging all your opportunities to advance. This course is designed as a compliment to your other business school classes that offer a wide range of information about specific business contexts and problems. In contrast, this course is about you—about building your knowledge, skills, abilities, and networks in order to make the most of professional career. This class is going to be about action. This course will offer specific prescriptions, grounded in current research, for developing and leveraging your human and social capital. You will actively engage in exercises each week designed to help you build some facet of your human and social capital. We will also be joined by a special guest speaker each week who will help guide your development and offer her perspective on the topic. Through this combination of: research based knowledge, concrete prescriptions, active exercises, networking with guest speakers and hearing their practical advice, you will be prepared to launch your new career as you leave MSB.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6561 Understanding Social Innovation 1.5 Credits

Innovation is important to the advancement of society around the world. New and innovative socially oriented products and services can increase the standard of living and provide people with opportunities to improve their lives. Breakthroughs in medicine and technology have significantly improved living standards around the world. Social innovation has also led to significant improvements in the way businesses operate and has closed the gaps between different markets. Social innovation has become a cornerstone in solving some of the world's most complex social problems. The key to solving these problems is supporting and sustaining systems change. One way this can be accomplished is through a multi-sector approach that incorporates innovation into the entire life cycle of the business, organization, policy or the like. Too often innovation is limited to creating something new as opposed to modifications or adjustments to what is already in existence. Leveraging research and development expertise, coupled with evidence based research and best practice, social innovation can be a powerful tool in solving some of the world's most pressing problems. The course will engage students in understanding the core principles of social innovation and their role as an individual and a member of the larger community. Building upon the work of the capstone course and the introduction to a variety of tools and methodologies to support problem solving and social enterprise, this class will provide students with a time of reflection and personal assessment around one's ability to develop, implement and evaluate innovation. The course will leverage case studies, guest speakers and other multimedia to introduce skills and tools related to problem identification, needs assessment, risk management and cultural competency. Students will discuss current events and strategies related to community and economic development as well as social finance.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6565 Innovation Through Inclusion 1.5 Credits

As the population becomes more heterogeneous, interaction with peers, managers, and customers with very different backgrounds and experiences will increase. When harnessed effectively, these differences can be the catalyst for innovation and business growth; but when misunderstood, these differences can challenge team and organizational performance. The course is designed to help students understand and practice inclusive management skills that will enable them to effectively identify, develop and lead high impact, data driven innovations for and with our increasingly diverse world.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6569 Imagination and Creativity 1.5 Credits

Businesses operate in a competitive global marketplace that judges them against the standards of “more, better, faster.” Whether it is entrepreneurs developing winning business ideas—or marketers developing new product ideas to satisfy changing consumer needs and tastes—or people continually “reinventing” themselves to stay gainfully employed—it requires imagination and creativity. The purpose of this course is to help you understand and master the skills of imagination and creativity. Toward that end, we will identify common “blocks” to imagination and creativity across individuals, teams, and organizations. In addition, we will upgrade your imagination skills, and identify strategies and techniques to enhance your personal and professional creativity.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6570 Understanding Entrepreneurship 1.5 Credits

This course was formerly numbered STRT 580. Students who have completed STRT 580 may not register for this course. By the end of this course, students will be able to: 1. Describe what “entrepreneurship” is and what it isn’t, debunking the many myths surrounding entrepreneurship and entrepreneurs 2. Articulate how entrepreneurship plays a crucial role in regional, national, and global economic development 3. Describe in detail how entrepreneurship is likely to impact their own life and career Note: This course is NOT a “How To” course. We will NOT focus on topics related to “how to start a business,” such as how to write a business plan, how to raise money, etc. Those topics are covered in other courses such as: BADM 706, MGMT 571, 574, and 575.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: STRT 580

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6571 Lean Startup Principles 1.5 Credits

Please note that this course was formerly listed as STRT 582, students who have completed that course should not enroll for this class.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: STRT 582

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6574 Building Entrepreneurial Ventures 1.5 Credits

Building Entrepreneurial Ventures is designed for students interested in starting a business, working in an early stage company or more deeply understanding entrepreneurial strategy and leadership. It will provide clear frameworks and practical case-based examples for how to manage through the most precarious phase of company development. There are many challenges facing entrepreneurs and new ventures. One of the most tenuous phases where many companies fail is after the initial launch of the company but before they have gained sustainable market traction. The underlying cause of failure is almost always that the founders run out of cash before finding a reliable and cost-effective way to attract enough customers or users to be financially sustainable – and can’t persuade investors that they are nearing that point. Building Entrepreneurial Ventures explores the strategic and tactical components of gaining traction for a new business venture and achieving product/market fit to increase the odds of success. Students will gain a practical understanding of the unique challenges that start-ups face during the critical developmental period between acquiring their first paying customers and finding a scalable, profitable business model. Building Entrepreneurial Ventures provides students with the information, frameworks, and tools to successfully navigate this tenuous stage of growth. You will gain real-world knowledge about what you can expect and where to focus your attention during the riskiest part of the entrepreneurial journey.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: STRT 587

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6575 Growing Entrepreneurial Businesses 1.5 Credits

This course was formerly numbered STRT 589. Students who have completed STRT 589 may not register for this course. Early-stage companies are an increasingly important part of the economic landscape. Relative to more mature businesses, these companies typically face a very particular set of challenges, even well beyond the initial launch and proof of concept stages. This class focuses on potential growth companies, typically somewhere between 2 and 5 years from launch, who have customers and revenues but now find themselves facing a new challenge: can it scale? In *Beyond Startup: Managing for Growth*, students will be exposed to a handful of companies facing this challenge in real-time, and will be expected to develop their own response as if they were a member of the senior team. Topics include: identifying new verticals, entering new markets, growing (or restructuring) the team, attracting funding and other challenges of managing growth. This course is particularly helpful for those students who see themselves joining a startup or growth stage company, and who want to understand what it takes to succeed in this environment. It is also recommended for students who see themselves managing a new business unit within a corporate setting, or for those interested in venture finance who may be evaluating investment opportunities in growth stage companies. The course combines short lectures, guest speakers, student presentations and a final presentation in which students present a set of recommendations to the senior team and board of directors. Each week, students will prepare a case study that focuses on one or more of the challenges of developing a startup into a scalable business. Many of these will be companies that have received investment from local venture funds and investor groups, and whenever possible, students will have the opportunity to discuss their views with members of the actual management team in class.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: STRT 589

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6576 Seed Investment Practicum 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6577 Social Entrepreneurship 1.5 Credits

This course was formerly numbered STRT 616. Students who have completed STRT 616 may not register for this course. The future of successful business leaders will be defined by the ability to create, build and sustain organizations with and for mission and finance related returns. In light of changing organizational structures (from C corp. to B corp.), coupled with the growing focus on entrepreneurship and social innovation, emerging leaders should be prepared to understand the core concepts of building a sustainable business and securing capital for impact. The course will engage students in understanding the core principles of social entrepreneurship, also known as the demand side of investing for impact. For students interested in pursuing careers in social finance, philanthropy/nonprofit, investment management, or responsible banking, this course is a must have. With such little formal text and theory on the topic of social entrepreneurship and related sectors, this class will provide a unique overview of the market and provide a reflective and practical application of core principles of the sector. Students will be exposed to the core principles of building a sustainable enterprise, including problem identification, marketing, capitalization, organizational structure, metrics development and strategic partnerships. The course format will include class discussion, case studies and guest speakers. Each class will include discussing the current market environment and real-life decisions that social entrepreneurs must make in this environment. Students are expected to actively participate in each class and be prepared for robust dialogue and discourse.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: STRT 616

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6581 Consulting Models and Methods 1.5 Credits

This is the first of two elective courses that prepare students for strategic problem-solving roles – and especially for careers in management consulting or in-house strategy and business development. Frameworks, Methods and Contexts (FMC) is founded upon the central premise that consulting firms want people who are extraordinary problem-solvers and that problem-solving is a structured process that can be learned and applied. FMC delivers just such a structured process by helping you to: - Learn problem-solving Frameworks (i.e. simplified and recurring analytical models to help frame and understand the nature of business problems); - Apply proven Methods (i.e. analytical protocols for diagnosing problems and prescribing solutions); - And apply them in a variety of Contexts (i.e. different types of problems in diverse industries and settings). It also helps you to strengthen a fourth attribute of future business success – Intuition, which we define as the accumulated base of stored knowledge, experience and emotions. This is sub-consciously retrieved and confidently applied when needed. During the course, we embed these 5 skills in an Analytical Process Map, which structures and sequences the problem-solving process. This encompasses the problem definition (“Situation, Complication, Question”); the “Key Issue Analysis (KIA)”;

the Work Plan and Process Map; the Storyline; and the Final Report. We focus not just on the analysis and conclusions, but also on the Presentation of those conclusions – in pitch books, presentation slides, and “heavy decks”. We seek to ensure that all communications – whatever the format – are characterized by a clear storyline structure, a consistent format, a clean look and feel, and accurate navigation.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the McDonough School of Business college.

MGMT 6582 Consulting Strategic Analysis 1.5 Credits

Strategic Business Analytics (SBA) is the second of two elective courses that prepare students for strategic problem-solving roles – and especially for careers in management consulting or in-house strategy and business development. MGMT 581 is not a pre-requisite for MGMT 582, although it is certainly helpful to have taken it. Both FMC and SBA are founded upon the central premise that consulting firms want people who are extraordinary problem-solvers and that problem-solving is a structured process that can be learned and applied. SBA adds a complementary premise – that effective problem-solving depends upon robust analysis, which increases your confidence that you’re drawing the right conclusions and making the right decisions. With that in mind, the emphasis of SBA is on gathering and analyzing facts efficiently through the application of proven analytical methods. The course is multi-disciplinary, data-intensive and applications-based, drawing upon insights and skills first developed by students in core courses such as Strategy, Economics, Managerial Statistics, Strategic Problem Solving, Operations and Accounting. This is not a course in power computing, big data mining, financial modeling, or market research – although it will draw upon each of these topics. Together in class and in study teams, we’ll de-construct and analyze business cases through a series of structured processes and analytical methods, including (but not confined to): Discovery-Driven Planning; Market-Sizing and Selection; Profit Pool Analysis and ROI Trees; Business Model Economics; Technology Adoption Factors; Product and Customer Profitability; Conversion Chains and Funnels; and Predictive Analytics. We’ll do this through detailed analytical exercises in class, in study groups and individually. We’ll deploy a distinctive SBA toolkit; and we’ll underpin this with selected reading and reflection.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6585 Design Thinking & Service Consulting 1.5 Credits

The purpose of the Design-Thinking & Service Consulting course is to change you! We intend to change the way you think about problems, opportunities, and yourself. More to the point, the intent of this experience is to take you on a journey that will reveal to you the creative genius that lives within you, and to provide you with tools that will empower you to impact the world in profound ways. We will pursue several learning goals during the weeks we are together. As a result of the class, we expect that you will: 1. Develop fluency in design-thinking tools and techniques so that you can leverage your own inherent creativity strengths and help unlock the creativity of others. 2. Develop insights and skills that make you a more productive internal and external consultant. 3. Understand the elements important in creating an innovative, feedback-rich team culture, and be able to foster such an environment wherever you go. 4. Gain more intentionality in the choices you make communicating within team and organizational settings and be in a better position to evaluate potential outcomes. Beyond these formal objectives, we hope this course gives you a better sense of the difference between intentionality and perception of behavior, how much your behavior signals who you are to the outside world, and ultimately, how much positive, creative impact you can have on the folks and organizations around you.

Level: Graduate, Juris Doctor, Undergraduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: EMBA 572, EMBA 6851

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 6590 Adv Coaching: Leadership Fellows 1.5 Credits

Level: Graduate

Prerequisites: (BADM 739 or BADM 6039)

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 6600 Using Data to Lead Change 1.5 Credits

In today's highly interdependent, constantly changing world, organizations must continuously adapt to new situations to survive and thrive. The course introduces the process of leading successful change beginning with the clarity of purpose that comes from an understanding of customers' needs. This involves leveraging data analytics to drive the design of products and services to meet those needs effectively. Data are collected and analyzed at every step of the process to 1) frame the case for change, 2) measure inputs, processes, and outputs, 3) assess success of pilot studies and other activities, and 4) demonstrate the impact of the change program. In this course, students will learn how to use data to accurately conceptualize the change problem, measure process and evaluate the outcomes.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MS-BSAN-O program.

Enrollment is limited to Graduate level students.

MGMT 6601 Collaborative Intelligence 1.5 Credits

"Big data" is changing the way organizations function and the way individuals make decisions. This course examines organizational behavior and decision-making research as massive data becomes a bigger part of organizations. In particular, the focus is on data science from a psychological perspective, and its impact on how organizations function, and how leaders and managers make decisions. As organizations aggressively collect and analyze massive amounts of data, decision-makers are inundated with information they need to understand. This course will examine the practical implications of big data on several major issues, including leveraging lessons from big data to solve existing organizational issues/problems, recognizing new organizational issues caused by the rise of big data, and collaborating across technical and non-technical colleagues to solve organizational problems using analytical insights derived from big data.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MS-BSAN-O program.

Enrollment is limited to Graduate level students.

MGMT 6888 Change Mgmt Adv Pract Prgm 2-5 Credits

Level: Graduate, Juris Doctor

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 7949 Tutorial: Management 1.5 or 3 Credits

Level: Graduate, Juris Doctor, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 7950 Internship in Business 0.25 Credits

This course aims to allow graduate business students to engage in practical application of their curriculum in various business fields. As a direct aid to practical learning, students will work with internship supervisors to identify and implement solutions to client and employer needs. Students will present project findings and outline what skills/concepts/tools from their coursework were utilized during the internship in their final deliverable. Enrollment is by permission of department. Pending departmental approval, students may be administratively registered for an internship after the add/drop deadline. The requirement for enrollment is the completion of at least one one-week internship. This course can be used for multiple internships. Students may enroll in multiple terms.

Level: Graduate, Juris Doctor

Grading: Pass/Fail Default

Course registration restrictions:

Enrollment is limited to Graduate level students.

MGMT 7951 Internship in Business II 0.25 Credits

This course aims to allow graduate business students to engage in practical application of their curriculum in various business fields. As a direct aid to practical learning, students will work with internship supervisors to identify and implement solutions to client and employer needs. Students will present project findings and outline what skills/concepts/tools from their coursework were utilized during the internship in their final deliverable. Enrollment is by permission of department. Pending departmental approval, students may be administratively registered for an internship after the add/drop deadline. The requirement for enrollment is the completion of an internship experience of at least one week. This course can be used for multiple internships. Students may enroll in multiple terms.

Level: Graduate, Juris Doctor

Grading: Pass/Fail Default

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

MGMT 7952 Internship in Business III 0.25 Credits

This course aims to allow graduate business students to engage in practical application of their curriculum in various business fields. As a direct aid to practical learning, students will work with internship supervisors to identify and implement solutions to client and employer needs. Students will present project findings and outline what skills/concepts/tools from their coursework were utilized during the internship in their final deliverable. Enrollment is by permission of department. Pending departmental approval, students may be administratively registered for an internship after the add/drop deadline. The requirement for enrollment is the completion of an internship experience of at least one week. This course can be used for multiple internships. Students may enroll in multiple terms.

Level: Graduate, Juris Doctor

Grading: Pass/Fail Default

Course registration restrictions:

Enrollment is limited to Graduate level students.