Management (MGMT)

management.business.uconn.edu

5138. Managing Organizations

Three credits. Prerequisite: Open only to MBA students, others with consent. Not open for credit to students who have passed MGMT 5183.

Today's business climate demands that organizations and their managers be innovative, flexible, adaptive, and capable of maximizing the contributions of all their members. In addition, effective managers must possess the leadership and team skills necessary to manage an increasingly diverse work force. This course examines topics such as leadership, motivation, team dynamics, organization structure, design and culture, conflict, power and politics.

5181. Value Creation and Competition

1.5 credits. Prerequisite: Open only to MBA students, others with consent. Not open for credit to students who have passed BLAW 5182.

Analysis of the challenges inherent in navigating competitive markets with the objective of adopting strategies to achieve value creation, and assess the fit between internal capabilities and the competitive landscape to identify and plan for potential threats and opportunities from environmental change.

5182. Motivating Individuals and Teams

1.5 credits. Prerequisite: Open only to MBA students, others with consent. Not open to students who have passed BLAW 5182.

Development and improvement of "people skills" as they relate to managing individuals and teams in organizations. Prepares students to understand how to best organize and motivate the human capital of the firm, how to solve problems effectively, influence the actions of individuals and lead successful teams. Topics include personality, perceptions and perceptual distortions, decision making, developing a motivational climate and effective incentive systems, creative problem solving, managing conflict and negotiations, designing and managing diverse teams and team processes. Through the use of experiential exercises and role-playing, participants are given a "hands-on" opportunity to practice and refine their management skills as well as to gain significant insight into their own strengths and weaknesses as a manager.

5183. Organizational Behavior in Context

1.5 credits. Prerequisite: MGMT 5182.

Builds upon the individual and team managerial skills developed in MGMT 5182 by focusing on "people skills" as they relate to managing oneself and others within an organizational context. Prepares students to navigate and succeed in a complex organizational environment. Topics include organizational design, culture, managing diversity, understanding and managing social networks, power, politics, and organizational communications. Through the use of cases, experiential exercises and role playing, participants are given a "hands-on" opportunity to practice and gain insight into their managerial skills as they pertain to the larger organizational context.

5184. Strategic Fit and Coordination

1.5 credits. Prerequisite: MGMT 5181.

Focus on the needs of key organizational stakeholders and the understanding the impact of decisions by individual functional areas on the entire organization. Students will draw upon knowledge from multiple academic disciplines to develop organizational strategies, designs, and resource allocations that can improve firm performance from a holistic perspective.

5223. Managing Innovation and Change

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

Students will learn both the theory and practice underlying successful organizational change, providing them with the understanding necessary to become effective change agents. Addresses such topics as assessing organizational effectiveness and performance, fundamental organizational development techniques, change methodologies, individual, group, and organizational change processes, applied research methods for analysis of change problems, process interventions, the power and politics of change, and strategic change.

5250. Consultative Management for Business Function Professionals

Three credits.

Introduces students to the consultative style of management required for functional professionals to be effective with their internal clients. Draws on a wide range of management theory and practice to help students develop the interpersonal, analytical, and technical skills required for consultative contributions. Addresses such topics as relationship and internal client management, intervention frameworks and their application, project management, ethical issues in consulting, and implementation issues.

5335. Venture Planning, Management, and Growth

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

Presents students with an opportunity to put all of their business skills to the test as they prepare and pitch their business plans, while also exposing them to multiple facets of starting and managing new ventures in a very hands-on fashion. The business plans will concentrate on the fundamentals of building a great business, including the business proposition, the business model, the customer, the product, the competition, the market, the industry, the channels of distribution, the selling cycle, and funding requirements, etc. Through a business simulation, students are concurrently placed into a very realistic business setting where they start-up and run a company. Students are given full control of the simulated business and must manage its operations through several decision cycles, challenged with business fundamentals and the interplay between marketing, manufacturing, finance, accounting, etc., as they manage and grow the business.

5377. Human Resource Metrics and Talent Analytics

Three credits.

Creating and managing appropriate metrics is vital to enabling the development of high-­achieving people in organizations and maintaining an effective human resource function. Introduces techniques for developing effective metrics and identifies connections between human resource metrics and other performance measurement systems commonly used in organizations. Introduces students to talent analytics, the tools and techniques managers use to mine organizational data in pursuit of actionable knowledge. Students learn how to structure research questions, communicate data needs to technical specialists, and interpret data to yield organizational insights and support effective decisions.

5401. Managing Risk in the Workplace

Three credits.

Successful professionals evaluate business issues with proper consideration of organizational risk. Risk is defined as the likelihood of unfavorable outcomes with respect to the organization's process, financial, reputational, competitive market, and people outcomes. The class examines risk-­related challenges linked to workplace activities and issues including employee separation, hiring, promotion, employment laws, regulations, interpersonal conflicts, employee privacy, workplace safety, intellectual property and data security.

5420. Employee and Labor Relations

Three credits.

Examines the broad range of concepts and practices that arise out of the relationship between an organization and its employees. Covers the core topics of labor relations, including organizing, collective bargaining, and the grievance process. Examines trends in unionization and the impact of these trends on employees and organizations. Also examines broader employee relations issues such as managing diversity, arbitration/mediation, downsizing, performance appraisal, implied contracts, and statutory rights.

5615. Leadership

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

Exposes students to current thinking and research on leadership, to help students develop new ways of viewing the leadership process, and to examine characteristics of effective and ineffective leadership.

5620. Project Leadership and Communication

Three credits. Prerequisite: Not open to MBA students.

Comprehensive and in-depth coverage of project leadership and communication designed to increase the student's ability to be a successful project manager. It covers critical competencies for leadership, critical components of communication, key roles involved in taking charge of an organization, building and using networks, motivation and influence, and authority and non-authority bases for power. Students will identify ways to further develop their own leadership potential and their own communication style. Not open to MBA students.

5634. Opportunity Generation, Assessment, and Promotion

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

Hands-on experience in opportunity development, exposing students to three distinct modules. The first, creativity and innovation, stimulates the flow of ideas. The second, feasibility analysis, runs these ideas through a comprehensive assessment framework. The third module, getting the first customer, focuses on the initial sales and marketing process needed to get the idea off the ground. At the end of the course, students will be able to identify, evaluate, and shape new business opportunities; effectively present and sell their ideas to critical constituencies; manage the resource constraints associated with launching new ventures.

5637. Organization Behavior

Three credits. Prerequisite: Open only to MBA and MPS students.

Divided into two major components: micro and macro organization behavior. The first component focuses on individual and group-level problems and the second focuses on organizational-level problems, as they relate to improving organizational performance. This course introduces some of the central topics in management theory, research, and practice and provides the basis for understanding and evaluating organizations and their management.

5639. Diversity and Inclusion

Three credits.

The globalization of product, labor, and capital markets has led to significant changes in the demographic composition of the international labor force. This course chronicles and examines the transition that is taking place in the global workforce due to the increased diversity in employees on the basis of personal characteristics such as sex, race/ethnicity, and national origin. Examines how employers respond to these new workforce realities and how workforce inclusion strategies can contribute to positive outcomes for employers, employees and their families, and other stakeholders.

5640. International Business

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

The growing impact of a rapidly changing international business environment on organizations today means that few managers can afford to remain indifferent to the issues of international business. It is important to understand the changing patterns of international business, the dynamics of international competition, government-business interactions in other countries, and the organizational challenges of managing strategically across borders. This course addresses these issues through an applied approach in the discussion of cases.

5650. Interpersonal Relations, Influence, and Ethical Leadership

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

Communication challenges and difficult conversations faced by business professionals. Emphasizes core values associated with ethical leadership in the professional world with a particular focus on the connections between applied ethics and management issues. Topics include conflict resolution styles and models, negotiation, organizational politics, influencing processes, the language of leadership, and models for examination and resolution of ethical workplace dilemmas.

5672. Leading Yourself

Three credits. Prerequisite: MGMT 5138 or 5183; open only to MBA students, others with consent.

Human resources professionals and managers who understand their own management skills and style are more effective in achieving their personal and professional goals. To help build student self-­awareness, the class introduces and employs assessment instruments commonly utilized by business leaders. Students learn to give and receive feedback, build skills inventories and develop personal growth and career development plans, goals and strategies.

5674. Negotiation Strategies

Three credits. Prerequisite: MGMT 5138 or 5183, either of which may be taken concurrently; open to MBA students, others with consent.

Effective negotiations skills are essential for successful managers in complex contemporary organizations characterized by changing structures, temporary task forces, multiple demands on resources, and the increased importance of interdepartmental cooperation. Critical negotiation situations with other organizations range from those dealing with labor unions, purchasing, mergers, acquisitions, and joint ventures. During this course, participants plan and conduct negotiations simulations and receive feedback on their performance.

5675. Business Acumen and Strategic Human Resource Management

Variable (1-3) credits. May be repeated for a maximum of three credits.

Business acumen involves understanding and managing a business situation in a manner that is likely to lead to a good outcome. Human resources managers need the capability to evaluate multiple dimensions of complex business issues and to understand their implications for a range of stakeholders. In pursuit of these objectives, the course examines the role of HRM activities in organizational strategy design and execution. Specific topics include identification of human capital as a firm resource, understanding employee value propositions and the role of human resources in creating value for customers and other stakeholders.

5676. Human Capital and Workforce Capability Development

Three credits.

Students in this course will learn how to assess and develop an organization's human assets. The class explores organizational learning and focuses on specific ways in which learning is achieved through training and development activities. Students study human resources trends such as increasing competition, globalization, technological complexities, regulation, and dynamic labor markets, and how these issues interact with increasing demands on workforce productivity. Topics include learning strategy development, training needs assessment, training program design, training techniques, evaluation strategies, and career development practices.

5678. Total Rewards and Performance Management

Three credits.

Explores the concept of total rewards, its fundamental elements, and strategic prevalence in attracting, motivating and retaining valued employees, and its integration with performance management. Topics include job evaluation, pay surveys, compensation plans and structure, individual and group incentives, and employee benefit principles and concepts. Covers the design of incentive plans, including merit pay, bonuses, equity awards, gain sharing, profit sharing, piece rate, tipping, and commission systems. Students will participate in strategic goal and program development, examining how total rewards, compensation, and benefit design impact performance and contribute to defining organization culture.

5680. Talent Management Through the Employee Lifecycle

Three credits.

One of the primary responsibilities of human resources is managing talent throughout the employee lifecycle. Talent management spans recruiting, hiring, retention, and separation and requires a keen awareness of individual and organizational issues and strategies. Topics covered include recruitment, selection, on-­boarding, career planning, job/competency analysis, benefits administration, retention, retirement, voluntary and involuntary separation, and downsizing.

5800. Strategy, Policy, and Planning

Three credits. Prerequisite: MGMT 5138; open only to MBA students who have completed at least 42 credits with a GPA of 3.0 or better in graduate-level courses. Not open to students who have passed MGMT 5184.

Capstone course dealing with the two major aspects of strategy: formulation and implementation. Strategy formulation examines such issues as environmental threats and opportunities, the values and priorities of management and societal stakeholders, and the strengths of company resources and competencies relative to principal competitors. Strategy implementation covers such topics as strategic leadership, organizational structure, resource allocation, and building a strategy-supportive culture. Uses cases and readings to develop the knowledge and skills necessary to prepare students to deal with strategic issues. The student must have completed basic courses in the functional areas of business in order to be ready to assume the holistic perspective required of those who address this important topic.

5805. Human Resource Management Capstone

Three credits. Prerequisite: Open only to Human Resource Management MPS students.

Hands-­on experience in the development of an HR related initiative within students' work organization. Students will diagnose a problem or opportunity that needs to be addressed, identify specific cause and effect relationships driving current unsatisfactory outcomes, and build evidence in support of their causal theories. Students create guidelines to steer their change plans including identifying clear objectives, determining boundaries of the challenge, and explaining how changes can lead to desired outcomes. In the final stage of the project, students develop a coherent set of change actions expected to lead the organization from its current performance to its desired future outcomes. This course should be taken at the conclusion of the students’ HRM program.

5893. Management Internship

Three credits. Prerequisite: Instructor consent.

The application and implementation in a work situation of theories and practices related to the student's area of specialization, facilitated by the student, sponsoring organization, and faculty advisor. Among other course assessments to be determined by the faculty advisor, a comprehensive project is required.

5894. Seminar

Variable (1-3) credits. Prerequisite: MGMT 5138 or 5183; open only to MBA students; instructor consent required. May be repeated for a maximum of 12 credits.

Investigation and discussion of special topics in management.

5895. Special Topics in Management

Variable (1-3) credits. Prerequisite: Instructor consent. May be repeated for a maximum of 12 credits.

Faculty-student interaction on a one-to-one basis involving independent study of specific areas of management. Emphasis, selected by the student, may be on theoretical or applied aspects. A written report is required.

6200. Directed Readings in Special Topics

Variable (1-6) credits. Prerequisite: Open only to Business Administration Ph.D. students. May be repeated for a maximum of 12 credits.

6201. Seminar in Organizational Behavior

Three credits.

A survey of research in organizational behavior and theory. Topics include learning and cognition in organization, attribution theory, satisfaction and performance, leadership, motivation and group dynamics.

6202. Research Methods in Strategic Management

Three credits.

An in-depth review of the content of policy research. Covers several "streams" of research currently popular in the strategic management literature. Also the major findings within each stream.

6203. Contemporary Research in Organizational Behavior

Three credits.

Focus is on several of the contemporary research themes popular in Organization Behavior. Students critique the methodology and future potential of each theme.

6204. Seminar in Strategic Management

Three credits.

Reviews the research of strategic management that emphasizes macro explanatory models. Students review recent dissertations and critique the content and methodology of each.

6206. Applied Research in Management

Three credits.

Students, individually or in groups, formulate, conduct and prepare a written report in publishable format on a research project pertaining to the area of management. Meetings will be devoted to discussion of issues which arise in the conduct of student projects and to presentation of projects.

6405. Research Design

Three credits.

Examination of research methods utilized in management research. Topics include the laboratory-field distinction, randomized experiments in field settings, content analysis and interrater reliability, log-linear analysis, instrument design and reliability analysis, survey design and sampling techniques, meta-analysis, quasi-experimental design, nonequivalent group design, interrupted time-series design and correlational analysis.

6408. Seminar in Strategic Entrepreneurship, Innovation, and New Ventures

Three credits. Prerequisite: Instructor consent.

Major theoretical and empirical issues in the area of strategic entrepreneurship, innovation, and new ventures. The construction and testing of theory regarding the generation, identification, assessment, and capture of opportunities that support the expansion of existing ventures or formation of new businesses. Includes an overview of the field; generation and identification of entrepreneurial opportunities; entrepreneurial thinking and the associated decisions to explore and exploit; and influences on and processes associated with innovation management and venture creation.