Management (MGMT)

MGMT 1990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

MGMT 2990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

MGMT 3302. Negotiating in Business. 4 Hours.
Focuses on the nature of conflict, conflict resolution, and the structure and process of negotiations, negotiation ethics, as well as skills to deal with "difficult" negotiators. Negotiation is a lifelong skill that we use every day, not just a tactic to get a higher salary or a better deal. No matter what direction one's professional life takes, negotiation is an essential part of one's job and one's life. To be effective, one must be a skillful negotiator. While some of us are naturally gifted negotiators, most of us are not; the concepts and techniques of skillful negotiations can be learned and practiced in the classroom. Offers students numerous opportunities to develop and practice negotiating skills.

MGMT 3330. Developing Leaders for Global Sustainability. 4 Hours.
Offers students an opportunity to learn how to effectively research and communicate about global environmental sustainability in both their companies and their communities. Emphasizes how to be an effective lay consumer of scientific knowledge. Students work with the latest science on such global issues as climate change and energy depletion. Analyzes how key stakeholders—businesses, governments, and communities—interact on current issues in global sustainability.

MGMT 3340. Managing Healthcare Organizations: Critical Challenges and New Approaches. 4 Hours.
Designed for students interested in careers with significant healthcare managerial responsibilities. Presents the critical challenges and core issues facing managers in hospitals; insurance and managed-care organizations; pharmaceutical, biotechnology, medical device, and software companies; long-term care organizations; healthcare research and consulting organizations; and the government. Covers the newest clinical care and financial models, the pivotal role of healthcare information technology, and the impact of federal and state laws and legislative initiatives on the operations and strategies of industry players.

MGMT 3350. Managing a Diverse Workforce. 4 Hours.
Examines issues related to managing oneself and others in an increasingly diverse workforce. Organizations need to address diversity issues in some manner if they are to compete effectively in a global economy. Covers diversity-related issues with management implications including religion, social identity, socialization, employment decisions by applicants and organizations, teamwork, leadership, sexual harassment, workplace romance, career development, work and family, accommodation of people with disabilities, and organizational strategies for promoting equal opportunity and a multicultural approach toward diversity. Offers students an opportunity to conduct self-assessments to monitor their own workforce needs as they relate to issues of diversity, careers, and work-life integration.

MGMT 3360. Law and the Legal Process. 4 Hours.
Introduces U.S. laws and legal system, with a focus on the legal rights of individuals and business organizations and the legal obligations they each owe to others. Considers the role of the legal system in making and enforcing laws and resolving disputes. Uses exercises, team projects, and presentations to offer students an opportunity to identify and gain understanding of the particular legal environment for different activities and situations. Explores the impact of the legal environment on the internet; employment; innovation; and relationships with sellers, customers, and competitors. Includes consideration of contract, intellectual property, negligence, incorporation, and criminal and agency laws.

MGMT 3370. Leading and Managing Change. 4 Hours.
Focuses on developing the skills needed for implementing change. Leading and managing change is not a straightforward process. Identifying what we need to change and recommending, planning, managing, enacting, and evaluating personal and organizational changes are challenges that we face every day. Analyzes the forces that drive individuals and organizations to identify and promote what to change, examines impediments to change, and enact individual and organizational changes. Also seeks to develop an understanding of why, what, and how to implement change and to provide practical skills for managing and leading change.

MGMT 3420. Managing Human Capital. 4 Hours.
Offers an overview of the human resources management (HRM) function, including recruiting and hiring new employees, overseeing compensation and benefits, improving employee relations, and ensuring compliance with labor laws. Focuses on what a (non-HRM) manager needs to know about HRM and also seeks to provide a foundation for the HRM professional.

MGMT 3435. Social Networks and Organizations. 4 Hours.
Examines three different perspectives on “social networks”: interpersonal networks within organizations—their formation, their content and structure, and how those factors affect the performance of individuals and the organization; interorganizational networks (such as alliances or board interlocks)—factors that affect their formation and their impact on organizations and industries; and social network and social media—their use by organizations and how such use affects an organization’s mission, identity, and employees. Organizations increasingly comprise a shifting web of interactions among people that defy traditional hierarchies and structures. Understanding how these social networks form and operate can be critical not only to a manager’s day-to-day effectiveness but for long-term career success as well.

MGMT 3510. Managing Global Teams Virtually and Locally. 4 Hours.
Studies how understanding culture, cross-cultural differences and similarities, as well as the characteristics of the global work context, are necessary for becoming successful leaders in global organizations. The main objectives of this course are to sensitize professionals and managers to similarities and differences in cultural values, management practices, and behaviors; to facilitate their adaptation to the global, multicultural work context; and to develop awareness to one’s own culture and how it is perceived by others. Offers students an opportunity to learn how to successfully manage multicultural and virtual teams.
MGMT 3530. Project Management. 4 Hours.
Discusses why good project management skills are essential to a wide variety of business careers. Covers why many important business projects fail due to poor planning, poor time management, going over budget, and/or ineffective communication. Includes a balance of strategic, technical, and behavioral issues in project management.

MGMT 3990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

MGMT 4310. The Management Practices of Great Organizations. 4 Hours.
Focuses on a wide range of management practices, many of which are "radical" and represent organizations that "dare to be different." The course uses many teaching approaches, including case studies, class exercises, and "competitions" that require students—and seek to increase their ability—to debate, present, think on their feet, and ask tough questions. Some organizations seem "to work"; they provide high-quality products and services, they treat their employees with respect, they behave ethically, they are strong financially, and the like. The key question of this course is "How do they do it; i.e., why do they work so well?" Students study and debate the criteria for a great organization in order to answer this question.

MGMT 4410. Human Resources and Workforce Analytics. 4 Hours.
Introduces evidenced-based workforce management, including identifying the strategic work that is truly necessary to execute firm strategy, investing in differentiated management systems that support that work, and designing and implementing targeted measurement systems (HR function and workforce scorecards) designed to hold line managers accountable for strategic talent. Emphasizes helping students move from a focus on levels associated with a particular workforce attribute to understanding the impact of the workforce on business-level outcomes (e.g., how does product manager quality affect new product cycle time?). In addition to those interested in HR, the course could be highly relevant for students specializing in corporate finance, marketing, and international business.

MGMT 4501. Skills for Managerial Success. 4 Hours.
Builds on co-op experiences to focus on skills critical to effective management in all fields. Using experiential exercises, self-assessment, feedback, and coaching, offers students an opportunity to develop in such areas as leading teams; being effective team members; giving feedback; and improving written and oral persuasion, motivational, and problem-solving skills.

MGMT 4603. Leadership Seminar. 4 Hours.
Explores the hallmarks of effective leadership in a wide variety of organizational settings, including not only the top echelon of leaders but also those lower in the hierarchy, who by developing an appropriate skill set can accrue personal power and influence those who outrank them. Designed to help students assess their own leadership style, thereby increasing the likelihood of career success.

MGMT 4970. Junior/Senior Honors Project 1. 4 Hours.
Focuses on in-depth project in which a student conducts research or produces a product related to the student's major field. Combined with Junior/Senior Project 2 or college-defined equivalent for 8 credit honors project. May be repeated without limit.

MGMT 4971. Junior/Senior Honors Project 2. 4 Hours.
Focuses on second semester of in-depth project in which a student conducts research or produces a product related to the student's major field. May be repeated without limit.

MGMT 4990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

MGMT 4993. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

MGMT 5976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.

MGMT 5978. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

MGMT 6207. Global Innovation Management. 1.5 Hour.
Examines the actions that managers must take to stimulate innovation and direct it in ways that allow the organization to accomplish its goals. Introduces such topics as what organization forms are most conducive to innovation, what factors hinder innovativeness and how can they be overcome, and what role managers play in bringing about innovation. Discusses elements of an organization's infrastructure that contribute to innovativeness such as design, reward mechanisms, communication patterns, boundary spanning, control systems, leadership at all levels, and the organization's culture.

MGMT 6209. Global New Product Development. 1.5 Hour.
Provides an overview of the best-practice model of the new product/service development process. Focuses on the stages of the development process and the critical role of the customer and market research in creating, designing, and developing a successful new product.

MGMT 6210. Law for Managers and Entrepreneurs. 3 Hours.
Covers the legal environment in which businesses operate and its impact on businesses and their transactions. Exposes students to a variety of legal concepts and topics, such as corporations and other legal entities; contract law, mergers and acquisitions, e-commerce, and other types of business transactions; intellectual property; compliance with securities, consumer products, and other regulations; debtor-creditor relations, employment, and agency law; torts and strict liability; and the international legal environment. Addresses the complementary application of legal, financial, business, and ethical analysis to business management and decision making. Offers students an opportunity to sharpen their analytical and critical thinking skills, to develop a manager's understanding of laws and the legal system, and to use those skills and understanding to create opportunities for adding value and managing risk.
MGMT 6211. Business Law and Professional Ethics. 3 Hours.
Examines the critical aspects of business essential in understanding the business and legal environment. Examines contract law and areas of the law that relate directly to the accountancy profession. Develops knowledge of the Uniform Commercial Code as it relates to the law of sales, commercial paper, and secured transactions. Also explores the importance of ethics in the business and accounting environment, and considers potential ethical dilemmas.

MGMT 6212. Managerial Communication. 3 Hours.
Focuses on business communication strategies including written communication, business and professional speaking, and skills required to be successful in a variety of business and professional contexts. Topics include audience and situation analysis, the writing process, informal and formal speaking, and presentations. In-class exercises, simulations, and individual and group work help participants develop and practice communication skills. Restricted to accounting students only.

MGMT 6213. Managing Ethics in the Workplace and Marketplace. 2 Hours.
Seeks to stimulate creative individual and group thinking and learning for working professionals while offering practical guidance for improved decision making in both common and novel ethical business situations. Recent and historical executive and managerial criminal conduct and ethical lapses have destroyed careers and shareholder value in addition to severely eroding employee and public trust. Uses a series of case studies, readings, and field study experiences to actively engage students in a timely, relevant, and challenging fashion.

MGMT 6214. Negotiations. 2,3 Hours.
Designed to improve students' understanding of the negotiations process and their ability to plan and conduct negotiations effectively. Includes such class activities as readings, lectures, and discussions as well as case discussions and role-playing negotiation exercises.

MGMT 6215. Strategic Security Management. 3 Hours.
Analyzes the contemporary role of the security manager as it necessarily evolves from that of content expert to one of business strategist. To effectively develop the competencies and mind-set necessary to establish a strategic approach to security management, this class uses a range of readings, case studies, and research materials with the goal of critically examining the behavioral, structural, ethical, legal, political, social, cultural, and competitive conditions of today's complex, interdependent, and global business environment.

MGMT 6216. The Chief Executive Officer. 3 Hours.
Explores the CEO's job and role in a business organization. Offers presentations by and discussions with chief executive officers of major corporations in the Greater Boston area. Cases and readings also help address the job requirements, problems, and opportunities facing top management.

MGMT 6217. Business and Government Regulation. 3 Hours.
Explores the process by which regulations are formulated at the various levels of government and their impact on business: the regulation of prices, industry concentration and monopoly, safety, environment, energy, and consumer rights. Emphasizes particular industries: transportation, communication, energy, healthcare, and finance. The overriding objective is to enhance the ability of managers to respond to and deal with government regulation, which today significantly affects virtually every aspect of business.

MGMT 6220. Leadership in the Strategy Process. 3 Hours.
Focuses on the leadership role in strategic implementation—usually the most time-consuming and difficult part of the strategic process, requiring leadership from every level of management. Emphasizes how to motivate people to achieve objectives, develop the right culture, enhance core competencies, and create the right structure to support the strategy, ultimately insuring that all elements of the organization are operating to support the strategy implementation process.

MGMT 6222. Healthcare Industry. 3 Hours.
Examines the evolution of the U.S. healthcare delivery system from early forms of organized institutional care through the current dynamic and increasingly integrated and managed care systems. Introduces students to the interactions of regulatory, economic, political, and social aspects of the healthcare system. Compares current policies and proposals for health reform. Students are asked to analyze the impact and consequences of actions in one era on the structure and function of healthcare practice in later years and to project these trends into the future.

MGMT 6223. Strategic Decision Making for Healthcare Professionals. 3 Hours.
Examines how healthcare organizations manage their resources and competitive environment to meet the goals of their many stakeholders. Applies three essential elements of strategic decision making—environmental analysis, strategic formulation, and strategy implementation—to the healthcare industry.

MGMT 6224. Healthcare Strategy. 3 Hours.
Examines how healthcare organizations manage their resources and competitive environment to meet the goals of their many stakeholders. Encourages students, through a combination of cases, readings, and project work, to apply three essential elements of strategic decision making—environmental analysis, strategy formation, and strategy implementation—to the healthcare industry. Places special emphasis on comparing the healthcare industry to other leading industries; identifying specific management tools, activities, and methods from other industries; and applying them to healthcare. Also emphasizes the impact that creative and effective leadership may have in facilitating strategic and operational changes in healthcare delivery.

MGMT 6225. Sustainability and Leadership. 3 Hours.
Examines how organizational leaders influence decisions to advance an environmental agenda. Studies the scientific knowledge that organizational leaders must have to make effective sustainability decisions. Analyses how a variety of organizations, including businesses, governments, government-sponsored enterprises, and nongovernment organizations, interact on environmental issues.

MGMT 6226. Sustainability and the Business Environment. 3 Hours.
Examines how the environment affects corporate strategy, public policy, and individual decision making. Examines the skills and knowledge needed to help organizations understand and act upon the principles of sustainability. Examines a variety of environmental problems, including global warming, use and disposal of toxic substances, and depletion of natural resources. Also studies how companies solve these problems by reducing their impact on the environment through solutions such as zero emissions, green design, and corporate environmental reporting.
MGMT 6227. Organizational Network: Analysis, Implications, and Practice. 3 Hours.
Examines organizational phenomena using a social network perspective. Focuses on understanding social networks in and of organizations and on understanding the impact of these social networks on outcomes for both individuals and organizations, including career success, innovation, and performance. Offers students an opportunity to develop a strong grasp of key network concepts, to learn how to use specialized software to analyze social network data, and to translate social network analysis to applied management practice. Designed both to engage existing research and case studies and to apply that knowledge with hands-on organizational network analyses.

MGMT 6230. Physician-Executive Field Experience. 3 Hours.
Introduces students to the real and complex problems of management and systems change. Student teams work under the supervision of a faculty coordinator, physician-executives, and other administrative personnel on a project designed to further the mission of the specific sponsoring healthcare organization. Teams are asked to define and analyze a complex problem in the sponsoring organization with the goal of recommending desired management actions. Successful projects incorporate a detailed understanding of key clinical, economic, social, political, competitive, technological, and organizational variables that impact the project’s domain. Includes instruction on project management techniques and communication skills relevant to healthcare industry executives while serving as an introductory practice-based educational model consistent with the goals of effective medical and business school learning.

MGMT 6233. Introduction to Business Analytics. 3 Hours.
Introduces the key concepts of data science and data analytics as applied to solving data-centered business problems. Emphasizes principles and methods covering the process from envisioning the problem to applying data science techniques to deploying the results to improve financial performance, strategic management, and operational efficiency. Topics include an introduction to data-analytic thinking; application of data science solutions to business problems; data mining, supervised and unsupervised machine learning; methods for the detection of co-occurrences and associations; and achieving and sustaining competitive advantage with data science. Presents the application of these disciplines in the areas of marketing, supply chain management, finance, sales, and innovation.

MGMT 6260. Advanced Topics in Management. 3 Hours.
Offers course topics that vary with instructor, with typical issues being current strategic and managerial problems of high-technology industries, the evolution of new industries, such as biotechnology and healthcare, government regulation as it affects business, the shaping of public policy and its impacts on industry, and a focus on current topics as shaped by the instructor’s research interests and writing. May be repeated without limit.

MGMT 6280. Innovation for Next-Generation Products and Systems. 3 Hours.
Focuses on next-generation products, systems, and services with an integrated framework that applies market innovation, user-centered design, architectural and platform innovation, and business model innovation. Offers students an opportunity to apply these concepts to new product/service/business process innovation opportunities in their own organization with executive sponsorship and faculty guidance.

MGMT 6281. Competitive Strategy for Dynamic Markets, Development, and Execution. 3 Hours.
Explores frameworks and business processes used by industry leaders to develop strategic plans. Uses a combination of case studies and student projects. Examines industrial products, financial services, medical technology and services, life sciences, information technology, and defense. Explores the gathering of market and competitive intelligence, new product/service strategy, assessing underlying human and technical competencies, and position in innovation within a dynamic industry ecosystem. Discusses execution of a corporate growth strategy across diverse business units and geographical interests.

MGMT 6282. Negotiation and Communication. 3 Hours.
Studies the basic foundations and processes of negotiations for different applications, including getting a promotion; working with executives, peers, and subordinates; interacting with customers; and working with suppliers. Being skilled in negotiation has become one of the most critical skills we need to be effective. Based on the concepts and skills of the best-selling Getting to Yes, this intensive course uses lectures, role-plays, and simulations in an effort to help students develop these essential skills.

MGMT 6283. Business Law, Corporate Governance, and Intellectual Property Strategies. 3 Hours.
Covers the fundamentals for business law and contracts, structures and processes for corporate governance, and approaches to risk mitigation. Explores the development, protection, and management of intellectual property across a variety of industry sectors and how such protections work or do not work in emerging markets. Exposes students to the intersection of law, business, and innovation.

MGMT 6290. CEO Symposium. 1 Hour.
Examines the challenges facing CEOs and the skills necessary to lead organizations using readings, discussions, and group exercises. Using an integrative case study based on a CEO who is an Executive MBA alum, study groups act as consultants and make recommendations to the CEO regarding the situation in the case. The CEO is present for the session and relates firsthand experiences and solutions.

MGMT 6293. Developing an Executive Understanding of Business Law and Intellectual Property. 3 Hours.
Offers students an opportunity to gain a greater understanding of the legal environment in which a business operates. Studies identifying and managing enterprise risk; establishing effective rules of governance, accountability, and transparency; insuring global compliance with internal and external requirements; using the legal system to further growth and innovation through the use of intellectual property protections; and managing with integrity, including managerial ethics and social responsibility.

MGMT 6295. Leadership for High Performance and Organizational Change. 2 Hours.
Focuses on the leadership behaviors that executives need to create and sustain high performance of their firms. Emphasizes change interventions that can be used to motivate employees to alter their patterns of behavior to meet the shifting needs of the competitive environment. Introduces skills and concepts related to organization diagnosis; organizational design, particularly across national borders; and human resource development that facilitate an executive’s ability to lead change and reinforce new behaviors.

MGMT 6296. Managerial Communication and Presentations. 2 Hours.
Focuses on business communication strategies. Provides students with the opportunity to learn how to use situational analysis and audience analysis to craft and deliver persuasive messages for a variety of business audiences.
MGMT 6960. Exam Preparation—Master’s. 0 Hours.
Offers the student the opportunity to prepare for the master’s qualifying exam under faculty supervision.

MGMT 6962. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

MGMT 6964. Co-op Work Experience. 0 Hours.
Provides eligible students with an opportunity for work experience. May be repeated without limit.

MGMT 7976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.