

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 3315. Managing Organizational Change and Disruption. 4 Hours.

Covers fundamentals of change leadership as a set of integrated skills, focusing on examples of both proactive change (leveraging opportunities to grow and improve), as well as reactive change (leading in times of crisis). Uses case studies, media coverage, simulations, and guest speakers to examine some of the most dramatic changes encountered by business leaders in recent times and to evaluate different approaches to managing change at all levels of the organization. Examines the psychology of change, including overcoming fear of and resistance to change, and introduces practical frameworks that students can leverage in their own change efforts. Requires a student-led change project.

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, team dynamics, 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 enacts 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 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. Students study and debate the criteria for a great organization in order to answer the key question of this course: how do they do it; i.e., why do they work so well?.

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 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 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 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 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 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 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. Analyzes 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. Exposes students to 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 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 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 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 6962. Elective. 1-4 Hours.

Offers elective credit for courses taken at other academic institutions. May be repeated without limit.