

MANAGEMENT

The purpose of organizations is to channel the efforts of individuals to accomplish goals working together in a meaningful way to realize success in business or in solving pressing social problems requiring skilled managers.

The field of management is concerned with applying social, psychological and economic theories of human behavior to the real-world problems of designing organizations leading and motivating employees, planning effective courses of action and efficiently allocating resources. Since the field of management deals with real-world problems, students should have an interest in acquiring a deep understanding of human behavior and applying this knowledge in a variety of different contexts to create value for themselves and others.

The Department of Management offers an undergraduate major in management with options in human resource management (HRM), sports management, business sustainability and nonprofit management. The department also offers graduate studies leading to an MBA degree or a PhD degree. The disciplines spanned by these degrees offer dynamic, exciting career possibilities to students at all levels.

Management

Undergraduate students should look forward to both intellectual growth and the development of management skills that are in high demand in today's competitive business world.

The Management major, as well as the four optional specializations, are concerned with the analytical process and the application of decision tools and relevant theory to creative problem solving. While the topics vary from one option to another, the common thread running through the Management major is the rational process of managing organizations, solving problems and accomplishing goals.

The major in management offers dynamic, exciting possibilities for study and employment by preparing students for leadership positions in all types of organizations. Some examples of topics include leadership, strategic management, planning courses of action, organizational behavior, resource allocation and administration. Students with degrees in management are employed by organizations of all types and sizes as managers or staff specialists. The major has flexibility so that the student may include coursework from any of the other business disciplines. The management major is a good choice for those interested in for profit leadership roles in business, non-profit and public sector organizations.

Option in Human Resource Management

Students in the human resource management option study topics pertaining to the management and well-being of an organization's workforce, including compensation administration, forecasting demand for personnel, labor relations and collective bargaining, recruitment and selection, and training and development. This option is designed to prepare students for careers in human resource management or for careers that facilitate the attainment of a competitive advantage through human capital. A career as an HRM professional offers many opportunities, such as developing and implementing innovative HR policies and assisting employees with career challenges and opportunities. For those who enjoy working with both the people and the management systems side of organizations, a career as an HRM

professional offers many opportunities for career satisfaction and personal development.

Option in Sports Management

The sports industry is a growing segment of our economy. Whether it is at the amateur, college, minor league or professional level, sports organizations are in need of graduates with business savvy. Sports enterprises are becoming increasingly concerned with their "bottom line," and they need employees who have business skills as well as expertise in the sports industry. The sports industry includes amateur, college, minor league and professional level sports organizations and is an industry that is growing in importance in our economy and society. Our sports management program is one of the few in the country that is housed within a business management department, so we offer our students the opportunity to gain important business management skills while learning about the unique nature of sports organizations.

Option in Business Sustainability

A sustainable enterprise is built around the triple bottom line imperative of protecting and enhancing the current and long-term future of the organization, the quality of life of the people impacted by the organization, and the health of the natural environment. There is a growing need for individuals with training in sustainable enterprise, and the job opportunities for well-trained undergraduates are increasing. The Business Sustainability option prepares students for this growing and exciting field with extra class work in business ethics, corporate social responsibility and sustainable business practices.

Option in Nonprofit Management

The nonprofit sector plays an important part in our society and in our economy; providing services and experiences for citizens that are unmet by government or the private sector, or can be delivered in a different way. Many students volunteer in the nonprofit sector and will continue to do so after graduation. As the sector matures, expectations of professionalism and business knowledge have increased. Students in the nonprofit management program will gain skills and knowledge about the nonprofit sector and organizations that will prepare them to enter the sector as professionals or board members at a critical time—as the Baby Boomer generation that has been leading in this sector retires. Topics include differences between the for-profit and nonprofit sectors in regards to generating revenue, managing a blended workforce of paid staff and volunteers, public image, accountability and measures of success.

Courses

MGMT 3011 Business, Government and Society

Description: Students will be exposed to topics in business sustainability including ethics and corporate responsibility; social environment and stakeholders; natural environment and externalities; and the regulatory environment.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3013 Fundamentals of Management (S)

Description: Survey of management principles and techniques. Examines a variety of issues at individual, team and organizational levels and challenges faced by today's managers.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

General Education and other Course Attributes: Society & Human Behavior

MGMT 3021 Practical Business Skills: Success Strategies

Description: This course introduces students to practical business skills by developing behaviors and exploring routines that correlate with career success. Specific attention to risk taking is explored.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3031 Practical Business Skills: Personal Decision Making

Description: This course teaches practical business skills by introducing students to improved decision making. Specifically, students will explore life decisions, career choices and improved personal budgeting and management skills.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3041 Practical Business Skills: Critical Thinking Skills

Description: This course introduces students to practical business skills including critical thinking, analytical skills, reason and the art of self-reflection. Students will also learn about imagination, intellectual bravery and the thinking skills needed to succeed in a rapidly changing world.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3123 Managing Behavior and Organizations

Prerequisites: MGMT 3013.

Description: Focuses on the complexities of human behavior in organizational settings. Performance expectations and determinants at the individual, team and organizational levels are examined. Priority enrollment is given to management majors.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3133 Developing Leadership Skills

Prerequisites: MGMT 3013.

Description: The study of personal, interpersonal and group factors relating to leadership performance. An integration of the theory and practice of leadership. May not be used for degree credit with BADM 3113.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3313 Human Resource Management

Prerequisites: MGMT 3013.

Description: Policies and practices used in personnel management. Focuses upon the functions of a human resource management department.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3921 Name, Image, and Likeness: Sports Business

Description: This course will provide an overview of revenue generation in collegiate sports, focusing on the recent changes in name, image, and likeness for NCAA athletes. Topics will include history and development of amateur sports in the United States, organization and structure of the NCAA, and marketing and finances within collegiate athletics. Special attention will be given to understand name, image, and likeness challenges and opportunities in the current and future collegiate sports marketplace.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3943 Sports Management

Prerequisites: MGMT 3013.

Description: Basic management skills necessary in the operation of sport organizations. The social, behavioral and managerial foundations of sport management, public relations, finance, economics, budgeting in the sport industry and managing a sports facility.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 3963 Social Issues in Sports Management

Description: Analysis of the external environment and its relationship to sports management will be explored. Topical social issues will be discussed and presented and students will gain insight on how sports organizations operate complex issues.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4011 Crucial Interactions

Description: Examines methods for increasing positive communication between you and organizational members. Crucial conversations are those conversations that we must have. Ways to increase the free-flow of dialogue to maximize benefit from a crucial conversation are discussed. No credit for students with credit in MGMT 5011.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4013 Current Topics in Management and Leadership

Prerequisites: MGMT 3013.

Description: Examination of selected topics representing the most current management and leadership theories and practices.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4021 Managing Professional Relationships

Description: The study of political behaviors and ways to use them effectively in order to be successful in your career. Ways to be prepared for political dynamics at work and what you can do to emerge a winner will be discussed. No credit for students with credit in MGMT 5021.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4031 Leading Organizational Change

Description: An introduction to ways of leading change in an organization to keep pace with the economy and the competition. Building an eight step process for developing, selling and implementing change initiatives. No credit for students with credit in MGMT 5031.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4033 Management of Sustainable Enterprises

Description: Students will be introduced to the social and natural environments and threats to sustainability. The course will cover the external drivers of sustainability as well as internal responses to these pressures. May not be used for degree credit with MGMT 5033. Previously offered as MGMT 3023.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4041 Performance Management

Description: A study of the role of a performance management (PM) system in an organization, the basic components of a PM system (standards, measurement, judgment and action), PM methods and performance management interviews and the Balanced Scorecard. No credit for students with credit in MGMT 5041.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4051 Creating Ethical Work Places

Description: An examination of the meaning of ethics in business and human resource management, how ethical, work-related behavior can be maximized, and how ethical organizational cultures facilitate organizational effectiveness. Establishing and critiquing an ethics program and examining your own code of ethics. No credit for students with credit in MGMT 5051.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4061 Managing Confrontations

Description: Crucial confrontations directly address gaps between expectations and performance with a model that ensures individual and team effectiveness. Learn to hold people accountable, master face-to-face performance discussions, motivate without using power, enable without taking over, and move to action. It will improve the quality of your life and of your organization. No credit for students with credit in MGMT 5061.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4063 Management of Corporate Philanthropy

Description: The course is designed as an opportunity for students to learn about the relationship between nonprofit and for-profit organizations, about individual and corporate philanthropy, and possibly to take part in a philanthropic experience.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4073 Management and Ethical Leadership

Description: This course focuses on the application and evaluation of real-life ethical dilemmas using ethical decision-making models. Students will evaluate personal value systems, individual, leadership driven, organizational, and community ethical issues. Students may not take both MGMT 4073 and MGMT 5073 for credit.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4083 Corporate and Social Responsibility**Prerequisites:** MGMT 3013.**Description:** Companies and organizations are powerful entities and have potential to harm or to do good in the pursuit of profit. This "good" is corporate social responsibility (CSR) and it's becoming a necessity in the corporate world. Students will be exposed to managerial responsibility as well as social responsibility at the corporate level. Teaching methods may include case analysis and business simulation. May not be used for degree credit with MGMT 5083.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4093 Management of Nonprofit Organizations****Description:** Students will be introduced to the role of nonprofits in the economy including management systems, strategy, and the interface between nonprofits, other businesses and various stakeholders. May not be used for degree credit with MGMT 5093.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4123 Labor Management Relations****Prerequisites:** MGMT 3013.**Description:** Labor relations and collective bargaining. Negotiation and administration of labor agreements and employee relations in non-union organizations. Modes of impasse resolution.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4133 Total Rewards****Prerequisites:** MGMT 3313.**Description:** This introductory course focuses on the fundamentals of compensation; such as, the legislative environment, compensations theories, job analysis, job evaluation, wage structures, and indirect compensation programs. May not be used for degree credit with MGMT 5133.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4143 Preventive Stress Management****Prerequisites:** MGMT 3013.**Description:** Management to promote eustress (positive stress) and prevent or resolve distress (negative stress) in organizations. Psychophysiology of the stress response and the individual and organizational costs of distress. The principles and methods of preventive stress management.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4153 Talent Development****Prerequisites:** MGMT 3313.**Description:** The role of training and development in organizational sustainability and competitiveness is examined. Topics include assessing training needs, developing and delivering training, evaluating training effectiveness, and career development. Students develop a training program and trainer skills.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4163 Fundraising for Nonprofit Organizations****Description:** Students will be introduced to the theory and practice of raising external funding for social causes. Course may include exposure to external speakers and nonprofit executives. May not be used for degree credit with MGMT 5163.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4213 Managing Diversity in the Workplace (D)****Description:** The American workforce is becoming increasingly more diverse. Successful leaders need to be able to interact with a wide-range of individuals. In this class, students will examine how managers build a successful organization by embracing diversity.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**General Education and other Course Attributes:** Diversity**MGMT 4233 Legal and Ethical Issues in a Diverse Workplace****Prerequisites:** MGMT 3013**Description:** Explores legal and ethical issues related to managing a diverse workplace. Students will learn about the impact of discrimination and apply concepts of diversity and inclusion. Regulatory environment will be explored as well as employment practices, prohibitions of discrimination and harassment based upon race, national origin, gender, age, disability, and sexual orientation, and will focus on the link between issues of racism/diversity and ethical behavior.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4313 Organization for Action****Prerequisites:** MGMT 3013.**Description:** A behavioral approach to the study of inter-organizational processes and the implementation strategies of firms. Building on Strategic Management and Human Resource Management, from the behavioral science, the study of the cognitive, social, cultural, and political aspects of strategy implementation in simple and complex organizations.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management

MGMT 4403 Environmental Sustainability for Business

Description: The course reviews human-nature relationships and how they affect the ability of future generations to sustainably improve their quality of life. The course also considers methods of environmental stewardship that can contribute to sustainability. In-class and/or online discussions of issues, guest presentations by outside experts, and reports on selected topics are included.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4413 Change Management

Prerequisites: MGMT 3013.

Description: Managing organizational change and redesign. The study of organizational change processes and the enhancement of performance through change management. Study of the body of knowledge and applications in this branch of organizational science.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4423 Environmental Problem Analysis for Business

Description: This course reviews the process of environmental problem analysis using current practical examples. This course draws on theories from various disciplines and applies appropriate techniques of analysis.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4453 Environmental Management Practicum for Business

Description: This course explores methods of analyzing sustainable solutions to complex environmental, safety and health problems using an integrated team approach. This approach combines technical, legal, economic, and sociopolitical information into a coherent analytical framework.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4463 Industrial Ecology for Business

Description: Provides students with an overview and broad understanding of ecology principles as applied to an industrial setting. The course begins with an overview of general ecological principles such as ecosystem components and structures, biogeochemical cycles, energy flows, and properties of populations. The course concludes with a consideration of industrial ecology principles such as sustainability, pollution prevention, life cycle assessment and waste minimization.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4493 Applied Environmental Standards for Business Managers

Description: Foundational understanding of the complex regulatory framework related to waste management.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4513 Strategic Management

Prerequisites: Senior standing.

Description: Builds on concepts from business core courses to explain the upper management tasks of formulating and implementing strategies that increase organizational performance. Teaching methods may include case analysis and business simulation. Course previously offered as BADM 4513 and BADM 3513.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4533 Leadership Dynamics

Prerequisites: MGMT 3013.

Description: Contemporary business challenges require managerial leadership of the highest order. Students will learn about the latest developments in leadership theory and research. Students will also gain experience in putting into action the concepts learned in this class.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4543 Management Analytics

Prerequisites: MGMT 3313.

Description: This course focuses on the application of analytic procedures and theories to the practice of human resource management. Topics include: research methods, psychometrics, descriptive statistics, inferential statistics, correlation, linear prediction, and other methods as deemed appropriate by the instructor. Students will show competence in proper data collection and evaluation techniques, as well as skills necessary to write up and present quantitative findings. May not be used for degree credit with STAT 3013 or PSYC 3214. Previously offered as MGMT 3513.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4573 Managerial Decision Making

Prerequisites: MGMT 3013.

Description: The goal of this course is to help students become more effective decision-makers. It attempts to provide an understanding of decision-making at two levels - the individual and the group. It examines the mechanisms that underlie decision choices, preferences, and judgments, and through this examination, attempt to discover how to improve decision-making processes.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Undergraduate

Schedule types: Lecture

Department/School: Management

MGMT 4613 International Management (I)**Prerequisites:** MGMT 3013 or MGMT 3123.**Description:** Survey of the organization, planning and management of international operations of business firms. Exploration of major cultural, economic and political systems and their effects on the management function.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**General Education and other Course Attributes:** International Dimension**MGMT 4623 Small Business Management****Prerequisites:** MGMT 3013 or MGMT 3123.**Description:** Starting and managing a small business.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4633 Business Management Consulting****Description:** Techniques required for locating business opportunities and evaluating potential, business consultancy, and identifying best practices in industry. Students will explore a typical consulting project from beginning to end.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4650 Leadership Issues****Prerequisites:** MGMT 3013.**Description:** Examination of leadership issues. Specific topics vary from semester to semester. Offered for variable credit, 1-6 credit hours, maximum of 9 credit hours.**Credit hours:** 1-6**Contact hours:** Contact: 1-6 Other: 1-6**Levels:** Undergraduate**Schedule types:** Independent Study**Department/School:** Management**MGMT 4693 International Human Resource Management****Prerequisites:** MGMT 3013 required, MGMT 3133 preferred and LSB 4423 recommended.**Description:** A comparison of human resource management policies and practices in the United States with those of major U.S. trading partners. Major human resource functions such as planning, staffing, training, compensation, performance appraisal and labor relations. Human resource policies and practices of China, Japan, Mexico, Canada and other countries.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4713 Negotiation Essentials****Prerequisites:** MGMT 3013.**Description:** Fundamentals of effective negotiation and dispute resolution practices. Current theory, strategies and tactics. More effective negotiations and how to secure "win-win" solutions. May not be used for degree credit with MGMT 5713.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4743 Advanced Sports Management****Prerequisites:** MGMT 3943.**Description:** This course builds on the material covered in MGMT 3943. More in-depth coverage is given to selected topics related to managing a sports entity.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4750 International Leadership Experience****Description:** This course focuses on developing leadership skills through international travel. Students will learn the skills and values used by leaders in other countries. The cultural and business environment faced by leaders in other countries will also be explored. Offered for fixed 3 credit hours, maximum of 6 credit hours.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4813 Talent Acquisition****Prerequisites:** MGMT 3313.**Description:** This course focuses on the theories and methods of recruiting and selecting employees; such as, job analysis, human resource planning, recruiting, employment laws, and staffing. Staffing methods include interviews, references, application blanks, cognitive ability, personality tests, and others. Development and critique of a selection plan as well as conduct of a behavioral interview are analyzed. May not be used for degree credit with MGMT 5823.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4843 Strategic Sport Management****Prerequisites:** MGMT 3943.**Description:** An in-depth analysis and review of revenue generation in the sport industry. Topics will include past and present examples from many different types of sports, both in the United States and internationally. Revenue generation strategies will be discussed in terms of management planning and decision making.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management

MGMT 4850 Applied Leadership Studies**Prerequisites:** MGMT 3013.**Description:** Structured internship of field project with supporting academic study. Offered for variable credit, 1-6 credit hours, maximum of 6 credit hours.**Credit hours:** 1-6**Contact hours:** Contact: 1-6 Other: 1-6**Levels:** Undergraduate**Schedule types:** Independent Study**Department/School:** Management**MGMT 4883 Multiple Perspectives in Global Management****Prerequisites:** MGMT 3013 or MGMT 3123.**Description:** View of how multinational corporations and cross-border business transactions have an impact on countries, cultures, employees, and ecological systems.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 4943 International Sports Management (I)****Description:** A broad overview of the industry of sports around the globe. The historical, political, cultural, and business influences of sport development and management across the world will be discussed. The similarities and differences in organizational and management strategy from various countries, regions, and continents will also be examined.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**General Education and other Course Attributes:** International Dimension**MGMT 4963 Online and Mobile Gaming Management****Prerequisites:** MGMT 3013 and LSB 3213.**Description:** Comprehensive overview of the online and mobile gaming industry in the United States. Students will conduct immersive examinations and work collaboratively to understand the key components of managing a business in the highly regulated online and mobile gaming industry. Comparisons of online gaming and brick-and-mortar gaming will be explored. May not be used for degree credit with MGMT 5963.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Undergraduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5011 Crucial Interactions****Description:** Examines methods for increasing positive communication between you and organizational members. Crucial conversations are those conversations that we must have. Ways to increase the free-flow of dialogue to maximize benefit from a crucial conversation are discussed. No credit for students with credit in MGMT 4011.**Credit hours:** 1**Contact hours:** Lecture: 1 Contact: 1**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5021 Managing Professional Relationships****Description:** The study of political behaviors and ways to use them effectively in order to be successful in your career. Ways to be prepared for political dynamics at work and what you can do to emerge a winner will be discussed. No credit for students with credit in MGMT 4021.**Credit hours:** 1**Contact hours:** Lecture: 1 Contact: 1**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5031 Leading Organizational Change****Description:** An introduction to ways of leading change in an organization to keep pace with the economy and the competition. Building an eight step process for developing, selling and implementing change initiatives. No credit for students with credit in MGMT 4031.**Credit hours:** 1**Contact hours:** Lecture: 1 Contact: 1**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5033 Management of Sustainable Enterprises****Description:** Students will be introduced to the social and natural environments and threats to sustainability. The course will cover the external drivers of sustainability as well as internal responses to these pressures. May not be used for degree credit with MGMT 4033. Previously offered as MGMT 5023.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5041 Performance Management****Description:** A study of the role of a performance management (PM) system in an organization, the basic components of a PM system (standards, measurement, judgment and action), PM methods and performance management interviews and the Balanced Scorecard. No credit for students with credit in MGMT 4041.**Credit hours:** 1**Contact hours:** Lecture: 1 Contact: 1**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5051 Creating Ethical Work Places****Description:** An examination of the meaning of ethics in business and human resource management, how ethical, work-related behavior can be maximized, and how ethical organizational cultures facilitate organizational effectiveness. Establishing and critiquing an ethics program and examining your own code of ethics. No credit for students with credit in MGMT 4051.**Credit hours:** 1**Contact hours:** Lecture: 1 Contact: 1**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management

MGMT 5061 Managing Confrontations

Description: Crucial confrontations directly address gaps between expectations and performance with a model that ensures individual and team effectiveness. Learn to hold people accountable, master face-to-face performance discussions, motivate without using power, enable without taking over, and move to action. It will improve the quality of your life and of your organization. No credit for students with credit in MGMT 4061.

Credit hours: 1

Contact hours: Lecture: 1 Contact: 1

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5073 Management and Ethical Leadership

Description: This course focuses on the application and evaluation of real-life ethical dilemmas using ethical decision-making models. Students will evaluate personal value systems, individual, leadership driven, organizational, and community ethical issues. Students may not take both MGMT 4073 and MGMT 5073 for credit.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5083 Corporate and Social Responsibility

Description: Ethics and decision-making in corporations. Students will be exposed to managerial responsibility as well as social responsibility at the corporate level. Students may not take both MGMT 4083 and MGMT 5083 for credit.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5093 Management of Nonprofit Organizations

Description: Students will be introduced to the role of nonprofits in the economy including management systems, strategy, and the interface between nonprofits, other businesses and various stakeholders. May not be used for degree credit with MGMT 4093.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5113 Individual and Organizational Behavior

Prerequisites: Admission to a SSB graduate program or consent of MBA director.

Description: This course integrates the fields of management principles and practices with the study of individual and group behavior within organizations. The focus will be upon translation of management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

Additional Fees: Business Graduate Program fee of \$6 per credit hour applies.

MGMT 5123 Org Design & Research

Prerequisites: Admission to a SSB graduate program or consent of MBA director.

Description: Examination of selected topics representing the most current management theories and practices.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5133 Total Rewards

Prerequisites: Admission to a SSB graduate program or consent of MBA director.

Description: This course covers the development, implementation, and evaluation of compensation and benefits policies/programs. Students will learn the underlying theory as well as complete projects deemed necessary to master this material. Additionally, content will be provided to cover the legal environment, governing total rewards programs, administrative functions, and communication of total rewards programs' goals. May not be used for degree credit with MGMT 4133.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5153 Talent Development

Description: A study of training development (T&D) concepts and methods. A study of the theories, principles, methods, and related terminology of T&D and their application to T&D problems.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

Additional Fees: Business Graduate Program fee of \$6 per credit hour applies.

MGMT 5163 Fundraising for Nonprofit Organizations

Description: Students will be introduced to the theory and practice of raising external funding for social causes. Course may include exposure to external speakers and nonprofit executives. May not be used for degree credit with MGMT 4163.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5213 Seminar in Organizational Behavior

Prerequisites: Admission to MBA program or consent of MBA director.

Description: Current research on group behavior in organizations. Group processes and structural factors affecting the interaction process and intra- and intergroup performance characteristics. Laboratory simulation and team research projects used to pursue advanced topics.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5223 Seminar in Human Resource Management

Prerequisites: Admission to a SSB graduate program or consent of MBA director.

Description: Principles, theories and methods of human resource management applied to various types of organizations. Human resource functions of planning, staffing, training and development, performance management, compensation and benefits, safety and health, and labor relations.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5303 Corporate and Business Strategy

Prerequisites: FIN 5013 or concurrent enrollment.

Description: Key issues in formulating and implementing business and corporate strategies. The orientation of top management and diagnosis of what is critical in complex business situations and realistic solutions to strategic and organizational problems. Course previously offered as MBA 5303.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5313 Project Management

Prerequisites: Admission to a SSB graduate program or consent of MBA director.

Description: The processes and techniques of managing projects in today's business world. The processes of idea generation, needs analysis, implementation, evaluation, and learning. The techniques of team building and conflict resolution in project management. Course previously offered as MSIS 5333.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5323 Teams in Organizations

Prerequisites: MGMT 5113, admission to MBA program or consent of MBA director.

Description: The different ways in which organizations use teams. Many aspects of team development and the skills needed to effectively work in a team environment.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

Additional Fees: Business Graduate Program fee of \$6 per credit hour applies.

MGMT 5453 Technology Commercialization

Prerequisites: Admission to MBA program or consent of MBA director.

Description: The steps involved in evaluating and commercializing new technologies. The necessary steps in moving from prototype to product.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5500 Special Projects in Management

Description: Structured internship, academic project, or field project on a management topic under the direction of a faculty member. Offered for variable credit, 1-6 credit hours, maximum of 9 credit hours.

Credit hours: 1-6

Contact hours: Lecture: 1-6 Contact: 1-6

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5533 Leadership Challenges

Prerequisites: MGMT 5113, admission to MBA program or consent of MBA director.

Description: Contemporary leadership practices. Leadership as a behavior, not as a position. The challenges of leadership, regardless of position.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5543 Human Resource Analytics

Description: Topics include: research methods, psychometrics, descriptive statistics, inferential statistics, correlation, linear prediction, and other methods as deemed necessary by the instructor. Students will show competence in proper data collection and evaluation techniques, as well as skills necessary to write up and present quantitative findings. Students will apply these concepts practically over the course of the semester and will be expected to develop their own data sets for analysis. Previously offered as MGMT 5523.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5553 Management of Technology and Innovation

Prerequisites: Admission to a SSB graduate program or consent of MBA director.

Description: Business applications of research, practice, and theory in the management of technology and innovation. To improve the effectiveness by which technologies are developed, implemented, and institutionalized. Emphasizes both management with advanced technologies and strategic management of technology.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5563 Crisis in Organizations

Prerequisites: MGMT 5113, admission to MBA program or consent of the MBA director.

Description: Management and leadership in the face of crisis, from the smallest mom and pop store to the largest multinational corporation.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 5613 Business Opportunity Identification and Analysis**Prerequisites:** Admission to MBA program or consent of MBA director.**Description:** The techniques required for locating business opportunities, assessing their feasibility, and evaluating their potential returns.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5643 Sport Management****Description:** Designed to give the student an understanding of the basic management skills necessary in the operation of sport organizations.

Topics include the social, behavioral, and managerial foundations of sport management, public relations, finance, economics, and budgeting in the sport industry, and managing a sports facility.

Credit hours: 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5673 Advanced Sport Management****Description:** Builds on the material covered in MGMT 5643. More in-depth coverage is given to selected topics related to managing a sports entity.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5713 Negotiation and Third-Party Dispute Resolution****Prerequisites:** Admission to a SSB graduate program or consent of MBA director.**Description:** This course is designed to improve students personal effectiveness and increase their productivity by drawing on the latest research in the psychology of judgment combined with the art of negotiation and decision-making. Students learn to develop effective strategies and systematic approaches to negotiations and influence opportunities. May not be used for degree credit with MGMT 4713.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5743 Intl Negotiations****Prerequisites:** Admission to MBA program or consent of MBA director.**Description:** Improvement of negotiation skills and learn how cultural and national issues affect negotiations.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5750 International Leadership Experience****Description:** This course focuses on developing leadership skills through international travel. Students will learn the skills and values used by leaders in other countries. The cultural and business environment faced by leaders in other countries will also be explored. Offered for fixed 3 credit hours, maximum of 6 credit hours.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5800 Special Topics in Management****Description:** Exploration of emerging management topics. Specific topics will vary from semester to semester. Offered for variable credit, 1-6 credit hours, maximum of 9 credit hours.**Credit hours:** 1-6**Contact hours:** Lecture: 1-6 Contact: 1-6**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5823 Talent Acquisition****Description:** This course focuses on the process of talent acquisition.

Course topics include: human resource planning, position analysis, recruiting practices, selection, employment offers, and verification procedures. Students will study underlying human resource management theory and complete projects deemed necessary for mastery of the material. The course will also cover material related to the development, implementation, and evaluation of selection systems and the legal environment as it pertains to talent acquisition. Related topics will be discussed at the discretion of the instructor. May not be used for degree credit with MGMT 4813.

Credit hours: 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5843 Advanced Strategic Sports Management****Description:** Brand management in collegiate sports, the role of collegiate athletics in higher education in the United States, brand management in sports merchandising and entertainment, stadium financing and politics, franchise movement, legal cases, biographical stories, and the role of sports and tourism.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 5943 Advanced International Sports Management****Description:** Historical, political, cultural, and business influences of sport development and management across the world. Emphasis on similarities and differences in organizational and management strategy form various countries, regions and continents.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management

MGMT 5963 Online and Mobile Gaming Management

Description: Comprehensive overview of the online and mobile gaming industry in the United States. Students will conduct immersive examinations and work collaboratively to understand the key components of managing a business in the highly regulated online and mobile gaming industry. Comparisons of online gaming and brick-and-mortar gaming will be explored. May not be used for degree credit with MGMT 4963.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6303 Advanced Human Resource Management

Description: Theory and research focusing on understanding human interactions in organizational contexts. The topics fall within the organizational behavior/human resources (OB/HR) domain and include work performance, counterproductive work behavior, individual differences, recruiting and selection, performance management, turnover, norms, and organizational culture.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6313 Advanced Organizational Behavior

Prerequisites: Doctoral student standing and consent of instructor.

Description: Theory and research focusing on individual and group behavior in organizations. Both classic and contemporary topics in organizational behavior, including work attitudes, motivation, job design, leadership, group processes, power and politics, and individual differences.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6323 Advanced Strategic Management

Prerequisites: Doctoral student standing and consent of instructor.

Description: Research concerning the content of organizational strategy and the process through which it is formulated and implemented.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6333 MESO Organization Studies

Prerequisites: Doctoral student standing and consent of instructor.

Description: Integration of macro- and micro-level concepts and topics across individual, group and organizational levels of analysis. Work and organization design, teams and groups, decision-making, and conflict management.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6343 Contemporary Research in Management I

Prerequisites: Doctoral student standing and consent of instructor.

Description: Introduction to the research process in management and building a career as a management scholar.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6353 Research Design

Prerequisites: Doctoral student standing and consent of instructor.

Description: Course examines issues in theory building and development, strategies for collecting behavioral research. At conclusion of course, student should be able to: develop research questions, develop appropriate measures for constructs to be tested, and design research study using various methodologies. Same course as BADM 6353.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6363 Advanced Organization Theory

Description: Advanced organization theory in the field of management research. Analysis of key theoretical contributions within the field of management and related disciplines.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6383 Applied Regression and ANOVA

Description: Focus on regression models and associated methods, data analysis, interpretation of results, statistical computation and model building. Students will be introduced to managing data and analysis, simple and multiple linear regression, regression assumptions, the use of categorical variables; residuals and diagnostics; model building/variable selection, and sources of bias including common method variance and endogeneity.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6443 Contemporary Research in Management II

Prerequisites: Doctoral student standing and consent of instructor.

Description: Specialized contemporary topics in management for doctoral students.

Credit hours: 3

Contact hours: Lecture: 3 Contact: 3

Levels: Graduate

Schedule types: Lecture

Department/School: Management

MGMT 6453 Advanced Multivariate Regression**Prerequisites:** Doctoral student standing and consent of instructor.**Description:** Topics include psychometrics, construct validation, factor analysis, moderation, mediation, polynomial regression and response surface analysis, logistic regression, path and panel analyses, and longitudinal analyses. The focus is on developing mastery of data analyses using regression and structural equation modeling software (SEM), interpreting analyses, and developing practical research skills.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management**MGMT 6553 Applied Multivariate and Structural Equation Modeling****Prerequisites:** Doctoral student standing and consent of instructor.**Description:** Focuses on developing and testing more nuanced hypotheses such as those involving moderated mediation, change, and non-linear effects. In addition, more sophisticated analytical approaches necessary to deal with complex samples, contexts, and measurement will be introduced; such as, structural equation modeling, multilevel modeling, polynomial and spline regression, and logistic regression.**Credit hours:** 3**Contact hours:** Lecture: 3 Contact: 3**Levels:** Graduate**Schedule types:** Lecture**Department/School:** Management

Undergraduate Programs

- Management, BSBA (<http://catalog.okstate.edu/spears-business/management/bsba/>)
- Management: Business Sustainability and Nonprofit Management, BSBA (<http://catalog.okstate.edu/spears-business/management/business-sustainability-bsba/>)
- Management: Human Resource Management, BSBA (<http://catalog.okstate.edu/spears-business/management/human-resource-management-bsba/>)
- Management: Management Consulting, BSBA (<http://catalog.okstate.edu/spears-business/management/management-consulting-bsba/>)
- Management: Pre-Law, BSBA (<http://catalog.okstate.edu/spears-business/management/pre-law-bsba/>)
- Management: Sports Management, BSBA (<http://catalog.okstate.edu/spears-business/management/sports-management-bsba/>)

Graduate Programs

The Department of Management offers work leading to the Master of Business Administration and the Doctor of Philosophy in business administration degrees.

The Master of Business Administration (MBA) Degree

(See "Business Administration (<http://catalog.okstate.edu/spears-business/watson-graduate-school/>).")

Graduate Certificates

Certificate in Nonprofit Management

A growing number of executives in non-profits are recognizing the need to incorporate contemporary management skills into their organizations. This certificate is designed to highlight management practices used in traditional businesses that can also be applied in the nonprofit context and explore the important interface between for-profit businesses and nonprofit organizations.

This certificate is aimed at working professionals who typically join organizations at entry to mid-level management positions without prior business management education. The certificate offers a range of courses that will examine how to apply business practices in nonprofit organizations. Those seeking the graduate certificate will complete 6 hours of required coursework and select another 6 hours of coursework that best fits their situation.

Certificate in Sustainable Business

A sustainable enterprise is built around the triple bottom line imperative of protecting and enhancing the current and long-term future of the organization, the quality of life of the people impacted by the organization, and the health of the planet. A combination of factors has made a focus on sustainability no longer an option for organizations—whether public, private, or governmental. First, from a cost perspective, managers must recognize that their actions (whether proactive or inactive) that negatively impact people (e.g., its shareholders, employees, customers, communities) can lead to lawsuits. Similarly, by reducing the waste that harms the planet, organizations can minimize costs. Second, from a revenue perspective, the development of green products can provide a competitive advantage in the marketplace. Third, from an ethical perspective, it is simply the right thing to do to protect the planet as well as present and future generations of people from the negative externalities of an organization's actions. We are building these ideas into both our undergraduate and graduate management programs.

This certificate is aimed at working professionals and offers a range of courses that will examine how to apply business practices to sustainability practices in business. Those seeking the graduate certificate will complete 6 hours of required coursework and select another 6 hours of coursework that best fits their situation.

The Doctor of Philosophy Degree

The PhD in business administration program administered through the Department of Management prepares students for a career in university research and teaching.

The program is flexible and individually structured to meet the needs and objectives of the candidate. Emphasis is placed on understanding the psychological, social and economic foundations of business administration and developing the analytical skills to publish research in the management specialties of organizational behavior, human resources and strategic management.

PhD students in management concentrate in either organizational behavior or strategic management and pursue two minors. At least one of the minor areas must be taken in the Spears School of Business. As support for the major and minor fields of study, each student is required to attain graduate-level competence in quantitative research methods.

As prerequisites to the program, all candidates must have completed appropriate basic courses in calculus and statistics. In addition,

candidates are expected to have a basic competence in the major functional areas of business—accounting, finance, management, management information systems, management science and marketing. Competence in the functional areas is usually demonstrated through the completion of appropriate graduate courses in each area through a program accredited by the Association to Advance Collegiate Schools of Business (AACSB International).

Competence in planning and executing research must be demonstrated in a dissertation. In addition, each candidate must pass a series of comprehensive qualifying examinations, both written and oral, and a separate, final oral examination of the dissertation itself. To enhance teaching skills, all PhD students in residence are required to teach on a quarter-time or half-time basis for at least one semester while earning the degree.

Outstanding students with master's degrees in any field of study are encouraged to apply. The application for admission to the program is evaluated on the basis of the following:

1. undergraduate and graduate grade-point averages,
2. the score on the Graduate Management Admissions Test,
3. a two- or three-page statement describing research interests,
4. three letters of recommendation,
5. evidence of research potential, and
6. a personal interview when feasible.

It is the responsibility of each applicant to ensure that all material related to the above criteria is received by the department.

Certificates

- Sustainable Business Management, UCRT (<http://catalog.okstate.edu/spears-business/management/sustainable-business-management-ucrt/>)

Minors

- Business Sustainability and Nonprofit Management (BSNM), Minor (<http://catalog.okstate.edu/spears-business/management/business-sustainability-minor/>)
- Human Resource Management (HRM), Minor (<http://catalog.okstate.edu/spears-business/management/human-resource-management-minor/>)
- Management (MGMT), Minor (<http://catalog.okstate.edu/spears-business/management/minor/>)
- Nonprofit Management (NPM), Minor (<http://catalog.okstate.edu/spears-business/management/nonprofit-management-minor/>)
- Sports Management (SPMG), Minor (<http://catalog.okstate.edu/spears-business/management/sports-management-minor/>)

Faculty

James M. Pappas, PhD—Associate Professor and Head

Professors: Federico Aime, PhD; Nikolaos Dimotakis, PhD; Bryan Edwards, PhD; Lisa Schurer Lambert, PhD

Associate Professors: Raj Basu, PhD; W. Matthew Bowler, PhD; Lindsey Greco, PhD; Anna Lennard, PhD; Geoffrey P. Pivateau, JD; Jeanine Porck, PhD; Andrew L. Urich, JD; Alexis Washington, PhD

Assistant Professors: Christopher Dinkel, PhD; Rosa Kim, PhD; Michael Kardas, PhD; Bandita Deka Kalita; Elizabeth Klock, PhD; Daniel Milner, PhD; Eunkwang Seo, PhD

Professors of Professional Practice: Jason B. Aamodt, JD; Jennifer Coonce; Bryan Finch, PhD; Aaron Light; Sumathi Pearl, EDD; Stephanie Phipps, PhD; Stephanie Royce, PhD; Tara Fitzgerald Urich, JD

Other Faculty: Sylvia Hill; Marla Mahar; MaKenzie Norman; Kristina Schaap; Paul Sims