

# DEPARTMENT OF MANAGEMENT

Ambassador Crawford College of Business and Entrepreneurship  
302 Crawford Hall  
Kent Campus  
330-672-2750  
www.kent.edu/business/management

## Undergraduate Programs

- Business Management – B.B.A.
- General Business – B.B.A.
- Human Resource Management - B.B.A.

## Undergraduate Minors

- Business
- Healthcare Systems Management for Business Majors
- Healthcare Systems Management for Non-Business Majors
- Human Resource Management
- International Business for Business Majors
- International Business for Non-Business Majors
- Leadership
- Management for Business Majors
- Management for Non-Business Majors
- Military and Leadership Studies

## Graduate Programs

- Business Administration - M.B.A.

## Graduate Certificates

- Human Resource Management
- International Business
- Leadership and Management
- Leading Through Challenge

## Department of Management Faculty

- Arikan, Asli M. (2014), Professor, Ph.D., The Ohio State University, 2004
- Arikan, Ilgaz (2014), Professor, Ph.D., The Ohio State University, 2004
- Emegwa, Tochukwu J. (2025), Visiting Assistant Professor
- Hogue, Mary B. (2001), Professor, Ph.D., University of Akron, 2000
- Johnson, Catrina E. (2004), Assistant Professor, Ph.D., Rutgers University, 2021
- Kaur, Vaneet (2019), Associate Professor, Ph.D., University of Jammu, 2018
- Knapp, Deborah K. (1992), Professor, Ph.D., Kent State University, 1994
- Landingham, Velvet L. (2004), Professor, Ph.D., Case Western Reserve University, 2004
- Riczo, Steve (2014), Associate Lecturer, M.H.A., Xavier University, 1982

- Whitmore, Mark D. (2011), Associate Professor, Ph.D., The Ohio State University, 1985
- Wynn, Dreyon (2026), Visiting Lecturer, M.B.A., Saginaw Valley State University, 2016

## Business Administration Interdisciplinary (BUS)

### **BUS 10123 EXPLORING BUSINESS 3 Credit Hours**

(Equivalent to BMRT 11000) An introduction to the basic areas of business with an integrated perspective on how the various areas work together. Technological competencies and communicative skills will be developed. Team building opportunities will be announced. This course is open to any major. This course should be taken sometime during student's first 30 semester hours.

**Prerequisite:** None.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

### **BUS 10195 SPECIAL TOPICS 1-3 Credit Hours**

(Repeatable for credit) Special topics course that will be offered on a semester basis with different topics and different faculty.

**Prerequisite:** Special approval.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter-IP

### **BUS 20192 INTERNSHIP IN BUSINESS (ELR) 1-3 Credit Hours**

(Repeatable for credit) Preparation of research report concurrent with on-the-job experience with cooperating business or other organization.

**Prerequisite:** Special approval.

**Schedule Type:** Practical Experience

**Contact Hours:** 1-3 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

### **BUS 20195 SPECIAL TOPICS 1-3 Credit Hours**

(Repeatable for credit) Special topics course that will be offered on a semester basis with different topics and different faculty.

**Prerequisite:** Special approval.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter-IP

### **BUS 20293 VARIABLE TITLE WORKSHOP IN BUSINESS 1-3 Credit Hours**

(Repeatable for credit) Variable topics.

**Prerequisite:** None.

**Schedule Type:** Workshop

**Contact Hours:** 1-3 other

**Grade Mode:** Satisfactory/Unsatisfactory

**BUS 30062 ADVANCED PROFESSIONAL DEVELOPMENT 3 Credit Hours**

This course provides an application of professional skills required in the workplace. Specifically, students are exposed to research and analysis methods that drive evidence-based conclusions; preparation and delivery of business proposals and reports; face-to-face and virtual team-building and team interaction; professionalism in job-seeking and networking techniques; etiquette involved in various messaging technologies; ethical decision making as well as other general business acumen, leadership, negotiation, critical thinking, time and self-management, conflict resolution, providing and receiving constructive feedback, etiquette appropriate attire.

**Prerequisite:** BUS 10123 and COMM 15000 and UC 10162; and ENG 11011 or HONR 10197.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**BUS 30189 INTERNATIONAL BUSINESS EXPERIENCE (ELR) 3 Credit Hours**

This is a two to three week course at an international site that explores business in emerging markets across a full range of functions such as marketing, finance, investment, and business strategies.

**Prerequisite:** ECON 22060 and ECON 22061; and special approval from instructor.

**Schedule Type:** International Experience

**Contact Hours:** 9 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

**BUS 30195 SPECIAL TOPICS 1-3 Credit Hours**

(Repeatable for credit) Special topics course that will be offered on a semester basis with different topics and different faculty.

**Prerequisite:** Special approval.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter-IP

**BUS 30234 INTERNATIONAL BUSINESS 3 Credit Hours**

Learn how international business is affected by the forces of globalization: opportunities, threats and challenges that ensue from hypercompetition and the institutional checks and balances necessary to prevent complexity deteriorating into chaos.

**Prerequisite:** ECON 22060.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**BUS 40192 INTERNSHIP IN BUSINESS (ELR) 1-3 Credit Hours**

(Repeatable for credit) Preparation of research report concurrent with on-the-job experience with cooperating business or other organization.

**Prerequisite:** Permission.

**Schedule Type:** Practical Experience

**Contact Hours:** 1-3 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

**BUS 40195 SPECIAL TOPICS 1-3 Credit Hours**

(Repeatable for credit) Special topics course that will be offered on a semester basis with different topics and different faculty.

**Prerequisite:** Special approval.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter-IP

**BUS 60092 MBA INTERNSHIP 3 Credit Hours**

(Repeatable for credit) Practical experience with a commercial or non-profit organization under the guidance of a member of the graduate faculty. Periodic progress reports are required with a graduate level quality paper and possible presentation at the end of the course. Students should have a minimum cumulative GPA 3.000 and completed 12 hours in the MBA program.

**Prerequisite:** Minimum overall 3.000 GPA; and graduate standing; and special approval.

**Schedule Type:** Practical Experience

**Contact Hours:** 11 other

**Grade Mode:** Standard Letter

**BUS 60095 SPECIAL TOPICS IN BUSINESS ADMINISTRATION 1-3 Credit Hours**

(Repeatable for credit) In-depth exposure to selected topics in business administration. Topics will vary depending on instructor and topic of current interest.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter

**BUS 60096 INDIVIDUAL INVESTIGATION 2-3 Credit Hours**

(Repeatable for credit) For M.B.A, M.S. or M.A. candidates who have completed a minimum 12 hours of work of superior quality with permission of the director graduate school of management.

**Prerequisite:** Graduate standing; and special approval.

**Schedule Type:** Individual Investigation

**Contact Hours:** 2-3 other

**Grade Mode:** Standard Letter

**BUS 60098 RESEARCH 1-15 Credit Hours**

(Repeatable for credit) Research or individual investigation for master's level graduate students. Credits earned may be applied toward meeting degree requirements if the department approves.

**Prerequisite:** Graduate standing.

**Schedule Type:** Research

**Contact Hours:** 1-15 other

**Grade Mode:** Standard Letter

**BUS 67093 WORKSHOP IN ADVANCED BUSINESS TOPICS 1-6 Credit Hours**

(Repeatable for a maximum of 6 credit hours) Designed for those MBA Graduates who want advanced education in selected areas of business. A variety of topics could be addressed in this workshop. The topics may include business technology, innovation in business, advanced leadership and a variety of other areas of interest.

**Prerequisite:** Graduate standing; and special approval.

**Schedule Type:** Workshop

**Contact Hours:** 1-6 other

**Grade Mode:** Standard Letter-S/U

**BUS 70095 SPECIAL TOPICS IN BUSINESS ADMINISTRATION 1-3 Credit Hours**

(Repeatable for credit) In-depth exposure to selected topics in business administration. Topics will vary depending on instructor and topic of current interest.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter

**BUS 70198 RESEARCH 1-15 Credit Hours**

(Repeatable for credit) Research or individual investigation for doctoral level students, or master's students with at least 34 hours of graduate coursework.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Research

**Contact Hours:** 1-15 other

**Grade Mode:** Satisfactory/Unsatisfactory

**BUS 71094 COLLEGE TEACHING 1-2 Credit Hours**

(Repeatable for credit) Training, supervision and evaluation in college level instruction. Maximum of 2 hours applicable toward degree.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 1-2 lecture

**Grade Mode:** Satisfactory/Unsatisfactory

**BUS 80050 RESEARCH DESIGN 3 Credit Hours**

Students will become familiar with a variety of research design options that would enable them to test a conceptual model, including survey, experimental and quasi-experimental designs. Students will understand how to choose an appropriate design for their research question and to make informed decisions related to sampling, measure selection, use and study procedures.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Seminar

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**BUS 80052 REGRESSION ANALYSIS 3 Credit Hours**

Statistical models for regression are widely used in fields of business. Use of these models requires a fundamental understanding of both the theory and their practical applications to problems. This course balances theory and application and provides several opportunities for application to practical problems.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Seminar

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**BUS 80054 ANALYSIS OF VARIANCE 3 Credit Hours**

Analysis of variance models are used to analyze the data generated from experimental designs. Use of these models requires a fundamental understanding of experimental design and how it translates to statistical analysis of simple and interaction effects. This course bridges the link from experimental design to statistical analysis.

**Prerequisite:** BUS 80050; and BUS 80052 or ECON 72054; and doctoral standing.

**Schedule Type:** Seminar

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**BUS 80056 STRUCTURAL EQUATION MODELING 3 Credit Hours**

Course will provide students with a solid foundation in covariance-based structural equation modeling techniques, and also introduce them to component-based structural equation modeling. After a brief review of relevant concepts from the linear regression and multivariate analysis courses, we will cover structural equation modeling topics such as model specification, identification, estimation, fit and testing of both measurement and structural models. Time is devoted to understanding formative vs. reflective measurement, higher order constructs, mediation and moderation, multi-group analysis and assessing common method bias.

**Prerequisite:** BUS 80050; and BUS 80052 or ECON 72054; and doctoral standing.

**Schedule Type:** Seminar

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**BUS 80091 DOCTORAL SEMINAR 1 Credit Hour**

(Repeatable for credit) A continuing seminar for all students in a Ph.D. program which cuts across all areas of functional specialization.

**Prerequisite:** Admission to a PhD program.

**Schedule Type:** Seminar

**Contact Hours:** 1 other

**Grade Mode:** Standard Letter

**BUS 80095 SPECIAL TOPICS IN BUSINESS ADMINISTRATION 1-3 Credit Hours**

(Repeatable for credit) In-depth exposure to selected topics in business administration. Topics will vary depending on instructor and topic of current interest.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 1-3 lecture

**Grade Mode:** Standard Letter

**BUS 80098 RESEARCH 1-3 Credit Hours**

(Repeatable for credit) Research or individual investigation for doctoral students who have not yet passed their candidacy examination. Usually research applied toward dissertation.

**Prerequisite:** PhD standing; and special approval.

**Schedule Type:** Research

**Contact Hours:** 1-3 other

**Grade Mode:** Standard Letter

**BUS 80199 DISSERTATION I 15 Credit Hours**

(Repeatable for credit) Doctoral dissertation for which registration in at least two semesters is required, first of which will be semester in which dissertation work is begun and continuing until the completion of 30 hours.

**Prerequisite:** Doctoral standing; and special approval.

**Schedule Type:** Dissertation

**Contact Hours:** 15 other

**Grade Mode:** Satisfactory/Unsatisfactory-IP

**BUS 80299 DISSERTATION II 15 Credit Hours**

(Repeatable for credit) Continuing registration required of doctoral students who have completed the initial 30 hours of dissertation and continuing until all degree requirements are met.

**Prerequisite:** BUS 80199; and doctoral standing.

**Schedule Type:** Dissertation

**Contact Hours:** 15 other

**Grade Mode:** Satisfactory/Unsatisfactory-IP

## Human Resource Management (HRM)

### HRM 34180 HUMAN RESOURCE MANAGEMENT 3 Credit Hours

Focuses on the importance of the management of human resources for any organization, its employees, customers, shareholders, and the community where it is located. The topic helps students understand the important issues that derive from managing people at work and the changing environment organizations face. Students will learn the integral role human resources management plays to the success or failure of an organization. Both practical and theoretical perspectives are presented. **Prerequisite:** MGMT 24163 or BMRT 11009; and minimum 2.000 overall GPA.

**Schedule Type:** Lecture  
**Contact Hours:** 3 lecture  
**Grade Mode:** Standard Letter

### HRM 34189 INTERNATIONAL EXPERIENCE IN HUMAN RESOURCE MANAGEMENT (ELR) 3 Credit Hours

Guided introduction to applied Human Resource Management in another culture by examining opportunities and challenges. Via select company tours, tour of historical sites and meetings with management from local companies as well as U.S. companies doing business in foreign countries, students will be exposed to the current HR functions and practices in a foreign country, such as selecting and managing a workforce, compliance with the employment laws, employee training and development, expatriation repatriation, performance management, and compensation issues.

**Prerequisite:** HRM 34180 with a minimum C grade; and minimum 2.000 overall GPA; and sophomore standing; and special approval.

**Schedule Type:** International Experience  
**Contact Hours:** 9 other  
**Grade Mode:** Standard Letter  
**Attributes:** Experiential Learning Requirement

### HRM 44091 SEMINAR IN HUMAN RESOURCE MANAGEMENT 3 Credit Hours

(Repeatable for credit) (Slashed with HRM 54091) In-depth readings, discussion projects and presentations in a specialized area of human resource management.

**Prerequisite:** HRM 34180; and minimum 2.000 overall GPA.

**Schedule Type:** Seminar  
**Contact Hours:** 3 lecture  
**Grade Mode:** Standard Letter

### HRM 44183 DEVELOPING AND TRAINING HUMAN RESOURCES IN ORGANIZATIONS 3 Credit Hours

(Slashed with HRM 54183) Course focus is quality training design, based upon theory and empirical research. Implications for practice and current challenges in employee training and development are also highlighted.

**Prerequisite:** HRM 34180 with a minimum C grade; and minimum 2.000 overall GPA.

**Schedule Type:** Lecture  
**Contact Hours:** 3 lecture  
**Grade Mode:** Standard Letter

### HRM 44185 STAFFING HUMAN RESOURCES 3 Credit Hours

(Slashed with HRM 54185) Staffing, development of systems to select, place, promote, and retain employees to enhance organizational effectiveness and maintain legal compliance are core HRM activities in organizations. This course will provide students with an understanding of the technical components of selection, including how to determine which applicant characteristics should be examined, what procedures should be used to gather information, and how that information should be combined to identify qualified job applicants. In addition, this course focuses on promotion and retention of employees.

**Prerequisite:** HRM 34180 with a minimum C grade; and a minimum 2.000 overall GPA.

**Schedule Type:** Lecture  
**Contact Hours:** 3 lecture  
**Grade Mode:** Standard Letter

### HRM 44195 ADVANCED TOPICS IN HUMAN RESOURCE MANAGEMENT 3 Credit Hours

(Repeatable for credit) Advanced topics course that are offered on a yearly basis. Topics can span the full range of HR functions. This course can also have a practicum format.

**Prerequisite:** HRM 34180; and minimum 2.000 overall GPA.

**Schedule Type:** Lecture  
**Contact Hours:** 3 lecture  
**Grade Mode:** Standard Letter

### HRM 44445 GLOBAL HUMAN RESOURCE MANAGEMENT (WIC) 3 Credit Hours

(Slashed with HRM 54445) The course examines the impact of internationalization and cross-cultural challenges on organizations, the factors involved in selecting and managing an international workforce, the evaluation of employee relations and employment law, and address issues such as employee training and development, expatriation-repatriation, performance management, and compensation issues, all from the perspective of managing an international organization.

**Prerequisite:** HRM 34180 with a minimum C grade; and minimum 2.000 overall GPA; and student must be enrolled in the human resource management major or minor; and senior standing.

**Schedule Type:** Lecture  
**Contact Hours:** 3 lecture  
**Grade Mode:** Standard Letter  
**Attributes:** Writing Intensive Course

### HRM 44492 BUSINESS EXPERIENCE AND INTERNSHIP IN HUMAN RESOURCE MANAGEMENT (ELR) 3 Credit Hours

(Repeatable for credit) Learning by experience by performing activities related to the Human Resource Management profession in a cooperating organization.

**Prerequisite:** HRM 34180 with a minimum C grade; and a minimum 2.000 overall GPA; and must be enrolled in the human resource management major or minor.

**Schedule Type:** Practical Experience  
**Contact Hours:** 1 lecture, 14 other  
**Grade Mode:** Standard Letter  
**Attributes:** Experiential Learning Requirement

**HRM 44495 SPECIAL TOPICS IN HUMAN RESOURCE MANAGEMENT 3 Credit Hours**

(Repeatable for credit) Offered on a semester basis with different human resource management topics and different faculty involved each time the course is offered.

**Prerequisite:** Minimum 2.000 overall GPA; and junior standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 44499 HUMAN RESOURCE BUSINESS CONSULTING AND PROJECTS (ELR) 3 Credit Hours**

This course bridges between Human Resource Management coursework and the world of HRM practice. The course will provide a variety of learning experiences to help students gain knowledge and practical experience to prepare them to embark on careers in the HRM profession. Upon completion of this course, students should have much to discuss in a job interview and a useful entry on their resumes.

**Prerequisite:** HRM 34180 minimum C grade; and minimum 2.000 overall GPA; and student must be enrolled in the human resource management minor or major.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

**HRM 44660 PERFORMANCE MANAGEMENT AND COMPENSATION SYSTEMS 3 Credit Hours**

(Slashed with HRM 54660) The course provides overview of the performance management process, examines various approaches to performance management, and discusses sources of performance management information. Also considers the nature of the compensation systems and pay system mechanics, as well as methods for recognizing employee contributions through compensation.

**Prerequisite:** HRM 34180 with a minimum C grade; and minimum 2.000 overall GPA.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 44763 HUMAN RESOURCE ANALYTICS AND ERP SYSTEMS 3 Credit Hours**

The course examines the use of HR data, metrics, analytics, and ERP systems to guide human resource management decision making and support the strategic goals of the organization. The course will introduce students to the characteristics of high quality data, introduce common analysis techniques, data interpretation and visualization, and report assessment. Through lecture, readings, and problem solving exercises using enterprise resource planning systems (SAP and Oracle), students will gain the knowledge and skills necessary to assess various human resource management initiatives and formulate solutions to common human-resource-related problems. Upon completion of the course, students will understand how HR analytics and ERP systems help an organization achieve its strategic goals.

**Prerequisite:** HRM 34180 with a minimum C grade; and minimum 2.000 overall GPA.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 54091 SEMINAR IN HUMAN RESOURCE MANAGEMENT 3 Credit Hours**

(Repeatable for Credit) (Slashed with HRM 44091) In-depth readings, discussion projects and presentations in a specialized area of human resource management.

**Prerequisite:** Business administration major; and graduate standing.

**Schedule Type:** Seminar

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 54183 DEVELOPMENT AND TRAINING HUMAN RESOURCES IN ORGANIZATIONS 3 Credit Hours**

(Slashed with HRM 44183) Course focus is quality training design, based upon theory and empirical research. Implications for practice and current challenges in employee training and development are also highlighted.

**Prerequisite:** Business administration major within the master of business administration degree; and graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 54185 STAFFING HUMAN RESOURCES 3 Credit Hours**

(Slashed with HRM 44185) Staffing, development of systems to select, place, promote, and retain employees to enhance organizational effectiveness and maintain legal compliance are core HRM activities in organizations. This course will provide students with an understanding of the technical components of selection, including how to determine which applicant characteristics should be examined, what procedures should be used to gather information, and how that information should be combined to identify qualified job applicants. In addition, this course focuses on promotion and retention of employees.

**Prerequisite:** Business administration major within the master of business administration degree.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 54445 GLOBAL HUMAN RESOURCE MANAGEMENT 3 Credit Hours**

(Slashed with HRM 44445) The course examines the impact of internationalization and cross-cultural challenges on organizations, the factors involved in selecting and managing an international workforce, the evaluation of employee relations and employment law, and address issues such as employee training and development, expatriation repatriation, performance management, and compensation issues, all from the perspective of managing an international organization.

**Prerequisite:** Business administration major within the master of business administration degree; and graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 54660 PERFORMANCE MANAGEMENT AND COMPENSATION SYSTEMS 3 Credit Hours**

(Slashed with HRM 44660) The course provides overview of the performance management process, examines various approaches to performance management, and discusses sources of performance management information. Also considers the nature of the compensation systems and pay system mechanics, as well as methods for recognizing employee contributions through compensation.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 64263 EMPLOYEE SELECTION AND APPRAISAL 3 Credit Hours**  
(Slashed with HRM 74263) This course will focus primarily on issues associated with the person/job matching process in modern organizations related to the selection and appraisal of employees.

**Prerequisite:** HRM 64271; and graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 64271 HUMAN RESOURCE MANAGEMENT 2 Credit Hours**

This course explores the management of a firm's human resources from practical and theoretical perspectives of managing people at work. How high performance work practices (HPWPs) help businesses to motivate their employees for strategic competitive advantage is emphasized.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 2 lecture

**Grade Mode:** Standard Letter

**HRM 64399 APPLIED TOPICS IN HUMAN RESOURCE MANAGEMENT 3 Credit Hours**

Devoted to intensive investigation of selected topics in human resource management. Students undertake three research projects: (1) quality metrics of selection procedures; (2) use of structured interviews in selection with a focus on the legal defensibility of employment interviews; and (3) use of artificial intelligence in employment interviews.

**Prerequisite:** Graduate standing.

**Schedule Type:** Project or Capstone

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**HRM 74263 EMPLOYEE SELECTION AND APPRAISAL 3 Credit Hours**

(Slashed with HRM 64263) This course will focus primarily on issues associated with the person/job matching process in modern organizations related to the selection and appraisal of employees.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 84108 ACQUIRING HUMAN RESOURCES 3 Credit Hours**

Course focuses on research theories, methods, and issues in acquiring Human Resources, including employment law, job and work analysis, recruiting, and selection. The course involves critical review and evaluation of existing work and potential avenues for future research. Through reading assignments and a research paper, students should gain an appreciation for the existing state of research and begin to articulate major issues and challenges facing this field.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 84191 SEMINAR IN HUMAN RESOURCE MANAGEMENT 3 Credit Hours**

(Repeatable for credit) Variable content of relevance to Human Research Management research. Exact topics will be announced when scheduled.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Seminar

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 84261 STRATEGIC DECISION-MAKING AND HUMAN RESOURCE MANAGEMENT 3 Credit Hours**

Provides a first graduate-level introduction to the fundamental concepts of HRM/OB and strategic decision-making.

**Prerequisite:** Doctoral standing; and special approval.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**HRM 84263 OPTIMIZING HUMAN RESOURCES 3 Credit Hours**

Students learn areas of human resources management that include training and development, performance management, compensation and retention or turnover.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

## Management (MGMT)

**MGMT 24163 PRINCIPLES OF MANAGEMENT 3 Credit Hours**

(Equivalent to BMRT 11009) Introductory course in management and organizational design. The leading contributions in the area are reviewed and practical implications are developed. The course covers the principles that most management professors have come to expect in an introductory course: planning, organizing, leading, and controlling.

In addition, the students need to be aware of critical issues managers must be aware of to succeed: diversity, globalization, ethics, technology, sustainability among them. The course serves as an introduction to many upper level business courses.

**Prerequisite:** Sophomore standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**Attributes:** TAG Business

**MGMT 34157 INTRODUCTION TO THE U.S. HEALTHCARE SYSTEM 3 Credit Hours**

Provides an overview of the management, economic and policy issues facing the healthcare, pharmaceutical, biotechnology and medical device industries. The course perspective is global, with emphasis on the U.S. as the largest and most profitable market.

**Prerequisite:** Sophomore standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 34158 HEALTHCARE TECHNOLOGY MANAGEMENT 3 Credit Hours**

Introduce the main components of health care information technology, with emphasis on the components that distinguish the health care delivery system from other business enterprises. Prepares students as clinical managers and consultants who must rely upon or manage information technology to accomplish their objectives.

**Prerequisite:** Sophomore standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 34159 MANAGING HEALTHCARE ORGANIZATIONS 3 Credit Hours**

Operational process management, cost-control and productivity is critical to cost-effective healthcare. Covers topics in improving operations such as patient flow, quality (concepts and mechanics) and process improvement. Students become familiar with methods and resources for implementing change in a health care setting, such as a hospital or outpatient clinic. Provides skills to assess current hospital operations and to identify the appropriate tools to address various functional areas, useful for managers, consultants, clinical providers and others. Process improvement methods such as lean thinking, six sigma, statistical tools, flowcharting, queuing models and other tools are covered. Health care settings beyond the hospital, such as outpatient clinics, are included.

**Prerequisite:** Sophomore standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 34164 ORGANIZATIONAL MENTORING 3 Credit Hours**

Course promotes leadership development through the study of leadership principles, styles, and role models. Students will learn through class lecture and discussion as well as hand-on leadership experience in Exploring Business Interactive Business Seminars (i.e., business labs). Students will work with course instructor to develop a personal leadership plan.

**Prerequisite:** BUS 10123; and minimum 2.000 overall GPA; and special approval.

**Schedule Type:** Laboratory, Lecture, Combined Lecture and Lab

**Contact Hours:** 2 lecture, 2 lab

**Grade Mode:** Standard Letter

**MGMT 34165 DYNAMICS OF LEADERSHIP 3 Credit Hours**

This course discusses management and leadership concepts and does so by blending theory and practice. The courses uses case studies, practical application approaches, personal assessment and provides opportunities for students to develop individual and group leadership skills. In addition, many organizational behavior concepts are blended throughout the course.

**Prerequisite:** MGMT 24163 or BMRT 11009.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 34175 LEARNING TO LEAD 3 Credit Hours**

This is a hands-on learning and leadership course. Classroom time occurs over 4 days at a residential camp before the semester begins. Students learn about leadership from professors, experts in the field, and each other through interactive discussions and activities. During the semester students continue their leadership development working with a personal mentor, and practice their skills through community service projects.

**Prerequisite:** Special approval.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 34185 ORGANIZATIONAL BEHAVIOR 3 Credit Hours**

Determinants of individual and group behavior within work organizations. Topics covered include, motivation, job design, learning, decision making, leadership and group behavior as they relate to performance and other outcomes in work organizations.

**Prerequisite:** MGMT 24163 or BMRT 11009.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 34280 ORGANIZATIONAL CHANGE MANAGEMENT 3 Credit Hours**

This course focuses on understanding the processes and challenges involved in responsible organizational change management. The course will provide students a blend of both research and best practice professional applications.

**Prerequisite:** MGMT 24163 or BMRT 11009; and MGMT 34165; and minimum 2.000 overall GPA.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 44009 THE BUSINESS CASE FOR SUSTAINABILITY 3 Credit Hours**

(Slashed with MGMT 54009) This course describes major global trends in the environment, society, and technology; and explores how they are transforming business and how they are deeply changing work, careers and our quality of life. We examine global markets and needs, as expressed by the United Nations Sustainable Development Goals (SDGs). Understanding these trends will help you make sense of the world you in which you live and work and provide insight into an array of career and entrepreneurial opportunities.

**Prerequisite:** Minimum 2.000 overall GPA; and junior standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 44096 INDIVIDUAL INVESTIGATION IN MANAGEMENT 3 Credit Hours**

(Repeatable for credit) Presents opportunity to undertake research. Approval of topic and agreement to work with student must be secured from faculty member and the chairperson of the department prior to registration.

**Prerequisite:** Special approval.

**Schedule Type:** Individual Investigation

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**MGMT 44163 GLOBAL BUSINESS MANAGEMENT (WIC) 3 Credit Hours**

Provides an overview of contemporary issues and theoretical frameworks in the field of international strategic management using traditional lecture and practical application cases.

**Prerequisite:** Minimum C grade in ENG 21011, COMM 15000 and MATH 11010; minimum 2.000 overall GPA; and senior standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**Attributes:** Writing Intensive Course

**MGMT 44189 INTERNATIONAL MANAGEMENT EXPERIENCE (ELR) 3 Credit Hours**

This course focuses on strategy and policy development and execution for gaining and sustaining global competitive advantage. Strategic management of entrepreneurial and well-established firms, and operational and financial structures of international firms and markets are discussed.

**Prerequisite:** MGMT 24163 with a minimum C grade; and minimum 2.000 overall GPA; and sophomore standing; and special approval.

**Schedule Type:** International Experience

**Contact Hours:** 9 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

**MGMT 44191 SENIOR RESEARCH SEMINAR IN MANAGEMENT 3 Credit Hours**

(Repeatable for credit) Combination of individual or group research and class discussion for superior students. Investigations in administration and organization conducted in accordance with scholarly interests of participants.

**Prerequisite:** Special approval.

**Schedule Type:** Seminar

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**MGMT 44192 INTERNSHIP IN MANAGEMENT (ELR) 3 Credit Hours**

(Repeatable for credit) A supervised field experience requiring a minimum of 145 hours of work at a cooperating organization. Requires regular contact with instructor and preparation of an internship report connecting academic coursework to on the job experiences.

**Prerequisite:** MGMT 24163 with minimum C grade; and minimum 2.000 overall GPA; and special approval.

**Schedule Type:** Practical Experience

**Contact Hours:** 15 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

**MGMT 44285 STRATEGIC MANAGEMENT 3 Credit Hours**

Integration of the functional areas of business in the formulation and implementation of policy. Projects and case analyses of business situations provide students with the opportunity to apply analytical and creative problem solving skills.

**Prerequisite:** ACCT 23021 and MKTG 25010 and MGMT 24163 and BA 34060 and FIN 26074 and FIN 36053; and minimum 2.000 overall GPA; and major within the Ambassador Crawford College of Business and Entrepreneurship; and senior standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 44299 MANAGEMENT CAPSTONE (ELR) (WIC) 3 Credit Hours**

Course integrates various management concepts in informing a manager's strategic decision making process. Students use case analyses and class lectures to demonstrate their leadership abilities in different business scenarios.

**Prerequisite:** ACCT 23021 and FIN 26074 and FIN 36053 and MGMT 24163 and BA 34060 and MKTG 25010; and minimum 2.000 overall GPA; and declared General Business major; and senior standing.

**Schedule Type:** Project or Capstone

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement, Writing Intensive Course

**MGMT 44392 BUSINESS CONSULTING AND PRACTICUM (ELR) 3 Credit Hours**

Provides decision-making tools for solving real-world problems by building synergies in prior knowledge to create a synthesis of real life solutions delivery mechanisms underpinning them to pressing problems of the local and international community. The practicum component includes consulting experience with both for profit and not-for-profit business clients.

**Prerequisite:** MGMT 24163; and minimum 2.000 overall GPA; and senior standing.

**Schedule Type:** Practical Experience

**Contact Hours:** 15 other

**Grade Mode:** Standard Letter

**Attributes:** Experiential Learning Requirement

**MGMT 44395 SPECIAL TOPICS IN MANAGEMENT 3 Credit Hours**

(Repeatable for credit) Offered on a semester basis with different management topics and different faculty involved each time the course is offered.

**Prerequisite:** Minimum 2.000 overall GPA; and junior standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 54009 THE BUSINESS CASE FOR SUSTAINABILITY 3 Credit Hours**

(Slashed with MGMT 44009) This course describes major global trends in the environment, society, and technology; and explores how they are transforming business and how they are deeply changing work, careers and our quality of life. We examine global markets and needs, as expressed by the United Nations Sustainable Development Goals (SDGs). Understanding these trends will help you make sense of the world you in which you live and work and provide insight into an array of career and entrepreneurial opportunities.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 64050 ESSENTIALS OF BUSINESS MANAGEMENT 3 Credit Hours**

This is an introductory management course that discusses functional areas of business and their strategic positioning in delivering business solutions.

**Prerequisite:** Non-ambassador Crawford college of business and entrepreneurship majors; and graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 64158 LEADERSHIP 2 Credit Hours**

Students develop an understanding of the leadership process. Through critical thinking, class discussions and class activities, they build skills in leading others, leading themselves and teamwork.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 2 lecture

**Grade Mode:** Standard Letter

**MGMT 64160 LEADERSHIP AND ORGANIZATIONAL CHANGE 3 Credit Hours**

(Slashed with MGMT 74160) Course provides students in-depth knowledge of leading organization change. Covers analysis of existing conditions, drivers of change and readiness for change along with methods of change and change implementation.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 2 lecture, 1 other

**Grade Mode:** Standard Letter

**MGMT 64184 INTERNATIONAL BUSINESS 3 Credit Hours**

Study of the business firm in a global context. Application of international business theories and practices to international operations of firms.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 64270 ORGANIZATIONAL ANALYSIS AND DESIGN 3 Credit Hours**

(Slashed with MGMT 74270) Course provides students an in-depth examination of the key factors related to the design of organizations and analysis methods. Students will learn about the identification, capturing and assessment of core processes and the organizational structure elements used to design an organization around core processes. Students will learn various methodologies and analytics to analyze organizational effectiveness.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 64275 GLOBAL STRATEGIC MANAGEMENT 3 Credit Hours**

Global Strategic Management explores the global challenges facing today's manager. The global competition concepts and strategic managerial alternatives within the context of current global dynamics that impact: a) business operations, b) the political, economic and cultural environment, c) centralized versus de-centralized power in managing local, regional and global firms.

**Prerequisite:** Graduate standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 64399 BUSINESS STRATEGY 3 Credit Hours**

Integrative approach to the study of policy formulation and implementation. Formalized planning systems reviewed; case analysis of actual business situations helps student further develop analytical and communication skills.

**Prerequisite:** 18 hours of graduate coursework; and admission to MBA or MSA program; and graduate standing.

**Schedule Type:** Project or Capstone

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter

**MGMT 68051 BUSINESS PROFESSIONAL DEVELOPMENT I 1 Credit Hour**

Development of professional business skills for the full-time MBA student to use in both the graduate program and career development.

**Prerequisite:** Admission to MBA program; and special approval.

**Schedule Type:** Lecture

**Contact Hours:** 1 lecture

**Grade Mode:** Standard Letter

**MGMT 68052 BUSINESS PROFESSIONAL DEVELOPMENT II 1 Credit Hour**

Continuation of development of professional business skills for the full-time MBA student primarily focused on building and strengthening the skills needed by a manager for the workplace.

**Prerequisite:** Graduate standing; and special approval.

**Schedule Type:** Lecture

**Contact Hours:** 1 lecture

**Grade Mode:** Standard Letter

**MGMT 74160 LEADERSHIP AND ORGANIZATIONAL CHANGE 3 Credit Hours**

(Slashed with MGMT 64160) Develop understanding of the theories and techniques needed for the successful management of significant organizational change with emphasis on discussion, exercises and case studies.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 2 lecture, 1 other

**Grade Mode:** Standard Letter

**MGMT 74185 BUSINESS STRATEGY 3 Credit Hours**

Integrative approach to the study of policy formulation and implementation. Formalized planning systems reviewed case analysis of actual business situations helps student further develop analytical and communication skills.

**Prerequisite:** Doctoral approval; and special approval.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 74270 ORGANIZATIONAL ANALYSIS 3 Credit Hours**

(Slashed with MGMT 64270) Theoretical basis and research findings are discussed, permitting the student to analyze and understand complex work organizations. Data provided prepares the student to analyze, design and solve organizational problems within the work environment.

**Prerequisite:** Doctoral standing; and special approval.

**Schedule Type:** Lecture

**Contact Hours:** 2 lecture, 1 other

**Grade Mode:** Standard Letter

**MGMT 84112 RESEARCH METHODOLOGY 3 Credit Hours**

The objectives of this course are: to formulate a research problem and develop testable research hypotheses; develop research skills by learning the different research methods and techniques; explain information contained in research statistical outputs such as SAS and SPSS enable students to conduct meaningful and high quality research in their specific field of interest.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 84262 THEORY OF THE FIRM 3 Credit Hours**

Course focuses on developing a deep understanding of modern strategic theory in relation to other allied fields. Students will review fundamental concepts of strategic thinking and theory development and then move to contemporary theoretical issues including transaction-cost economics, the resource-based view, the emerging theories of real options and of dynamic capabilities, strategic optimization and constraint theory, and dealing with uncertainty through scenario-driven planning.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 84275 THEORETICAL AND EMPIRICAL GLOBAL STRATEGY 3****Credit Hours**

Focuses on review and integration of the several streams of literature dealing with strategy for, and management of, the product-diversified and/or internationally-diversified firm. Also, in order to complement the emphasis of other doctoral offerings on strategy formulation topics, this seminar places a special emphasis on strategy process, organizational structure and administrative mechanisms. In particular, it explores the foundations as well as current research on corporate governance, broadly define. This includes (I) the set of mechanisms available to align the interest of top managers to those of shareowners, as well as (II) the mechanisms available to motivate and control middle managers so that their decisions and behaviors are aligned with intended corporate and/or international strategy and goals.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 84277 ORGANIZATIONAL BEHAVIOR AND THEORY 3 Credit****Hours**

An examination of theory and research on individual and group behavior in organizations. Special attention is given to theories of motivation, job satisfaction, goal setting, task design, feedback systems, group dynamics, power and teams.

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 84285 TECHNOLOGY AND INNOVATION STRATEGY 3 Credit****Hours**

Covers topics pertaining to innovation management at micro-level (entrepreneurship, corporate entrepreneurship), meso-level (networks) and macro-level (cross-country and within-country comparisons).

**Prerequisite:** Doctoral standing.

**Schedule Type:** Lecture

**Contact Hours:** 3 lecture

**Grade Mode:** Standard Letter

**MGMT 84291 SEMINAR IN MANAGEMENT SYSTEMS 3 Credit Hours**

(Repeatable for credit) Intensive investigation of selected topics in organization and strategic management. Student will be expected to undertake research on a topic determined in joint consultation with the instructor.

**Prerequisite:** Doctoral standing; and special approval of instructor.

**Schedule Type:** Seminar

**Contact Hours:** 3 other

**Grade Mode:** Standard Letter