MGGB 76A0. SUSTAINABILITY MINDSET. (3 Credits)
This course is for individuals ready to take on the greatest set of career and life challenges any of us will face: the challenges created by changes in the world’s climate and in the ecosystem which supports life on this planet. We will develop ways to take advantage of opportunities created by these changes and to avoid some of the problems they are already creating for our lives and careers. To do so we will develop “sustainability mindset” based upon awareness, passion, and action. The course will be in workshop format and is designed to work equally well for individuals with deep knowledge of climate-change/global-unsustainability and for those without such knowledge—the only thing needed is a commitment to take a hold of your life and to make a difference in the world. GLOBAL SUSTAINABILITY COURSE.
Attribute: ABGS.
Prerequisite: MGGB 6613.

MGGB 76AA. TRANSNATIONAL MGT & SYS OPER. (3 Credits)
The operations function for both manufacturing and service organizations is studied with the objective of the simultaneous optimization of the quality and productivity of the operating systems. Techniques for strategic planning and system design. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AB. PERSONAL LEADERSHIP DEVELOPMENT. (3 Credits)
A study of personal leadership development.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AD. QUANT MTH & DECISION ANALYSIS. (3 Credits)
A study of quantitative methods and decision making analysis.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AE. TURNOVER MANAGEMENT. (1.5 or 3 Credits)
In today’s demanding and fast-paced environment, there is a premium on individuals who can produce outstanding results on a continuing basis. Business as usual is not sufficient to sustain organizational vitality over the long term. Increasingly, leaders are expected to deliver growth and productivity improvements while satisfying clients, motivating employees, and meeting the needs of a myriad of internal and external stakeholders. This course is designed to prepare students to lead organizations to higher levels of performance by applying critical elements of leadership theory and practice. Using actual cases and a variety of learning experiences, as discussed below, students will become familiar with, among other things, the following themes and their inter-relationships: # Role of Leaders in Effecting Change # Motivating People For High Performance # Effective Time Management/ Meeting Dynamics # Building a Culture of Integrity and Ethical Behaviour # Strategy Development and Execution # Collaborative Decision Making # Organizational Alignment # Measuring Performance- “The Balanced Scorecard” # Developing Communication Skills # Balancing Stakeholder Interests # Personal and Professional Development. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.
MGGB 76AP. PROJECT MANAGEMENT. (3 Credits)
Provides the skills project managers need to complete projects on time and budget. Technology improvements in organizations are implemented through projects, and strong project management skills are a key success factor for companies to achieve the expected benefits from their technology investments. Topics include setting and maintaining project scope, developing work plans, estimating required resources, developing work programs, organizing project teams, super-users, monitoring and controlling projects, maintaining relationships with users and management, status reporting, and key factors for realizing the anticipated benefits from the investment. Students use a computer-based project management tool as part of this course. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AQ. GREEN MKTG SUSTAINABILITY. (3 Credits)
Recently, many companies claim to be “Green”. This course provides students with the knowledge and tools that help them evaluate and develop “Green” marketing strategies. The financial outcome of sustainability and green marketing are also discussed. Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AR. STRATEGIC PRICE MANAGEMENT. (3 Credits)
The objective of this course is to provide students with the fundamental skills needed to optimally, manage prices. The course capitalizes on three anchoring points: a) Techniques for analysis of consumer research data related to prices and market demand; b) Ability to integrate consumer research findings into optimal price recommendations; c) Strategic management of prices in order to maximize profitability in competitive markets. The course will utilize a combination of lectures, hands-on in-class exercises, computer simulations, and case studies in order to develop students’ applied skills in pricing. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AS. BOARD&S&SUITE DECISION MAKING. (3 Credits)
This course is designed to enhance the MBA’s understanding of the theory and reality of decision making at the most senior levels of the corporate organization. It will focus on decision making among the Board of Directors, CEO/CFO and other senior management in a variety of contexts and will include international as well as U.S. perspectives. In addition to lectures and case studies, current CEOs, CFOs and Directors will share their experiences with the class. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AT. GLOBAL SUSTAINABILITY. (3 Credits)
This seminar is for individuals ready to become leaders in grappling with the most challenging issue of the 21st Century: dealing with the realities of the new world that is already being shaped by climate change and the many other aspects of global unsustainability. Guest speakers, readings, case discussions, and team projects will assist seminar members in finding and dealing with the business opportunities and risks created by climate changes and related aspects of global unsustainability. Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AU. EMERGING MARKETS & SUSTAINABILITY. (3 Credits)
Emerging markets increasingly provide innovative models for sustainable business practices. This immersion trip, the third in a series for GBA students, will provide opportunities to encounter organizations in Peru which produce such innovations. We shall be in Peru over the midterm break. Before and after the trip, we shall hold seminar sessions for readings, guest lecturers, and trip preparations. In Peru, we shall live as a community through the resources of Community Links, Inc., a long-term partner of Fordham and many other schools engaged in such projects. Prerequisite: MGGB 6613.
Attributes: ABGS, ABIB.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AV. DEV THE SUSTAINABILITY MINDSET. (3 Credits)
This hands-on workshop/seminar is designed for individuals ready to take leadership roles in contributing to solutions to our species’ greatest challenge – dealing with the climate-change/global-unsustainability situation already impacting our lives, careers, businesses, and societies. It meets three Saturdays spread across the Spring term with two virtual meetings between the Saturdays. Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AW. LEADERSHIP & TRUST. (3 Credits)
This course will cover some evolving concepts of leadership and then concentrate on how leaders build trust among followers and other stakeholders and how they architect high trust teams and organizations. The course will be centered around Dr. Hurley’s new book The Decision to Trust which was named one of the best leadership books of 2011 by the Washington Post. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76AX. STRATEGIC MANAGEMENT & PHARMACEUTICAL IND. (3 Credits)
This course will introduce students to the skills and techniques in researching highly regulated industries using the pharmaceutical industry as an example. The industry is going through major transformations with the basic business model being threatened. This course will analyze the reasons for this and will help in defining newly emergent business models in the Pharmaceutical industry. The uncertainties created by turbulence in the political, economic, social and technoscientific systems will be highlighted as will the creative solutions being attempted. Attribute: ABHM.

MGGB 76AY. GLOBALIZATION, HEALTHCARE AND THE MARKET. (3 Credits)
This course will describe the different elements of the healthcare system and highlight the role of the payers, providers, patients, healthcare service workers and the industry (pharmaceutical, devices, supplies and diagnostics) within the context of a larger social system governed by local regulations and different demographic realities. While the emphasis will be on the United States key differences with other systems such as in Europe, Canada, Brazil and China will also be presented. The role of key associations in the US such as the AMA, IOM, PhRMA, patient advocacy groups and unions will be described. Emerging trends in the system in the United States will be presented as will the impact of other countries on the US. Attribute: ABHM.
Prerequisites: GBA Waiver Fundamentals Mgmt with a score of 070 or MGGB 6613.
MGGB 76AZ. MANAGING FOR BUSINESS & BETTER WORLD. (3 Credits)
AYF - This course presents business from cultural, political, and philosophical perspectives. It introduces conceptual frameworks and provides practical solutions necessary for addressing 21st century management issues. This course will be offered as weekend intensive. This course will count toward Global Sustainability designation. Not open to students who have taken: MGGB 769M or CMGB 759M: Managing and Communicating Global Sustainability.
Attributes: ABGS, ABIB.

MGGB 76BA. DEMING’S THEORY OF ORGANIZATIONS. (3 Credits)
Students explore the management thinking of W. Edwards Deming in the context of management thinking generally, and management practice currently. Students read and conduct research as individuals and in small groups, comparing and contrasting, writing and discussing Deming’s ideas and how they apply in the business world today. By the end of the course, students should understand Deming’s theory of organizations and management, be able to articulate it, and help others understand how it could be used in companies today.

MGGB 76BB. STUDIES IN QUALITY MANAGEMENT. (3 Credits)

MGGB 76BC. JUDGMENT & DECISION MAKING. (3 Credits)
Decision-making is a central human activity, but how good are we at it? Scientific evidence suggests that our decisions are often biased and flawed, resulting in disappointing or even disastrous outcomes. This course draws upon contemporary research in economics and psychology to answer two questions: (1) how should we rationally approach decision-making, and (2) why is it that our actual decision-making is so often irrational? PREREQUISITE: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76BD. LEADERSHIP UNDER FIRE. (3 Credits)
Behavioral economics and best practices in strategy have shown us that pressure and uncertainty strongly influence leaders’ decision making. This course uses film, fiction, and case material to understand when leaders’ decisions can suffer and how they can change their approaches to achieve optimal results. Participants will leave the course knowing specific strategies to make and manage critical decisions under the most difficult conditions. This course will especially highlight the decisions made in a single case, the Battle of Gettysburg. We’ll reconstruct battlefield decisions made under intense pressure with incomplete information. Besides film and readings, the course will include a daylong ‘rolling seminar’ during which we’ll travel to the Gettysburg battle site, during a class weekend, to understand those decisions and to experience the conditions under which they were made.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76BE. LEAD & BUILD TRUST ORG. (3 Credits)

MGGB 76BF. SOCIAL INNOVATION WORKSHOP. (3 Credits)

MGGB 76BG. NEW MODELS OF MGMT. (3 Credits)
This new course will explore the management systems, management processes, and global context required for the 21st-century. There is ample evidence that the “business as usual” management systems, processes, leadership, and goals of the 20th century are inappropriate for the realities of the 21st-century. Building upon the conceptual framework of three technologies (systems) of managing - traditional management, managing for quality and productivity, and managing for global sustainability - this course will explore the possibilities and emerging realities of management systems and leadership for global sustainability. Particular attention will be paid in the course to developing among class members the management skills necessary for this new system of managing and, most importantly, the mindset necessary to provide leadership for this emerging future.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 76BH. HIST OF INTERNATIONAL BUSINESS. (3 Credits)
History of International Business explores the transition from an agrarian to a modern business economy of four nations: China, Russia/Soviet Union, Germany and Japan. Each of these nations came to understand that economic modernization was vital for true independence in the world of the nineteenth and twentieth centuries. How they faced their unique challenges shaped the futures of their nations, often bringing down governments and forcing radical reformation of their societies. History of International Business will explore these efforts and relate them to the continuing challenges of the twenty-first century economy.

MGGB 76BI. TEAM DYNAMIC:CO-LOC&VIRT TEAM. (3 Credits)

MGGB 76BJ. FROM MANAGING CREATIVITY TO LEADING INNOVATION-A SURVEY COURSE. (3 Credits)
Knowing how and where to innovate and do so in a way that is sustainable financially, socially and environmentally makes you invaluable to any employer. In this course you will learn tools and gain insights that can equip you to understand the process of innovation at a deeper level, understand its complexity and the multiple levels it can and needs to occur to be successful (including individual creativity, product/service innovation, business model innovation, governance innovation, social/sustainable innovation at the systems level).

MGGB 76BK. THE ROSE PROGRAM. (3 Credits)
This course is intended for students who want to learn more about regulation in the financial services industry and want to get actively involved in shaping the regulatory space. Top performing project teams will present their proposals to a panel of Wall Street executives and will be invited to Washington, DC (all expenses paid) to present to regulators.
Prerequisite: MGGB 6613.
Prerequisite: MGGB 6613.

MGGB 76BL. HISTORY OF LABOR IN AMERICA. (3 Credits)
This course will examine the development of the labor movement in America starting with its colonial roots in the eighteenth century, through the rapid growth of the movement in the nineteenth century as America industrialized, to the increasing politicization of the movement as it reached the height of its influence in the twentieth century and ending with an analysis of the modern decline of organized labor. Discussions will include the changing legal climate within which the unions operated, the often hostile business climate against which the unions organized, and the struggles against internal corruption within the unions. PREREQUISITE: MGGB 6613.
Prerequisite: MGGB 6613.
MGGB 76BM. INNOV IN BUSINESS & ENERGY. (3 Credits)
This course aims to frame and critique opportunities for business to create innovations in energy systems. It discusses how contemporary energy systems have evolved and how energy infrastructures vary across regions of the world. It also examines how business decision makers can think about choices of energy and energy systems by encouraging students to think broadly in terms of innovation possibilities.

Attribute: ABGS.

MGGB 76BN. JESUIT LEADERSHIP & CULTURE. (3 Credits)
Experience the Spiritual Process that made Saint Ignatius of Loyola; Reflect and Discern on your own Leadership Style and how it compares to the Jesuit Culture of Leadership; Understand the Importance of Team Building in recreating a successful Walking Pilgrimage; Learn the Foundation of Jesuit History.

MGGB 76BO. URBAN LAB. (4.5 Credits)
This interdisciplinary course explores groundbreaking issues in urban research with the goal of inspiring new ways to think about the city's future and Fordham's role in helping to shape that future. The course includes a lab component focused on applied research and scholarship, deep engagement with the urban community, and the development of innovative solutions. Students will work with civic and community organizations, public agencies and urban experts to identify, evaluate, and implement effective policies and programs in specific topic areas.

MGGB 76BP. CURRENT TOPICS IN HEALTHCARE. (3 Credits)
Healthcare management operates in a very dynamic environment. As healthcare policies change with new administrations so do the priorities of providers and payers. The patients feel the impact of these changes the most while the industry has to continuously re-assess the validity of its business models. Further, new technologies, scientific breakthroughs and system innovations keep healthcare administrators on their toes. This course provides an opportunity to discuss the most prevalent issues in healthcare as they are happening. Guest lecturers and professors provide their views on different challenges that the healthcare industry faces including policy, operations, risk taking and decision-making uncertainties and the developing solutions. Students will participate in these discussions and do a final paper on one of the topics of their choosing. Each formal lecture will be followed by one or two in-depth discussion sessions.

MGGB 76BQ. ENTREPRENEURSHIP BUBBLE. (3 Credits)
Entrepreneurship Bubble: Coworking, Incubators, Startup contests, and the Purpose Bubble--This course provides a focus on the entrepreneurship and innovation bubbles as well as the shortcomings of startup structures. Topics include sources of funding and organizing such as: incubators, coworking spaces, open floor plans, angel investors, venture capital, IPO's, and governmental mechanisms. Upon completion, students will be able to effectively analyze the weakness of an entrepreneurial venture and innovation processes.

MGGB 76BR. HEALTH CARE OPERATIONS MGT. (3 Credits)
Health Care Operations Mgt is a discipline that integrates scientific principles of operations management to determine the most effective and efficient methods to support patient care delivery. The biggest challenge in health care is to provide high quality care while at the same time keeping cost down. As such, all health care sectors must be driven by process management, quality improvement, information technology, knowledge management, and resource alignment. This course addresses the challenge in many ways, from the design of patient flow to streamlined process, from resource management to supply chain management, from quality control to patient safety, from forecasting to capacity planning, from continuous improvement to project mgt.

MGGB 76BS. BLOCKCHAIN: INDUSTRY DISRUPTOR & CREATOR. (3 Credits)
Blockchain (the technology underlying Bitcoin and Ethereum) is a transformative technology that will up-end existing industries and spawn completely new ones. In this course, students will study the fundamentals of blockchain and examine its potential impact on industries as diverse as banking, energy, music and non-profits.

MGGB 76BT. ORG DEVELOPMENT & CHANGE. (3 Credits)
This is a workshop-oriented, applied course on diagnosing & managing organizational development, especially in a climate of uncertainty. Cases, lectures, guest speakers, & exercises will cover a wide variety of OD applications, practical interventions, and approaches to change evaluation.

MGGB 769A. LEADERSHIP FOR THE 21ST CENTUR. (3 Credits)
The challenges of leading organizations, especially businesses, in the current era are vast. Globalization requires competitive strategies and cultural sensitivity, the worsening environmental crisis calls for sustainable practices, and increasing social problems and inequalities increase pressure for social responsibility beyond traditional profit making. Many current management paradigms have to be rethought and remodeled to deal with these challenges effectively. In this course we look at challenges to organizations on the systemic level (environmental and social pressures), the organizational level (employee commitment and stakeholder trust), and the individual level (happiness) and examine ways of dealing with them proactively. Prerequisite: MGGB 6613.

Attribute: ABGS.

Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769B. LEADERSHIP FOR UNCERTAIN TIMES. (3 Credits)
We will study time tested techniques to learn how to flourish in times like these of uncertainty and change. Using the great thinkers as our guide, we will attempt to develop strategies of survival to face today's new realities. Taking a multidisciplinary approach to leadership, readings will include Managing in Times of Great Uncertainty by Peter Drucker; Mastery by George Leonard; selections from Mary Parker Follett, James Collins, Marshall McLuhan and Edgar Allen Poe. Prerequisite: MGGB 6613.

Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.
MGGB 769C. SPRTL&REL CONTRIB GLOBAL SUS. (3 Credits)
In the spirit of the “Stockdale Paradox” (Collins, 2001), this seminar is for folks who are willing “to confront the brutal facts” of climate change and global (un)sustainability and “yet (will) never lose faith” that we can still take meaningful actions to mitigate many of the tragic consequences of our parents’ and grandparents’ (and our professors’) failures to heed the warnings contained in such books as The Limits to Growth (1972). The seminar accepts that climate change and global (un)sustainability are very, very serious situations, are intertwined with many of the other pressing issues of the new millennium, and are calls to action for all of us. That is, the issues of financial and economic crisis in America and around the world, the enormous inequality of wealth in the world and in America, deforestation, desertification, ocean warming, melting glaciers, the progressive disappearance of species, the mutual tragedy of international terrorism, etc., are intertwined with the issues of climate change and global (un)sustainability and are yours and my problems to be dealt with today – not merely someone else’s problems to be solved for us in some distant future. The seminar is one of a series of seminars and courses devoted to developing tools and concepts for contributing to a more sustainable world and to taking actions to make such contributions. THEME: The seminar/workshop’s theme is that the global (un)sustainability situation can usefully be viewed as a “spiritual problem” and that spiritually (and religiously) based actions can be “part of the solution.” PURPOSE: The purpose of the seminar is to find out how such spiritually (and religiously) based actions can be taken and to help to bring them into being. CONTENT: The seminar will focus on (1) how the wisdom of the world’s great spiritual and religious traditions call for actions to reverse the tragic ways of being in the world that have taken our specious to the very precarious position we are now in (and that has already led to the recent extinction of many other species – the sixth great extinction – the first created by mankind), (2) what is currently being done by various spiritual and/or religions groups to create a more sustainable world, (3) what more could be done to leverage the ability of the world’s great spiritual and religious traditions to make even greater contributions, and (4) what the seminar members can do now to make these greater contributions happen. Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769D. MGT SKILLS FOR ENTRPRNRS. (3 Credits)
This is a survival course for the owner who is directly responsible for the customers and the employees. The course will examine small businesses that have succeeded and the techniques used to achieve this status. The successful implementations of these techniques are the result of good management. We will then examine the people skills needed for a successful implementation. Prerequisite: MGGB 6613.
Attribute: ABEP.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769E. INTL SUSTAINABILITY-MEXICO. (3 Credits)
During spring break, we spend nine days with communities, agencies, and individuals in southern Mexico who are exploring sustainable economic development. Prerequisite: MGGB 6613.
Attributes: ABEP, ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769F. SPORTS MARKETING. (3 Credits)
A study of sports marketing. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769G. THE EVOLUTION OF BUS IN 20TH C. (3 Credits)
Evolution of Business explores the economic development of three nations—Russia/Soviet Union, Germany and Japan—from the late nineteenth century through the mid twentieth century. The course emphasizes interrelationship between the governments of each nation and their business communities—analyzing the impacts of the different government policies on the business environment. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769H. KNOWLEDGE MANAGEMENT. (3 Credits)
A study of knowledge management. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769J. SOCIAL ENTREPRENEURSHIP. (3 Credits)
This course discusses ways of creating social value through the principles of entrepreneurship. Prerequisite: MGGB 6613.
Attributes: ABEP, ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769K. HISTORY OF BUSINESS. (3 Credits)
This course will focus on the interrelationships between the business community and the development of the United States of America. The course is divided into three sections that will cover such topics as the colonization of America by the Europeans, industrialization in the United States and the civil war and creating an environment of business regulation. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769L. EMOTIONAL INTELLIGENCE. (3 Credits)
A study of emotional intelligence. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769M. MGMT & COMM FOR GLOB SUST: SOC & ENV RESPONSIBLE BUS. (3 Credits)
This is a foundation course for those interested in learning about global business sustainability and power and influence strategies that are effective within business organizations and in the marketplace. Readings, guest lectures, films, and case studies of for-profit companies and entrepreneurial ventures will demonstrate the strategic decision-making, communication, and negotiation challenges and opportunities faced by corporate leaders and entrepreneurs as they develop more socially and environmentally responsive business models. Power and influence strategies and skills related to effecting change toward global sustainability will be emphasized. The course will help class members become change leaders driving organizational change of any kind (economic, environmental, social, and other). This course is not a “read-and-take-the-exam course.” Instead, class members will develop and present (orally and in writing) an individual project – for example, an analysis of a particular company’s or sector’s change strategy, or a proposal for advancing change in their own company or other organizational setting. We seek students seriously committed to learning how to use problem analysis, stakeholder mapping, and systems thinking to diagnose business opportunities and obstacles, and then apply strategic decision making, communication, and negotiation skills to make change happen. Prerequisite: MGGB 6613. Also offered as CMGB 759M.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.
MGGB 769N. INTERNATIONAL MANAGEMENT. (3 Credits)
The most important entity in international business today is the multinational corporation (MNC). Its strategies, structures, and processes are largely the context within which everything else in international business takes place. This course provides an in-depth and current understanding of the strategies, structures, and management processes that are associated with MNCs. International strategies and organizational designs are currently in a period of high transition. To a large extent, the dominant designs of the recent past are gone, and new dominant designs have not yet emerged. It would appear that there is currently a lot of experimentation going on in multinational corporations, both in terms of strategy and, even more, in terms of organizing to implement such strategy. No one knows when this period of transition might come to an end or what the dominant organizational forms will look like when this occurs. As a result of the above situation, the course seeks to provide students with the conceptual knowledge required to understand and critically evaluate what is going on in international firms today. It is not a time to blindly study best practices or the latest thing firms are attempting to do. The approach will be to first study and discuss the theoretical frameworks that exist and then attempt to apply these to international cases and current situations. The goal is to develop insight and capability that has lasting value, even in a field that continues to change rapidly. The course should be of value to anyone interested in managing or working within a multinational corporation. Prerequisite: MGGB 6613.
Attribute: ABIB.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769O. INNOVATION: CURRENCY OF COMPET. (3 Credits)
A study of innovation and currency of competition. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769P. CHANGING LEADERSHIP PARADIGMS. (3 Credits)
In this course we look at challenges to organizations on the systemic level (environmental and social pressures), the organizational level (employee commitment and stakeholder trust), and the individual level (happiness) and examine ways of dealing with them proactively. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769Q. CORPORATE SUSTAINABILITY. (3 Credits)
This course is for students who want to understand how businesses incorporate environmental and socially responsible agendas into their management and marketing strategies. Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769R. SUSTAINABILITY MARKETING. (3 Credits)
A study of sustainable marketing Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769S. CREATIVITY & ENTREPRENEURSHIP. (3 Credits)
Many different factors contribute to becoming a successful entrepreneur. Prominent among these factors are the ability to think creatively and the skill at operationalizing the results in innovative ways. This seminar will take a close look at these abilities and skills to explore how ‘creativity’ contributes to entrepreneurial success. The course has several components. Prerequisite: MGGB 6613.
Attribute: ABEP.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769T. ME, INC.. (3 Credits)
If you were to conduct your life like a well-run business, what would it look like? The key to unlimited personal and professional success in daily life is in incorporating the best practices of exceptional companies into everyday living. This course begins by sharing basic business principles of the most successful and enduring companies and how they can be applied to your personal life. From there, this practical course will show you how to envision the kind of success you want and craft an “exceptional living plan”—much like a business plan—that will get you there. Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769U. CORPORATE DEVELOPMENT. (3 Credits)
A study of corporate development. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769V. APPLYING SUCCESSFUL BUS PRACT. (3 Credits)
Overall, this course will help students build their careers while managing the delicate balance between personal and professional interests. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769W. ARTS & GLOBAL SUSTAINABILITY. (3 Credits)
A study of arts and global sustainability Prerequisite: MGGB 6613.
Attribute: ABGS.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769X. CORPORATE GOVERNANCE. (3 Credits)
A study of corporate governance. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769Y. VALUE INNOVATION. (3 Credits)
This course will introduce students to blue ocean strategy and value innovation: the strategic logic of high growth. Students will learn how to develop value innovation strategies that reshape industries and lead to the creation of new market space. The course will include lectures, class team work, and case studies. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 769Z. ALLIED EFFORT. (3 Credits)
A study of allied efforts in management. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.
MGGB 869A. LEADERSHIP FORUM. (1.5 Credits)
Do you think you can lead? Leading in today’s complex environment is probably more of a challenge than at any other time in our history. The challenge is distinguishing between a true leader and a good manager. Additionally, how do leaders handle work/live balance? The Fordham Leadership Forum brings together many successful CEOs to articulate their road to success and the obstacles they needed to overcome as well as great institutional leaders who will discuss how fortuity lead to becoming heads of their respective institutions. Who should take this course? If you intend to eventually run a company, begin your own, or move up within the institution in which you are presently employed, this is probably the right course for you. Sander Flaum is well known as a leader within the pharmaceutical industry having been the Marketing Head of a large pharmaceutical company as well as CEO of the No. 2 global advertising agency in healthcare. He now runs a marketing and sales effectiveness firm which also trains the “rising stars”. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 869B. LEADING GLOBAL CORPORATIONS. (1.5 Credits)
In this course we will focus on three specific areas: managing large-scale organizational change, creating cultures of integrity for sustainable growth and developing the inner qualities of the global leader. Prerequisite: MGGB 6613.
Attribute: ABIB.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 869C. TRANSNATIONAL MINDSET. (1.5 Credits)
Transnational mindset for the GPMBA students.
Attribute: ABIB.

MGGB 869D. RESEARCH FOR FINAL PROJECT. (1.5 Credits)
Under the guidance of a faculty member(s), students will work as a team to analyse and dissect issues and generate recommendations for each group member and their specific action plan. This course will thus allow for some type of “return on investment” for the student. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 869E. IRAQ WAR STRATEGIC LEARNING 1. (1.5 Credits)
Iraq War-Strategic Learning 1 (1.5 credits) - An Analysis of the War in Iraq. For this course you can take one or two of the class meetings listed below. Dr. Hurley will specify which additional readings and assignment you will do from the list. Module 1: Tuesday Nov 15 9am to 1pm A politics and stakeholder perspective on the War in Iraq Module 2: Tuesday Nov 15 7pm to 10pm Decision making biases applied to the War in Iraq Module 3: Wednesday Nov 16 10am to 5 pm Strategy formulations and the War in Iraq (Process and Approaches) Module 4: Thursday Nov 17 9am to 5pm Strategy Execution and the War in Iraq Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 869F. IRAQ WAR STRATEGIC LEARNING 2. (1.5 Credits)
Special Topics: Iraq War-Strategic Learning 1 (1.5 credits) - An Analysis of the War in Iraq. For this course you can take one or two of the class meetings listed below. Dr. Hurley will specify which additional readings and assignment you will do from the list. Module 1: Tuesday Nov 15 9am to 1pm A politics and stakeholder perspective on the War in Iraq Module 2: Tuesday Nov 15 7pm to 10pm Decision making biases applied to the War in Iraq Module 3: Wednesday Nov 16 10am to 5 pm Strategy formulations and the War in Iraq Module 4: Thursday Nov 17 9am to 5pm Strategy Execution and the War in Iraq Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 869G. ENTR & NEW BUSINESS START-UPS. (1.5 Credits)
Focuses on the initiation and development of the first stages of a new business. Students are required to search out business opportunities and develop a business plan. Examines the particular problems of new business start-ups, emphasizing financing arrangements. Prerequisite: MGGB 6613.
Attribute: ABEP.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 869H. INTRO TO MODERN MANAGEMENT. (1 Credit)
This course introduces students to the current challenges managers are facing. It provides frameworks of competing theories on human nature and explores their consequences for managing organizations.
Mutually Exclusive: MMGB 6610.

MGGB 869J. LEADING PEOPLE & ORGANIZATION. (3 Credits)
MBA CORE COURSE Presents theories of designing the structure and processes of organizations, as well as the elements of the global competitive environment within which such organizations operate and ways of relating to this environment. Explores critical issues related to the individual and the firm. Focuses on defining management’s role and responsibilities in the continual improvement of quality, productivity, and the competitive position of the enterprise. Previous course title: Fundamentals of Management.
Mutually Exclusive: MMGB 6613.

MGGB 6627. OPERATIONS MANAGEMENT. (3 Credits)
MBA CORE COURSE Studies the operations of both manufacturing and service organizations with the objective of simultaneously optimizing the quality and productivity of the operations systems. Develops techniques for strategic planning and system design, such as quality control, aggregate and capacity planning, project planning, scheduling and control, material and inventory management and just-in-time production.
Mutually Exclusive: MMGB 6627.

MGGB 7600. ANATOMY OF DECISIONS. (3 Credits)
Examines how modern managerial support systems are evolving from a reliance on data and information to the utilization of knowledge and wisdom. This transition both demands and creates new approaches to decision-making.
MGGB 7601. FUND MGMT ACROSS CULTURES. (4.5 Credits)

MGGB 7603. GROWING THE FIRM TO MULTNAT'L. (4.5 Credits)

MGGB 7605. PROCESS CONTROL. (3 Credits)
Introduces and, in an applied framework, examines modern statistical evaluation and control methods to enhance the performance of all productive processes. To improve such processes, managers must evaluate ever-present variability to determine process stability and distinguish normal fluctuations from special disturbances. Prerequisite: MGGB 6627.
Prerequisites: MGGB 6627 or GBA Waiver Operations Mgmt with a score of 070.

MGGB 7610. LEADERSHIP AND CHANGE. (3 Credits)
Prepares students to meet the requirements of today’s economy, where leadership demands a combination of personal capabilities and insights, as well as in-depth knowledge of organizational change processes and practices. Through readings, cases, class discussions, self-assessment exercises, and leader-directed learning projects, participants gain important insights into their own management style and develop essential knowledge and skills for successful implementation of major change initiatives. Prerequisite: MGGB 6613.
Attribute: ABEP.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7614. MGMT OF SYSTEMS & OPERATIONS. (4.5 Credits)

MGGB 7615. CROSS CULTURAL NEGOTIATION AND COMMUNICATION. (3 Credits)
Explores how cultural differences and international settings affect business communication and negotiation—key skills for managers who seek to get solutions accepted and implemented. The dimension of culture is used to increase the student-managers’ self-awareness and reflection and to build flexibility in their conceptual understandings and skills. Emphasizes specific strategies, styles and techniques that help the negotiator/communicator.
Attributes: ABGS, ABIB.

MGGB 7616. TRAINING AND DEVELOPMENT. (3 Credits)
An introduction to preparing, offering, and evaluating interventions for personnel training and organizational development. Topics include needs assessment, adult learning, instructional design, and transfer of training from the corporate classroom to the work site.

MGGB 7617. ASSESSMENT IN HUMAN RESOURCES. (3 Credits)
Prepares students to conduct measurements, assessments, and reports of human resources programs and practices. Topics include job analysis, organizational development surveys, compensation reviews, organizational culture, and benchmarking.

MGGB 7618. ORGANIZATION THEORY. (3 Credits)
While discussion of business is often couched in economic terms, more often than not business is influenced by sociological and psychological factors. In this class, you will study the key dimensions of what is known as “Macro OT” (sociological perspectives) and “Micro OT” (psychological perspectives). Macro OT coverage will include Institutional Theory (legitimacy, certifications, and isomorphism), Network Theory (structure, position, tie type and network dynamics), and Social Movement Theory & Media Construction (performances). Micro OT coverage will include Search Theory and Organizational Learning Theory (exploration vs. exploitation), Decision-making Biases (confirmation bias, anchoring, etc.) and Agency Theory (monitoring and incentive alignment). Other Meso Theoretical Constructs covered include Identity, Myths and Artifacts, Roles and Deviance/Conformity.

MGGB 7619. LEADING ORGANIZATIONAL CHANGE. (3 Credits)
Students learn to analyze organizational environments to identify challenges and constraints, to understand stakeholders’ attitudes about the status quo, to understand and manage change according to several change models, and to align business strategies with organizational systems and structures. Elements of strategy, planning, and implementation are included.

MGGB 7621. STUDIES IN QUALITY MGMT. (3 Credits)
Applies knowledge of Quality Management to actual human systems, either at the place of students’ employment or elsewhere. Working individually or in teams, students prepare Quality Management-related studies and present their final reports to faculty members or client companies. Prerequisites: MGGB 7605 and MGGB 7610.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7622. CONSULTING SKILLS. (3 Credits)
Students develop the skills involved in each phase of the consultation process: contracting with clients, gathering critical performance data, diagnosing the information for improvement opportunities, providing feedback to the client, and building strategies for intervention. This course prepares students for different types of client-consultant relationships, internally and externally.

MGGB 7623. CONTEMPORARY ISSUES IN HR. (3 Credits)
This course provides an in-depth exploration of a current topic, issue, or practice in the area of strategic human resource analysis. The course uses cases, readings, and applied exercises to examine the topic and its implications for HR practice.

MGGB 7625. TEAM DYNAMICS. (3 Credits)
Focuses on examining and developing interpersonal skills consistent with modern business’s evolution toward an integrated, self-managing, team-oriented structure. This structure emphasizes group problem-solving, interpersonal communication and leadership among peers. There are two face-to-face class sessions. The rest of the class is taught through asynchronous online modules. Prerequisite: MG 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7626. BIMBA: GLOBAL POLICY. (4.5 Credits)

MGGB 7635. INTL DIMENSIONS OF BUS. (3 Credits)
Uses case studies to explore various strategies of participation in the global business environment and the ways in which multinational corporations and transnational cooperative ventures create new managerial challenges and opportunities. Prerequisites: MGGB 6613 and FNGB 6411.
Attribute: ABIB.
Prerequisites: (MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070) and (FNGB 6411 or GBA Waiver Fin Environment with a score of 070).

MGGB 7637. ENTREPRENEURIAL MINDSET. (1.5 or 3 Credits)
Focuses on the initiation and development of the first stages of a new business. Students are required to search out business opportunities and develop a business plan. Examines the particular problems of new business start-ups, emphasizing financing arrangements. (Former title Entrepreneurship and New Business Ventures)
Attributes: ABEP, ABGS.
MGGB 7638. CAREER MANAGEMENT. (3 Credits)
Helps students plan and control their personal and career development by surveying theoretical concepts and research findings. Through discussions, case analyses and interpretation of diagnostic tests, students acquire the personal insights necessary to complete a self-assessment and career/life plan.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7641. BRITISH ECONOMY & BREXIT. (3 Credits)
This intensive course is designed to give students an in-depth understanding of Brexit including the implications for the British economy and the companies that operate in it. Students meet three times as a class in preparation for travel to England, scheduled for May 10-20, 2017. This course may count toward a Finance or Management concentration. Please see your program director or dean-adviser for further registration information.

MGGB 7642. MOTIVATION & MANAGEMENT. (3 Credits)
Concentrates on prominent theories of motivation, as well as implementation skills needed to deal with issues such as evaluation and feedback, compensation and incentives and cultural and group influences. Emphasizes intrinsic Motivation Theory, referring to the innate desire to be effective at one’s job. Uses day-to-day exchanges with employees, including those apparently suffering from a lack of motivation. Reviews current research linking managerial styles and group productivity. Prerequisite: MGGB 6613.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7660. STRATEGY. (3 Credits)
MBA CORE COURSE Focuses on defining an organization’s mission, establishing its objectives, developing strategies for achieving those objectives and assuring implementation and continual updating of long-term plans. This course integrates the knowledge and skills developed in the core courses. (Previous title: Business Policy)
Mutually Exclusive: MMGB 7660.

MGGB 7661. STRATEGY. (3 Credits)
This course introduces the strategic management framework integrating the perspectives of different functional areas in understanding a firm’s performance. Learning goals involve the development of diagnostic reasoning skills, the practice of strategy communication skills and the application of a toolkit to analyze issues relevant to the development of an appropriate strategy for a firm. Lectures, case studies and project work are part of the pedagogy of this course.

MGGB 7670. MGMT OF HUMAN RESOURCES. (3 Credits)
Studies the personnel function in private and public organizations from the viewpoint of the manager. Topics include recruiting, employment, wage and salary administration, management development, performance appraisal, job evaluation and design, career development, employee turnover, manpower planning, training and affirmative action.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7671. INDUSTRY ANA & STRAT PLN. (3 Credits)
Discusses techniques for analyzing the long-term attractiveness of different industries and develops a framework to understand the nature of competition and the relative competitive position of firms within industries. Emphasizes global factors that affect industry attractiveness and competitive positioning. In particular, highlights the impact of differences in and the competitive advantages of nations and trade, as well as the development of global standards for the long-term profit potential of industries. While this course emphasizes the industry level, it also includes competitive factors of firms within industries to introduce a framework for strategic planning at the firm level.
Attribute: ABIB.

MGGB 7673. STRATEGY IMPLEMENTATION. (3 Credits)
Addresses how managers turn strategy into reality. Increasing evidence suggests that the best companies in globally competitive industries excel through superior implementation of strategy more often than through possession of a superior strategy. Key issues addressed include the acquisition, allocation, and use of resources; organizing for performance; selecting and motivating individuals; and controlling strategy implementation. Prerequisite: MGGB 6627.
Attributes: ABEP, ABGS, ABIB.
Prerequisites: MGGB 6627 or GBA Waiver Operations Mgmt with a score of 070.

MGGB 7675. STRATEG MGMT INNOV & TEC. (3 Credits)
Investigates the theoretical and practical issues of managing innovations and technology to achieve competitive advantage. Case studies provide an understanding of how technologically-dependent organizations succeed. Prerequisites: MGGB 6627 and FNGB 6411 and MKGB 6710.
Attribute: ABEB.
Prerequisites: (MGGB 6627 or GBA Waiver Operations Mgmt with a score of 070) and (FNGB 6411 or GBA Waiver Fin Environment with a score of 070) and (MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070).

MGGB 7677. SYST DYNAMICS (IB). (3 Credits)
Introduces the group model-building process that world-class firms use to improve their institutional learning and performance. Role-playing games and live case studies challenge participants’ strategic thinking about global transformations. Course participants build very user-friendly graphical computer models of International Business (IB) strategic situations to generate new insight about transnational strategy design and implementation. Prerequisite: MGGB 6613.
Attributes: ABGS, ABIB.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.
MGGB 7678. STRAT MGMT GLOBAL SUPPLY CHAIN. (3 Credits)
Increased globalization, the growth of the Internet and the potential for e-commerce have changed the way firms compete. Innovations in the management of supply chains have given rise to new business models and new sources for value creation in a firm. Collaborative information technology-enabled commerce (e-commerce) is likely to change conventional thinking regarding supply chains. Supply chain management (SCM) represents a philosophy of doing business that stresses processes and integration. It is a system approach to managing the entire flow of information, materials, and services from raw materials suppliers through factories, warehouses and distribution channels to the end-customer. Managers must understand how to optimize the value-creating potential of supply chains by understanding how they work, the impact of new technologies, and their design/redesign. This course prepares students for these tasks and covers operational coordination within a firm; inter-function, inter-firm, and international coordination; the role of new information technologies; and the role of supply chain intermediaries. This is a team-taught course featuring lectures, cases, and simulations. Prerequisite: MGGB 6613.
Attributes: ABGS, ABIB.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 7679. SYSTEM DYNAMICS II (IB). (3 Credits)
Introduces the group model-building process that world-class firms use to improve their institutional learning and performance. Role playing games and live case studies challenge participants’ strategic thinking about global transformations. Course participants build very user-friendly graphical computer models of international Business (IB) strategic situations to generate new insight about transnational strategy design and implementation.

MGGB 7699. SPEC TOPICS IN SYS MGMT. (1.5 to 3 Credits)
Offered from time to time, this course permits faculty and students to explore a management systems topic of particular interest. The specific topic and prerequisites are announced at the time the course is offered.

MGGB 7811. MANAGEMENT INTERNSHIP. (1 to 3 Credits)
This course is intended for students with a Management internship for this trimester that wish to receive academic credit for it. The course will begin with an orientation session and will be followed by additional meetings with students. The course instructor will provide additional details to enrolled students.

MGGB 8000. CROSS-CULTURAL MGMT. (1.5 to 4.5 Credits)

MGGB 8610. SEMINAR IN MANAGEMENT. (3 Credits)
Offered from time to time, this seminar is designed to give advanced students opportunities to conduct integrative research, writing, and discussion on selected issues in managing complex organizations. Under faculty supervision, in-depth studies are conducted by students, either individually or in groups. May be offered for fewer than three credits. Prerequisites: MGGB 6613 AND TWO MANAGEMENT SYSTEM ELECTIVES.
Prerequisites: MGGB 6613 or GBA Waiver Fundamentals Mgmt with a score of 070.

MGGB 8999. INDEPENDENT STUDY. (0 to 3 Credits)