MANAGEMENT SCIENCE (GRADUATE) (MGGB)

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.

MGGB 76AB. PERSONAL LEADERSHIP DEVELOPM'T. (3 Credits)
This course will explore emotional intelligence and leadership with an emphasis on self awareness and self management. Various instruments will be used to help students define clearly their personality, motive profile, signature strengths, values and belief systems. Once a level of self awareness is achieved, we will turn to self management to help students make choices that enhance their lives, improve their leadership and make better career decisions.

MGGB 76AD. QUANT METH & DECISION ANALYSIS. (3 Credits)
A study of quantitative methods and decision making analysis.

MGGB 76AE. TURNAROUND 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.

MGGB 76AG. MANAGING INNOVATION CHANGE. (3 Credits)
This course is geared towards deepening the understanding of the challenges, the techniques and the burdens associated with initiating and implementing major change in an organization.

MGGB 76AI. MANAGING TRANSNATIONAL FIRM. (3 Credits)
Organizations are complex systems. Different theories of designing structure and processes of such organizations are presented. The elements of the global competitive environment within which such organizations operate and ways of relating to this environment.

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 from 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.

MGGB 76AS. BOARDS&C-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.

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. Attribute: ABGS.

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.

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 techno-scientific 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.

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?.

Updated: 04-12-2019
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" model of 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.

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 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.

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.

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.

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)
Enterpreneurship 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 mgmt.

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.

Attributes: ABBC, ABER ABFO.
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 76BU. DESIGN THINKING. (3 Credits)
Design thinking is an iterative problem-solving process of discovery, ideation, and experimentation that, when combined with business models, provides decision-makers with effective tools for innovation and transformation. This hands-on course will guide students in the use of a variety of design-based tools and techniques to clarify and solve human-centered organizational, business, and public service challenges.

MGGB 76BV. LEADING THE SUSTAINABLE BUSINESS ORGANIZATION. (3 Credits)
This course will outline current challenges and opportunities of modern, sustainable business management. It will focus on leadership opportunities for the advanced business student and highlight best and emerging practices of leadership in the 21st century (incl. Tesla, Unilever, Patagonia and social enterprise).

MGGB 76BW. APPLIED INNOV CONSULTING. (3 Credits)
This course is a real-life consulting engagement for students with a leading Fair trade company (Fairtrasa). Its CEO, Patrick Struebi will present real-life challenges his company is facing and selected student teams will work on developing innovative solutions guided by peers and faculty. This course is a capstone for the management consulting concentration, the social innovation concentration, as well as the sustainable business minor.

MGGB 76BX. SOCIAL INNOV MASTER CLASS. (3 Credits)
This class is a special offering for students deeply interested in understanding and experiencing the promise of social innovation. In partnership with leading global organizations like the Schwab Foundation, Ashoka, and the World Economic Forum students will learn from global leaders in the field how social innovation can shape business strategy for the 21st century.

MGGB 76BY. LEADING FOR IMPACT. (3 Credits)
Have you ever wondered why Tesla, Patagonia and Toms have achieved such remarkable success while generating positive impact for society? This course focuses on social innovation and how businesses can generate social and environmental impact, besides being financially sustainable. Students in this course will learn about the world’s most pressing challenges and how new business models such as sharing economy (Uber, AirBnB), circular economy, IOT, etc. can create innovative solutions that generate positive impact for millions. Students will be provided with a comprehensive overview of the latest social business models and how their own creative ideas may be turned into a viable business venture. This course includes Community Engaged Learning (CEL) and students will be working on projects with community partners.

MGGB 76BZ. MANAGING HUMAN PERFORMANCE. (3 Credits)
This course examines compensation theory and practice, including strategic compensation planning as well as the development and management of compensation/reward systems, such as direct wages, indirect payments, and employee benefits. Topics include: economic and behavioral theories of compensation; job-based and knowledge-based pay systems; individual, group/team, and organizational performance pay plans; employee benefits; pay equity; executive compensation; and system administration and implementation issues.

MGGB 76CA. ACCOUNTING CONTROLS. (3 Credits)
The primary focus of the class will be on the use of data-driven analytics to help managers make key operating and strategic decisions. A secondary focus will be on the use of data-driven analytics for the purpose of internal control.

MGGB 76CB. SUSTAINABLE BUS MASTER CLASS. (3 Credits)
This three-credit intensive will help prepare students to be leaders in the rapidly emerging world of sustainable business. The world today is in crisis: 65 million refugees on the move, fleeing climate change and failed states; the climate crisis has thrown millions into collapse, and will get far worse; we are living in the sixth great extinction, with millions of species going extinct; inequality is so bad that 8 men have as much wealth as the bottom 3.5 billion people on earth… These and related crises are threatening economies across the planet, and business everywhere.

MGGB 76CD. Soft Skills for Success. (3 Credits)
This course will seek to build knowledge and skills in seven management areas which are considered critical to long-term career success: influence, leadership, self-awareness, self-management, negotiation, conflict resolution, and team dynamics. These skills increase in importance as you get promoted and your career success has more to do with nontechnical business skills than it does with functional or technical skills (marketing, finance, accounting, IS, etc).

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.

Attribute: ABGS.

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.

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.

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.
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/life 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 their 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”.

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. 
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 disseminate 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.

MGGB 869H. TEAM DYNAMICS. (1.5 Credits)
This course is designed to help students understand teams, to be a more productive team member, build and lead teams, and manage team conflict. While the theory aspects of the course come from organization theory and organization behavior, the practice component involve face to face and virtual team interactions, where students experience the relevance of key group dynamics concepts.

MGGB 869J. MANAGING INNOVATION & CHANGE I. (1.5 Credits)
Today’s firms are faced with a number of unique challenges that demand an increasing pace, volume and complexity of organizational changes. Firms have to learn to manage incremental innovations and change, and rapidly respond to disruptive innovations and discontinuous change. This course is geared towards understanding the organization behavior component of the challenges, techniques and burdens associated with initiating and implementing major change in an organization.

MGGB 869K. MANAGING INNOVATION & CHANGE II. (1.5 Credits)
Today’s firms are faced with a number of unique challenges that demand an increasing pace, volume and complexity of organizational changes. Firms have to learn to manage incremental innovations and change, and rapidly respond to disruptive innovations and discontinuous change. This course is geared towards understanding the strategy component of the challenges, techniques and burdens associated with initiating and implementing major change in an organization.

MGGB 6610. 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 6613. LEADING PEOPLE & ORGANIZATION. (3 Credits)
FT MBA CORE/PMBA FLEX 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 FLEX 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 capacity planning, project planning, scheduling and control, material and inventory management and just-in-time production. 
Mutually Exclusive: MMGB 6627.

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

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. 
Attribute: ABEP.

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 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.

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

MGGB 7637. ENTREPRENEURIAL MINDSET. (1.5 or 3 Credits)
This hands-on course is designed to guide students through the necessary steps of developing, testing and launching a new business idea, with an emphasis on embracing an entrepreneurial mindset that is transferable to any role or industry. Projects are customizable to accommodate the needs/demands of students and where they are on their personal entrepreneurial journey. Contemporary methodologies (i.e. Lean Startup) and technology tools are incorporated to build and manage the startup process from concept to market launch. Attributes: ABEP, ABGS. Prerequisite: MGGB 6613.

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.

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 7660. STRATEGY. (3 Credits)
FT MBA CORE/ PMBA FLEX 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.

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 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 8999. INDEPENDENT STUDY. (0 to 3 Credits)