**MANAGEMENT**

The management curriculum provides students with a thorough understanding of the principles of management within the historical and ethical framework of a classical liberal arts education. Major themes include international business, continual process improvement, personal development and leadership, negotiations, entrepreneurship, and sustainability.

Faculty research projects involve leadership, team dynamics, trust, process improvement, technological change and innovation, systems theory, statistical theory, healthcare dynamics, humanistic management and sustainability, and managerial judgment and decision-making. Faculty members often invite individual students to participate in research projects.

Students who are majoring in business administration have several options for the study of management. They may select a primary concentration or secondary concentration in management, which prepares them for a wide range of opportunities: working as managers in large corporations, entering family businesses, or pursuing an M.B.A. or law degree, to name only a few. Business administration majors also may consider the primary concentration in entrepreneurship, which is housed within the management area. This program teaches not only the skill sets needed to launch a viable business but also the creative mind-set and "entrepreneurial thinking" that will serve students well in any business field and in companies large and small.

Gabelli School students of any major may choose to pursue the management area’s minor in sustainable business. Offered in collaboration with Fordham College and Rose Hill, the sustainability minor emphasizes social justice and teaches students how to conduct business that balances “people, planet, and profit.” A significant sub-component is Fordham’s Fair Trade program, an international service-learning effort that teams Fordham students with businesspeople in Bolivia, Kenya, and India for the benefit of those in developing nations.

**How courses are counted**

Students must note the following rules, implemented in fall 2013, for how courses are counted. A student may count a maximum of one class in fulfilling more than one purpose—that is, toward any combination of major, minor, or primary or secondary concentration. For example, only one economics class could count toward both a finance major and an economics minor; any additional economics class would count toward the finance major OR the economics minor, but not both. Similarly, one management class could count toward both a primary concentration in management and a minor in sustainable business, but any subsequent management class would not count toward both. Any exceptions to these rules will be posted within the specific area major, minor, or concentration requirements.

**For more information**

View the Management Area web pages.

**Programs**

- Concentration in Business of Healthcare
- Concentration in Entrepreneurship
- Concentration in Management
- Concentration in Social Innovation

**Courses**

**Sustainable Business Minor**

**Courses**

- MGBU 2142. STATISTICAL DECISION-MAKING. (3 Credits)
- MGBU 3223. PRINCIPLES OF MANAGEMENT. (3 Credits)
  This course introduces the student to the management process within an organization. Special emphasis is placed on the role of the first line supervisor in balancing, coordinating and integrating individual and organizational needs. Other subjects covered are the development of management thought, the role of the supervisor as a decision maker and the processes of planning, organizing, leading and controlling organizational activities.
  **Attribute:** BUMI.
- MGBU 3226. SPECIAL TOPIC: EXPLORING ENTREPRENEURSHIP. (3 Credits)
  An introductory course that allows students to discover and grasp the nuances of entrepreneurship—particularly how to think, feel, and act differently—which are the three cornerstones of the new Entrepreneurship program. Using a variety of reading assignments, case studies, and interactive projects, students will learn how to identify and evaluate potential business ideas, push the limits of their imagination and creativity, challenge the status quo, and learn to embrace change.
  **Attributes:** ENT, NMDD.
  **Prerequisites:** MGBU 3223 or MGBU 3222 or MGBU 3224.
- MGBU 3227. SPECIAL TOPIC: INNOVATION AND RESILIENCE. (3 Credits)
  This course focuses on the process of innovation, including the resilience required to weather inevitable ambiguity, risk, mistakes, and even failures along the journey. Topics include: identifying opportunities, managing creativity, evaluating ideas, decision making in uncertain environments, resilience.
  **Attributes:** ENT, NMDD.
  **Prerequisite:** MGBU 3226.
- MGBU 3228. SPECIAL TOPIC: EXECUTING ENTREPRENEURIAL VISION. (3 Credits)
  An action-oriented course that requires students to a) develop and continually improve upon a solid-but dynamic-business plan, and b) go beyond the classroom to launch a new venture. This course should be taken as the capstone course of the Entrepreneurship concentration as it integrates what has been learned and built in previous courses and challenges students to transform their business ideas into legitimate businesses.
  **Attribute:** ENT.
  **Prerequisite:** MGBU 3226.
- MGBU 3233. ST:START-UP VENTURE EXPERIENCE. (3 Credits)
  Intern duty and weekly seminar during which students analyze their work experience with a faculty member. Selected readings, case analysis, and written projects. The course will be taught in a business incubator, and include interaction with startup entrepreneurs. The focus will be real world exposure to the issues and uncertainty that exists for a startup with limited resources.
  **Attribute:** ENT.
- MGBU 3234. ST:HOW TO CHANGE THE WORLD. (3 Credits)
  Do you long to live with meaning and purpose, applying your talents to what really matters to yourself and the world? This class explores "mission" in life through social entrepreneurship to make this world a better place. We will examine sustainable businesses, fair-trade and mission-driven leaders, while exploring our own missions.
  **Attribute:** ENT.
MGBU 3235. ST: INSIDE TECH VENTURES. (3 Credits)
This experiential course is designed to give students the opportunity to gain an in-depth look and understanding of tech-based ventures from inception to exit. The merging of Entrepreneurship and Technology is - and will continue to be - the foundation of business for the foreseeable future. The course includes a one week intensive in Silicon Valley (required) hosted by NASDAQ Entrepreneurial Center. The overall objective is for students to be better prepared to take on a leadership role in a tech-based venture to maximize profitability and impact.

Attribute: ENT.

MGBU 3236. ST: The Start Up Called You: Unleashing Your Leadership Potential. (3 Credits)
Choosing a meaningful career or “discovering one’s calling” can be a challenging and tricky process requiring self-awareness and leadership skills to navigate one’s path to career success. In this course, a follow up to The Principles of Management, students learn theoretical frameworks and research-based methodologies and techniques to address these challenges effectively. Course objectives include skill improvement in utilizing insights regarding one’s talents and career aspirations to create a personal brand, conveying one’s unique value as well as improvement in networking and opportunity creation.

Prerequisite: MGBU 3223.

MGBU 3237. ST: LEADERSHIP FORUM. (1.5 Credits)

MGBU 3430. SPECIAL TOPIC: SUSTAINABLE BUSINESS. (3 Credits)
Foundations of Sustainable Business. This course will provide a general overview of the problems and opportunities provided by the challenges of sustainable management. Students will learn what it means to manage for planet, people and profit simultaneously. In the first part of the class, students will be exposed to the context of business in the 21st century and learn how strategies of the 20th century need to be rethought. In the second part of the class, students will examine the traditional perspectives on the organization (business) and how it needs to be rethought to successfully address the challenges of sustainable management. We will examine business strategy, supply chain management, and the supporting functions of finance, accounting, marketing, communications and information technology.

Attributes: ENST, ENT.

MGBU 3433. INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT. (3 Credits)
An advanced treatment of issues, problems and techniques in personnel management. Findings from the behavioral sciences are applied to the problems and practices of human resource management in organizations. The course utilize small group and organization-theory as frameworks for analyzing the latest methods in the areas of selection, training, compensation, collective bargaining and performance measurement.

MGBU 3436. Capitalism and Its Alternative. (3 Credits)
What is the philosophical foundation of capitalism? What are the viable alternatives to capitalism? This course considers answers to these questions from the fields of economics, political theory, and humanistic management. Authors covered include Adam Smith, Milton Friedman, and FA Hayek.

MGBU 3438. OPERATIONS AND PRODUCTION MANAGEMENT. (3 Credits)
The operations function within an organization is responsible for managing the process flow that an organization has to use to produce a product, deliver a service, or both. Operations managers are responsible for the design, the daily operation, and the improvement of these processes. This course provides an introduction to the field of operations management: to understand the key decisions and to see how these decisions directly impact an organization’s competitiveness and market performance. Pre-requisite: MGBU 2142. STATISTICAL DECISION-MAKING.

Prerequisites: MGBU 2142 or HPCB 4703 or ECON 2142.

MGBU 3441. INTRO HEALTH CARE SYSTEMS. (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.

Prerequisites: MGBU 3223 or MGBU 3222 and MGBU 3224.

MGBU 3442. ST: 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.

MGBU 3446. SPECIAL TOPIC: SOCIAL ENTREPRENEURSHIP. (3 Credits)
This course discusses ways of creating social value through the principles of entrepreneurship. Social entrepreneurship is a rapidly developing movement that is blurring the boundaries between government, business, and the NGO sector. Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem, spread the solution, and change the system by persuading entire societies to take new leaps. We study examples of successful social entrepreneurs, such as Mohammad Yunus (Noble Laureate, 2006), and identify patterns that promote positive social change. We will also engage in Social Business Plan writing based on the students’ project ideas.

Attributes: ENT, PJST.
MGBU 3447. ST:CURRENT TOPICS 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.
Prerequisite: MGBU 3441.

MGBU 3448. HEALTH BUSINESS PRACTICUM. (3 Credits)
This course offers students concentrating in Healthcare Management to do an internship at an approved healthcare institution or conduct research on a specific topic at Gabelli’s Global Healthcare Innovation Management Center.
Prerequisite: MGBU 3441.

MGBU 3450. RESEARCH IN MANAGEMENT: MANAGING PROFESSIONAL RELATIONSHIPS. (3 Credits)
This course introduces students to research in impression management within the organizational behavior field in management. It aims to improve students’ understanding of scholarly research effort in defining impression management concepts, theories, methodological techniques, and findings, as well as to improve students’ analysis and usage of impression management in the workplace. This course is also designated as Fitness Integrated Learning (FIL), which is an innovative way of teaching and learning course material while students are engaged in a physical activity of spinning. The class will take place in the Spinning studio at the McGinely Center. Students will be riding stationary bikes at their own effort level throughout the duration of the class.
Prerequisite: MGBU 3223.

MGBU 3451. ST: TEAM DYNAMICS. (3 Credits)
This course is designed to help students understand team dynamics, be a more productive team member, build teams, lead teams, and address team challenges. Through a combination of lectures and team-based activities, students will learn about concepts such as team design, team performance, team identity, decision making, conflict in teams, creativity, leadership, and diversity in teams.

MGBU 3454. ST: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.
Attribute: ENT.

MGBU 3550. ST:FILM,CHARACTER&LEADERSHIP. (3 Credits)
This course uses the inherent power of the cinema to better clarify the topics of character and character-based leadership.
Prerequisites: MGBU 3223 or (MGBU 3222 and MGBU 3224).

MGBU 3552. ST: 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.

MGBU 3560. ST: STUDY TOUR ITALY. (3 Credits)
This course is designed to provide students with an opportunity to combine academic study of international business and on-site corporate visits to international firms and exchange markets. International visitations provide students with the ability to observe the implementation of business theories into practice. Students are further enriched by cultural trips to renowned landmarks of Florence/Rome, Italy coupled with opportunities to experience other regions of the country.
Attribute: GLBB.
Prerequisite: MGBU 3223.

MGBU 3562. ST: SINGAPORE GLOBAL IMMERSION:
ENTREPRENEURSHIP, INNOVATION AND ECONOMIC DEVELOPMENT. (3 Credits)
Innovation is generally believed to be a major driver of economic growth and development as it may increase the output of an economy for a given level of input. Entrepreneurs play an important role in translating technological inventions into commercially viable innovations, thereby contributing to economic growth and development. While this account of economic development seems simple enough to understand by policymakers, countries significantly vary in terms of prosperity and economic development.

MGBU 4001. FAIR TRADE AND MICROFINANCE. (3 Credits)
This course examines the structure of Fair Trade as an alternative form of commerce which specifically expresses solidarity with the poor. The course is concerned with running all aspects of a small Fair Trade business. The class acts as employees on a team which seeks to make profit sustainably, yet effectively. Readings support a greater understanding of the realities of poverty.
Attributes: ENT, GLBB, PJST.

MGBU 4003. SPIRITUALITY AND FAIR TRADE. (3 Credits)
This course is designed to ignite a spiritual awareness of economic injustice which ultimately motivates action, large or small. We begin by exploring the mechanisms of poverty, and looking at alternative forms of commerce. We look at why Fair Trade is able to answer some of the human rights issues associated with poverty. Readings highlight spiritual leaders from the past, and the models for action that their life stories provide. How should business students evaluate their lives and their careers? What might "solidarity with the poor" mean, in a variety of contexts.
Attributes: GLBB, PJST.

MGBU 4004. ENTREPRENEURSHIP AND FAIR TRADE. (3 Credits)
This course focuses on the entrepreneurial response to economic injustice, as expressed in the Fair Trade movement. The class will be divided into teams, to consult with emerging Fair Trade businesses in the New York area, ongoing throughout the semester. Against this backdrop we will learn from problem solving methods of entrepreneurs who have involved themselves with using business structures as a means of fighting poverty.
Attributes: ENT, GLBB, PJST.
MGBU 4005. ST: FAIR TRADE ENTREPRENEURSHIP. (3 Credits)
Fair trade is a global response to social injustice and poverty. Whether it is capital for "startups" or markets for fair trade coffee, the fair trade movement promotes socially and environmental responsibility business practices here and abroad. This course reviews the fair trade movement's successes and failures to find alternatives to business as usual that reduce poverty and build a sustainable global economy. Students focus on country specific examples of fair trade and microfinance social innovation that reduce poverty by creating viable livelihoods. Marketing, insurance, finance and management can all be applied to build a socially just and sustainable global economy. "We urgently need a humanism capable of bringing together the different fields of knowledge, including economics, in the service of a more integral and integrating vision" Pope Francis argues in his recent Encyclical Letter, this course explores this vision.
Attributes: ENT, PJST.

MGBU 4441. STRATEGY. (3 Credits)
This integrated course brings together the student's previous study of the functional areas of business. The course focuses on the activities of the chief executive's top management group in defining the objectives and goals of the organization and in developing programs for the achievement of those goals. Major attention is devoted to the sophisticated, contemplative action of top-level decision makers.

MGBU 4443. SPECIAL TOPIC: PERSONAL LEADERSHIP. (3 Credits)

MGBU 4476. ST: CROSS CULTURAL NEGOTIATION. (3 Credits)
This course exposes students to the legal, ethical, and practical challenges of negotiating globally. It develops negotiation skill sets and enhances appreciation of the impacts of cultural difference and international institutional settings on business negotiations. Case-based simulations offer the opportunity to refine in practice the concepts learned in reading and films. Students will emerge from the course better prepared to work in multi-cultural teams and business settings.
Attributes: GLBB, INST.

MGBU 4488. ST: SPORTS MANAGEMENT. (3 Credits)
An in-depth treatment of special topics in sports management, that integrates the sport industry and strategic management, will be explored through the use of case studies, lectures, and projects. Sport management programs that train people for positions in such areas as professional sports, coaching, college athletics, fitness centers, officiating, marketing, and sporting goods manufacturing will be highlighted.

MGBU 4507. PROJECT MANAGEMENT. (3 Credits)
This course provides the project management skills needed to develop information and communications systems on time and within budget. It concentrates on methods and issues of organizing, planning and controlling projects, and the use of computer-based project management tools.

MGBU 4999. INDEPENDENT STUDY. (1-3 Credits)