Management

Advising Office
203 Peterson Hall

Department of Management courses prepare students for the challenges of managerial responsibility in private and public organizations. They are useful for students who want to develop general management skills that can be applied in a variety of contexts, ranging from new business start-ups to global businesses. Management courses also serve students who are concentrating in other areas of business and who recognize the importance of developing management and leadership skills to enhance their chances for career advancement. Courses focus on such critical management and leadership skills as launching new business ventures, negotiation and conflict resolution, managing in dynamic and changing environments, and international management.

The entrepreneurship concentration prepares students for careers in entrepreneurially driven firms. Examples include new and rapidly growing firms, technology-oriented firms, and family businesses. Special attention is given to venture creation, the unique problems encountered by firms that are growing, and the way sound business principles and strategies can be adapted to fit this environment.

Faculty

Ron C. Bramhall, senior instructor (persuasive communication, team development, experiential education); director, Lundquist College of Business Honors Program. BS, 1989, Texas, Arlington; MBA, 2000, Oregon. (2003)

Allan G. Cochrane, instructor (entrepreneurship, venture planning, leadership development). BS, 1970, Roberts Wesleyan. (2008)

Thomas L. Durant, instructor (entrepreneurship, strategic planning, global business management).BS, 1972, MBA, 1974, Southern California; MA, 2006, George Fox Evangelical Seminary. (2010)

David T. Dusseau, Tykeson Professor in Business; senior instructor (organizational behavior, international management). BS, 1975, Ohio State; MBA, 1985, PhD, 1992, Oregon. (1992)

Ralf A. Heidl, assistant professor (strategic management, technology entrepreneurship, innovation networks). HBSc, 1990, Brock; MS, 2000, Pennsylvania State; PhD, 2010, Washington (Seattle). (2015)

Elizabeth Hjelm, senior instructor (business strategy, performance measurement, strategy implementation). BA, 1980, Notre Dame; MMgmt, 1982, Northwestern. (2003)

Jennifer Howard-Grenville, associate professor (organizational change, environmental management, institutional and cultural processes). BSc, 1990, Queen's (Kingston, Ontario); MA, 1992, Oxford; PhD, 2000, Massachusetts Institute of Technology. (2007)

Charles Kalnbach, senior instructor (organizational leadership, organizational performance improvement, instructional technology). BA, 1991, Thomas Edison State; MS, 1995, Indiana, Bloomington; MEd, 2008, Nova Southeastern. (2003)

Lauren Lanahan, courtesy assistant professor (innovation, business policy, entrepreneurship). BA, 2006, Reed College; MA, 2013, PhD, 2015, North Carolina, Chapel Hill. (2015)

Steven J. Mayer, instructor (human resource management, leadership). BS, 1966, Brigham Young; MBA, 1970, Eastern Michigan; PhD, 1988, Oregon. (2005)

Andrew J. Nelson, associate professor (technology management, entrepreneurship, organization theory). BA, 1998, Stanford; MS, 2000, Oxford; PhD, 2007, Stanford. (2008)

Anne Parmigiani, associate professor (strategic management, supply-chain management, entrepreneurship). BS, 1987, MBA, 1996, Pennsylvania State; PhD, 2003, Michigan, Ann Arbor. (2004)

Michael V. Russo, Lundquist Professor of Sustainable Management (corporate policy and strategy, environmental management). BS, 1979, Columbia; MS, 1980, Stanford; MBA, 1986, PhD, 1989, California, Berkeley. (1989)

Ronald Severson, senior instructor (business communication, cross-cultural studies). BA, 1979, Willamette; MA, 1989, Oregon; PhD, 1999, Utah. (1996)

Joshua Skov, instructor (life-cycle assessment, clean energy finance, carbon accounting). BA, 1992, Yale; MA, 1994, Washington (Seattle); MA, 1997, California, Berkeley. (2009)

William H. Starbuck, courtesy professor in residence (organizational design, decision processes, research methods). AB, 1956, Harvard; MS 1959, PhD, 1964, Carnegie Institute of Technology. (2005)

Tina Starr, instructor (international human resource management, organizational behavior). BS, 2000, Derby; MS, 2001, PhD, 2006, Nottingham. (2011)

Jeffrey J. Stolle, senior instructor (ethics, critical thinking). BA, 1990, St. Thomas (Minnesota); MA, 1994, Vanderbilt; PhD, 2001, Oregon. (2007)

David T. Wagner, assistant professor (organizational behavior, organizational psychology), BS, 2002, MAc, 2004, Brigham Young; PhD, 2009, Michigan State. (2014)

Emeriti

Warren B. Brown, professor emeritus. BS, 1955, Colorado; MS, 1957, Stanford; MS, 1959, PhD, 1962, Carnegie-Mellon. (1967)

Alan D. Meyer, professor emeritus. BA, 1968, MBA, 1970, Washington (Seattle); PhD, 1978, California, Berkeley. (1984)

Peter K. Mills, professor emeritus. BS, 1970, MBA, 1971, California State, Long Beach; PhD, 1978, Stockholm; PhD, 1980, California, Irvine. (1995)

Richard T. Mowday, professor emeritus. BS, 1970, San Jose; MS, 1972, PhD, 1975, California, Irvine. (1977)

Richard M. Steers, professor emeritus. BA, 1967, Whittier; MBA, 1968, Southern California; PhD, 1973, California, Irvine. (1975)

James R. Terborg, professor emeritus; Chambers Chair in the College of Business; James H. Warsaw Academic Director. BA, 1970, Calvin; MS, 1972, Eastern Michigan; PhD, 1975, Purdue. (1980)

The date in parentheses at the end of each entry is the first year on the University of Oregon faculty.

- **Bachelor of Arts: Business Administration**
- **Bachelor of Science: Business Administration**

- **Minor in Business Administration**

Undergraduate Programs

Academic Requirements

To earn an undergraduate degree in the Lundquist College of Business, a student must be an admitted major in good academic standing with the college and the university. Two sets of requirements must be completed: general university requirements and college requirements.

The college is firmly committed to an undergraduate degree program in business based on a solid foundation in the arts and sciences. Students may not earn two majors in the Lundquist College of Business; in other words, a student who has an undergraduate degree in business administration cannot earn another undergraduate degree from the college. See the **Bachelor's Degree Requirements** section of this catalog for specific requirements for bachelor's degrees and for general-education and university requirements.

Students must satisfy the upper-division business core and major requirements in effect when they are admitted as majors.

For a more detailed explanation of requirements for majors, students should pick up the undergraduate degree programs handout in the Advising Office.

Business Premajor Admission

New students planning to earn a bachelor's degree in the Lundquist College of Business enter the university as business premajors. Transfer students and university students from other majors may become business premajors by submitting a Request for Addition or Deletion Major form, available in the Advising Office. Students who seek premajor status in business should meet with an advisor in the college if their GPA is below 3.00. Business premajors typically are not eligible to take most 300- and 400-level business courses. Business premajor status does not guarantee admission to the accounting or business administration major.

Business premajors typically spend the first two years fulfilling general education and premajor requirements.

Premajor Requirements

Junior Standing

Course work of 90 or more credits must be complete.

GPA Requirement

A 3.00 cumulative grade point average in all college course work including transfer work must be earned. The college includes all course work when calculating the cumulative GPA for admission to the major

English Competence

International students must have a Test of English as a Foreign Language (TOEFL) score of at least 575 (paper-based test), 233 (computer-based test), 89 (Internet-based test), an International English Language Testing System (IELTS) score of 7.0, or have completed the Academic English for International Students (AEIS) program.

Holistic Review

Students who have taken all required business premajor course work but fall slightly below the minimum GPA requirements may be considered for admission under a holistic review process. For more details, interested students may visit an academic advisor in 203 Peterson Hall.

Business Premajor Courses

Core Courses [1]		
BA101	Introduction to Business	4
ACTG211	Introduction to Accounting I	4
ACTG213	Introduction to Accounting II	4
EC201	Introduction to Economic Analysis: Microeconomics	4
EC202	Introduction to Economic Analysis: Macroeconomics	4
Additional Courses [2]		
Select one of the following:		8
WR121 &WR122	College Composition I and College Composition II	
WR121 &WR123	College Composition I and College Composition III	
BA240	Managing Business Information	4
MATH241–242	Calculus for Business and Social Science I-II	8
MATH243	Introduction to Methods of Probability and Statistics	4
Total Credits		**44**

1. A3.00 GPA and a minimum grade of C– in core courses are required for admission to the major. Premajor requirements must be taken for letter grades. If a graded course is repeated, both course grades are counted in computing the cumulative GPA, but only the second grade is used in calculating the core GPA. Core courses may be repeated only once.
2. Must be taken for letter grades and passed with grades of C– or better.

Application to the Major

Students must submit a formal application for admission to the major. Students apply for major status one term before they plan to take upper-division business courses.

Applications are due the first week of the term for admission the following term. To be eligible for admission as a major, a student must apply before the term deadline. Applications are not accepted during summer session. Application forms are available on the college website. Students who are completing their final term of business premajor requirements may submit applications.

Bachelor of Arts Degree Requirements

Upper-Division Core

FIN311	Economic Foundations of Competitive Analysis	4
MKTG311	Marketing Management	4
FIN316	Financial Management	4
MGMT321	Managing Organizations	4
BE325	Global, Legal, Social Environment of Business	4
OBA330	Business Statistics	4

OBA335	Operations Management	4
OBA340	Business Information Systems	4
BA352	Leadership and Communication	4
BA453	Business Strategy and Planning	4
Total Credits		**40**

Upper-division core courses typically are completed during junior year.

Business Administration Requirements

Seven business courses from at least three business departments [1]	
General-education requirements	54
Nonbusiness breadth requirement courses [2]	24
Global context courses [3]	12
Total Credits	**90**

1. Four of the courses may be taken in one concentration area. Concentrations are optional and do not appear on UO academic transcripts or diplomas.
2. Courses should be an interrelated and coherent set consistent with the student's career goals. A nonbusiness minor meets this requirement, as does two years of language study. Nonbusiness breadth plans must be approved and on file in the Advising Office; assistance in planning individualized programs is available in the advising office.
3. Courses focus on international, cultural, historical, political, economic, or social issues of a geographic region and the culture of one country or region other than the student's native country. Language courses beyond the first year satisfy this requirement. Global context plans must be approved by an advisor in the Advising Office.

Concentration: Entrepreneurship

MGMT335	Launching New Ventures	4
ACTG340	Accounting for Entrepreneurs	4
MKTG445	Entrepreneurial Marketing	4
MGMT455	Implementing Entrepreneurial Strategies	4
Total Credits		**16**

Bachelor of Science Degree Requirements

Upper-Division Core

FIN311	Economic Foundations of Competitive Analysis	4
MKTG311	Marketing Management	4
FIN316	Financial Management	4
MGMT321	Managing Organizations	4
BE325	Global, Legal, Social Environment of Business	4
OBA330	Business Statistics	4
OBA335	Operations Management	4
OBA340	Business Information Systems	4
BA352	Leadership and Communication	4
BA453	Business Strategy and Planning	4
Total Credits		**40**

Upper-division core courses typically are completed during junior year.

Business Administration Requirements

Seven business courses from at least three business departments [1]	
General-education requirements	54
Nonbusiness breadth requirement courses [2]	24
Global context courses [3]	12
Total Credits	**90**

1. Four of the courses may be taken in one concentration area. Concentrations are optional and do not appear on UO academic transcripts or diplomas.
2. Courses should be an interrelated and coherent set consistent with the student's career goals. A nonbusiness minor meets this requirement, as does two years of language study. Nonbusiness breadth plans must be approved and on file in the Advising Office; assistance in planning individualized programs is available in the advising office.
3. Courses focus on international, cultural, historical, political, economic, or social issues of a geographic region and the culture of one country or region other than the student's native country. Language courses beyond the first year satisfy this requirement. Global context plans must be approved by an advisor in the Advising Office.

Concentration: Entrepreneurship

MGMT335	Launching New Ventures	4
ACTG340	Accounting for Entrepreneurs	4
MKTG445	Entrepreneurial Marketing	4
MGMT455	Implementing Entrepreneurial Strategies	4
Total Credits		**16**

Definitions, Limitations, and Policies

Transfer Students

The sequential nature of this program requires careful academic planning. Students who want to transfer to the college are encouraged to meet with an advisor in the Lundquist College of Business early in their academic careers. Studentsare admitted to the university as business premajors. Once admitted, they may apply for major status in accordance with the procedure described. Applications are due the first Friday of the term for admission the following term.

Second Bachelor's Degree

A student who has a bachelor's or master's degree in a field of business administration may not earn a second bachelor's degree in business. Students who have earned a nonbusiness degree and want a second degree in a field of business must be admitted to the university as postbaccalaureate nongraduate students. Second-degree candidates must meet the same admission requirements and follow the same application process described.

Students retain business premajor status until admission requirements are completed or waived because of completed course work. Second-degree students must complete the same upper-division requirements as first-degree candidates. The Second Bachelor's Degree section of this catalog, under **Bachelor's Degree Requirements** , lists university

requirements for a second bachelor's degree; the Advising Office has information about Lundquist College requirements.

Residence Requirement

Students must complete a minimum of 44 upper-division credits in regularly scheduled Lundquist College of Business courses. With the department head's approval, credits may be transferred from other accredited institutions, independent study, or approved courses in other departments.

Grading

Premajor required courses and upper-division courses must be taken for letter grades and passed with grades of C– or better. See the **Registration and Academic Policies** section of this catalog for an explanation of the university's grading systems.

Upper-Division Courses

Courses for the minor are open to nonmajors, and courses for the certificate in international business communication are open to students whose native language is not English. Only admitted majors in the Lundquist College of Business may enroll in all other 300- and 400-level business courses.

Continuous Progress

Students who do not attend the university for an extended period of time after being admitted as a major may be required to reapply for admission and fulfill current major requirements if the UO Catalog for the last year of attendance has expired. See Catalog Expiration and Requirements Policies in the **Reader's Guide to the Catalog** (http://catalog.uoregon.edu/archive/2015-2016/readersguide) **.**

Business Administration Minor

All professions and organizations, public and private, operate according to business principles. Earning a minor in business administration prepares students to participate in organizational conversations and become leaders within their future professions. The minor in business administration is open to students from all majors other than business administration and accounting. Completing the minor requires 24 credits of course work, which can be completed in one academic year.

Students can declare a minor in business administration online at the college's website, where a checklist of requirements can be found. Advising assistance is available in the Advising Office.

To be admitted to the minor program, students must have a 2.00 cumulative GPA. Twelve upper-division credits must be taken in the Lundquist College of Business. Upper-division business courses must be taken for letter grades. Students must earn a C– or better in all courses taken for a letter grade to fulfill minor requirements. When minor requirements have been completed and notification of application for a degree has been received from the Office of the Registrar, the student is cleared for the minor.

Lower Division		
BA101	Introduction to Business	4
ACTG211	Introduction to Accounting I	4
orBA215	Accounting: Language of Business Decisions	
Upper Division		
BA315	Economy, Industry, and Competitive Analysis	4
BA316	Management: Creating Value through People	4
BA317	Marketing: Creating Value for Customers	4
BA318	Finance: Creating Value through Capital	4
Total Credits		**24**

- **Master of Business Administration**
- **Master of Arts**
- **Master of Science**
- **Doctor of Philosophy**

Graduate Programs

Master of Business Administration

302 Peterson Hall
Lillis Business Complex
541-346-3306
541-346-0073 fax

The Lundquist College of Business MBA degree embodies the college's emphasis on interdisciplinary study, experiential learning, research excellence, and a supportive learning environment.

True to this interdisciplinary focus, the MBA curriculum consists of four tracks: innovation and entrepreneurship, finance and securities analysis, sports business, and sustainable business practices. Building on a common core of foundational courses in accounting, decision sciences, finance, management, and marketing, students must choose one of these curricular tracks when applying to the program.

The four tracks of the MBA curriculum are aligned with the college's centers—the Lundquist Center for Entrepreneurship, the Finance and Securities Analysis Center, the Center for Sustainable Business Practices, and the James H. Warsaw Sports Marketing Center. The centers not only promote research collaboration among faculty members from different departments, but they also facilitate student interactions with industry professionals and provide practical, real-world learning opportunities. These include internships, business planning ventures, competitions, and one- or two-term consulting projects in the second year. In addition, the Leadership and Communication Center works with students on professional skills assessment, leadership, and team dynamics as well as presentation and other communication skills, beginning with an extended orientation.

Strong faculty engagement and the state-of-the art facilities of the Lillis Business Complex create an ideal learning environment. An emphasis on group work ensures that students get to know one another and their instructors well. In addition, a strong cohort model aids in developing solid working relationships and strong friendships. Finally, students may choose to enhance their international education by studying abroad in the summer on the Engaging Asia tour.

Virtually all MBA students come to the university with work experience; the average is four years. About one-third are women; two thirds hold a nonbusiness bachelor's degree; and one-fifth are international students. The program draws students from across the United States and twelve to fifteen countries.

Two years of full-time study are needed to earn the minimum of 76 credits required for the degree. See **Accelerated Program** for information about

the nine- or eleven-month accelerated program. See **Administration of the Master's Degree Programs** for admission requirements.

Accelerated Program

The accelerated master's degree program is intensive, allowing outstanding undergraduate business majors from an institution accredited by the Association to Advance Collegiate Schools of Business (AACSB International) to earn an MBA degree in nine or eleven months (three or four terms) by taking fifteen courses (a minimum of 45 credits) in three or four terms. Applicants should have full-time work experience. Students must choose one of the four tracks listed above. Admission is accepted for fall, winter, or spring terms.

Oregon Executive MBA

David Boush, Executive Director
200 SW Market St., Suite L101
Portland, Oregon 97201
503-276-3622
866-996-3622 toll free
503-276-3626 fax
oemba.uoregon.edu
oemba@uoregon.edu (oemba@oemba.uoregon.edu)

The University of Oregon offers the two-year Oregon Executive Master of Business Administration (OEMBA) Program for employed mid- to senior-level executives. Classes are held in Portland one full day a week, seventeen Fridays and seventeen Saturdays per academic year. In addition to meeting standard admission criteria, applicants to this program must have substantial managerial experience and corporate sponsorship. Courses are open only to students who apply and are admitted to this program.

Master of Science or Master of Arts

The primary master's degree offered by the Lundquist College of Business is the MBA. The MS and MA degrees are awarded exclusively to students who are enrolled in a PhD program. The MA degree requires competence in a second language. The program leading to the MS or MA degree (in disciplines other than accounting) allows more specialization than the MBA program and may be adapted to a student's particular needs. The requirements are as follows:

1. Completion of the AACSB International core areas as specified by the department in the Graduate School of Management in which the majority of specialization takes place. For students without academic preparation in business, completion of the common body of business knowledge usually amounts to satisfying the MBA core courses. The manner in which this requirement is satisfied is determined by the student in consultation with his or her program committee and subject to approval
2. Completion of a minimum of 45 graduate credits beyond the MBA core courses. These should include the following:
   a. A minimum of 18 credits of course work in the primary area of specialization. A majority of this work should be taken in the college. However, specialization is defined by a subject of study and is not limited to courses offered by one department or by the Graduate School of Management
   b. A minimum of 12 credits of course work in a secondary area of study either in the Graduate School of Management or in a related field
   c. A maximum of 15 credits in electives. A maximum of 9 credits of Thesis 503-can be taken at the option of the student and the program committee. For students choosing to complete a thesis, the number of credits taken for the thesis is deducted from the required number of elective credits
   d. A minimum of 27 graduate credits taken in the Graduate School of Management
3. Approval of the proposed program of study by a program committee of at least two faculty members. At least one faculty member must be from the department in which the majority of specialization courses are taken:
   a. The composition of the program committee must be approved by the director of doctoral programs
   b. An approved program of study must be submitted before any courses beyond the common body of business knowledge can be taken.
4. If a thesis is undertaken, approval is required by a thesis committee of at least two faculty members. At least one faculty member must be from the department in which the majority of specialization courses is taken
   a. The composition of the thesis committee must be approved by the director of doctoral programs. The thesis committee may have different members than the program committee
   b. A thesis proposal must be approved in writing by all members of the thesis committee and submitted to the assistant dean for graduate programs before substantial work is undertaken on the thesis
   c. In case of disagreement between thesis committee members over the acceptability of the thesis, the issue is resolved by an ad hoc committee of at least three faculty members appointed by the head of the department in which the majority of specialization courses has been taken
5. Computer competence. Details of this requirement appear under **Undergraduate Programs**

Doctoral Programs

Faculty research encompasses organizational change, supply-chain relationships, technology strategy, entrepreneurship, and sustainability.

The student's program must satisfy the requirements of the Graduate School and the following requirements of the Lundquist College of Business.

The doctoral program requires four to five years of work while in residence on the Eugene campus.

PhD Degree Requirements

Nine doctoral courses [1]	
Five or more graduate-level statistics courses [2]	
Three graduate-level economics, mathematics, or behavioral science courses [3]	

1. The department specifies the courses. At least three courses must be taken at the University of Oregon after admission to the doctoral program.
2. Grades of mid-B or better are required; none of these courses may be taken pass/no pass. These courses may be taken outside the Lundquist College of Business. At least three courses must be completed at the university after admission to the doctoral program.

[3] Courses in these areas of study are subject to final approval by the student's advisory committee and the director of doctoral programs. Each course used to meet this area requirement must be passed with a grade of mid-B or better, and at least two courses must be completed at the university after admission to the doctoral program.

Competence in Specialty

Studentsare expected to master the literature and techniques in their area of concentration, prepare to write an acceptable dissertation, and perform high-quality research. Competence is demonstrated by passing a departmental written comprehensive examination and by successfully completing one or more required research papers. The department specifies the number of required papers. To be eligible to take a comprehensive examination, students must have completed most of the course work required in the area.

Competence in Statistics and Research Methods

If the department requires an examination in statistics and research methods, it is administered and graded by a committee that includes at least two decision sciences faculty members appointed by the director of doctoral programs.

Examinations

Students must pass one written comprehensive examination in their area of concentration. Examinations are graded *high pass*, *pass*, or *no pass*. For examinations given in separate and predesignated parts, the grade may apply to each subpart. All grades are outright; a conditional pass is not permitted.

In the event of failure, a student may be allowed to retake a comprehensive examination or predesignated subpart one time, at the discretion of the department in which the student is majoring. Normally, the examination or predesignated subpart should be retaken during the term following the initial attempt, but it may be taken no sooner than two months after the initial attempt. Failure to pass the comprehensive examination or a subpart on the second attempt results in automatic termination from the PhD program.

Advancement to Candidacy

The student is advanced to candidacy for the PhD degree after satisfying the preceding requirements and upon recommendation by his or her advisory committee to the Lundquist College of Business and to the Graduate School. Advancement must occur no later than three years after the student’s entry into the doctoral program.

Dissertation

The student must complete a dissertation embodying the results of research and showing evidence of originality and ability in independent investigation. The dissertation must show mastery of the literature and techniques, be written in creditable literary form, and make a contribution to knowledge.

The student is responsible for formation of a dissertation committee, subject to approval by the Lundquist College of Business and the Graduate School of the university. This committee includes at least three regular faculty members of the college and at least one member from outside the college. The chair of the committee serves as the student’s primary dissertation advisor. Before the dissertation topic is accepted by the dissertation committee, the student makes a public oral presentation and defense of the research proposal and design. When the topic is accepted by the committee, a copy of the proposal, signed as approved by the committee, is placed in the candidate’s file.

The dissertation must be completed within four years of the student’s advancement to candidacy. Upon petition to and approval by the PhD program committee and the Graduate School, this period may be extended for one year. Failure to complete the dissertation within this time period invalidates the student’s comprehensive examinations and advancement to candidacy. The student must successfully defend the completed dissertation in a public oral examination and defense before the dissertation committee.

Grade Point Average (GPA)

The student must maintain a cumulative GPA of 3.00 or higher in graduate courses.

Termination from Program

A student’s participation in the PhD program may be terminated under one or more of the following conditions:

- failure to make satisfactory progress toward advancement to candidacy
- a GPA below 3.00 for two consecutive terms
- failure to complete a dissertation within four years after advancement to candidacy

The decision to terminate will be made by the director of the PhD program after consultation with the PhD coordinator and faculty members of the department in which the student is majoring.

A student dropped from the program is notified in writing, with reasons for termination clearly explained, and a copy of the letter is placed in the student's file. The student has the right to appeal the termination decision by submitting a petition to the senior associate dean for academic affairs.

Waivers

Waiver of any of the above requirements is permitted only in exceptional instances and with the approval of the candidate’s program committee, the PhD program committee, and the director of PhD programs. Under no circumstances can requirements of the Graduate School be waived by the Lundquist College of Business.

- **International Business Communication letter of mastery**
- **Certificate in Global Management**

International Business Communication

International students may earn a letter certifying mastery in international business communication. This program, directed by Ron Severson, is open to all undergraduate international students of any major; the two cross-cultural courses are open to domestic students as well.

BA361	Cross-Cultural Business Communication	4
BA362	Effective Business Writing	4
BA363	Effective Business Presentations	4
BA364	International Business Research	4
BA365	Cross-Cultural Negotiation	4
Total Credits		**20**

Certificate in Global Management

Lundquist College of Business students may earn a certificate in global management. Study abroad is highly recommended. Additional information is available in the Advising Office.

FIN463	International Finance	4
MGMT420	Managing in a Global Economy	4
MKTG470	International Marketing	4
Approved nonbusiness courses relating to an international theme		24
Two years college-level language study		
Total Credits		**36**

Courses

MGMT199. Special Studies: [Topic]. 1-5 Credits.
Repeatable.

MGMT321. Managing Organizations. 4 Credits.
Roles of managers in planning, organizing, leading, and controlling organizations in a competitive global environment. Students cannot receive credit for both MGMT 321 and MGMT 321H.

MGMT321H. Managing Organizations. 4 Credits.
Explores principles of management in the context of current management practice. Nature of the manager's job in dynamic and complex environment. Cases, group project and intensive class interaction. Students cannot receive credit for both MGMT 321 and MGMT 321H.
Prereq: open only to students in the LCB honors program.

MGMT335. Launching New Ventures. 4 Credits.
Skills, behaviors, and knowledge necessary for creating and growing new ventures. Evaluating opportunities, developing growth strategies, obtaining venture financing, intellectual property, and building a management team.
Prereq: MGMT 321.

MGMT401. Research: [Topic]. 1-21 Credits.
Repeatable.

MGMT405. Reading and Conference: [Topic]. 1-21 Credits.
Repeatable.

MGMT406. Special Problems: [Topic]. 1-4 Credits.
Repeatable.

MGMT407. Seminar: [Topic]. 4 Credits.
Repeatable.

MGMT409. Practicum: [Topic]. 1-21 Credits.
Repeatable.

MGMT410. Experimental Course: [Topic]. 1-4 Credits.
Repeatable.

MGMT415. Human Resources Management. 4 Credits.
Management of employee relations by an organization. Hiring and developing a productive work force in the context of the legal and competitive environment.
Prereq: MGMT 321.

MGMT416. Organizational Development and Change Management. 4 Credits.
Organizational leaders face an accelerating pace of change in information technology, markets, and consumers. Focuses on how leaders create and sustain these organizational changes.
Prereq: BA 352, MGMT 321.

MGMT417. Negotiation Strategies. 4 Credits.
Introduction to negotiation theory, distributive and integrative bargaining techniques, and alternative dispute resolution. Uses workshop format for in-class negotiation simulations.
Prereq: MGMT 321.

MGMT420. Managing in a Global Economy. 4 Credits.
Economic, political and cultural challenges facing international managers. Topics include developing competitive global strategies and organizations, international negotiations, building strategic alliances, cross-cultural teams, and international staffing.
Prereq: MGMT 321 or equivalent.

MGMT455. Implementing Entrepreneurial Strategies. 4 Credits.
Focuses on turning an idea into a serious business venture. Students research new business opportunities and become skilled in developing business tools and processes to carry out venture launch strategies.
Prereq: ACTG 340, MGMT 335, MKTG 445.

MGMT503. Thesis. 1-16 Credits.
Repeatable.

MGMT510. Experimental Course: [Topic]. 1-4 Credits.
Repeatable.

MGMT601. Research [Topic]. 1-16 Credits.
Repeatable.

MGMT603. Dissertation. 1-16 Credits.
Repeatable.

MGMT605. Reading and Conference: [Topic]. 1-16 Credits.
Repeatable.

MGMT607. Seminar: [Topic]. 1-5 Credits.
Repeatable.

MGMT608. Special Topics: [Topic]. 1-16 Credits.
Repeatable.

MGMT609. Practicum: [Topic]. 1-16 Credits.
Repeatable.

MGMT610. Experimental Course: [Topic]. 1-5 Credits.
Repeatable. Recent topics include Sustainable Business Development and Venture Launch.

MGMT612. Managing Individuals and Organizations. 3 Credits.
Design of high-performance organizations and internal systems. Analysis of team dynamics and group decision-making. Study of individual cognitive and leadership styles.

MGMT614. Strategic Management. 3 Credits.
Analysis of industries and companies, development of competitive and cooperative strategies, analysis of the special demands of alternative social, technological, and international contexts.

MGMT615. Leadership. 3 Credits.
Development of skills managers need to be effective leaders in organizations, including communicating, problem-solving, influencing, motivating, delegating, and resolving conflict.

MGMT620. Managing Global Business. 3 Credits.
Focuses on the problems of operating across multiple political and cultural boundaries. Possible topics include corporate strategy, the role of multinational corporations, and international joint ventures.

MGMT623. Negotiation. 3 Credits.
Negotiation theory including distributive and integrative bargaining techniques, economic complements, game theory, and alternative dispute resolution. Extensive in-class negotiation simulations.

MGMT625. New Venture Planning. 3 Credits.
Students identify and research a business opportunity; develop and present a professional start-up business plan that includes market, competitor, cash flow, and financial analyses. Meyer, Swangard, Upson.

MGMT635. Opportunity Recognition. 3 Credits.
Introduces the fundamentals of entrepreneurship, providing the tools necessary to successfully identify a true opportunity and to start and develop a new organization. Open only to MBA and MActg majors.

MGMT640. Sustainable Business Development. 3 Credits.
Focuses on corporate environmental management, drawing on economic and policy models, strategic analysis, and use of business cases. Issues facing small and mid-sized companies stressed.

MGMT641. Industrial Ecology. 3 Credits.
Takes a systems approach to the design and manufacture of products and delivery of services with minimized ecological impact.

MGMT670. Research Methods in Organizations. 3 Credits.
Procedures for interpreting behavioral research in organizational settings. Design of research projects, including problem definition, theory building, selection of a sample measurement, data analysis, and ethical considerations.
Prereq: MGMT 611 or equivalent.

MGMT690. Management Proseminar. 1 Credit.
Contemporary issues in management research. Includes visiting speakers, resident faculty members, and doctoral students discussing their research.