# Management

Anne Parmigiani, Department Head
Undergraduate 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 startups 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

Eric Boggs, instructor; director, honors program. BA, 2001, Lewis and Clark College; MA, 2010, Pacific; MS, 2011, Oregon. (2017)

Ryan Cabinte, instructor. BA, 1996, Yale; JD, 2001, Boston; MBA, 2010, Presidio Graduate School. (2017)

Neil Chinn, instructor (communications and leadership, business strategy, human resource management). BA, 1973, Leicester; certificate of higher education, 1974, Loughborough; MS, 1979, MBA, 1992, Oregon. (2013)

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

Michael Crooke, Avamere Professor of Practice. BS, MBA, Humboldt State; PhD, 2008, Claremont Graduate. (2012)

Thomas L. Durant, senior instructor (global business management; market, product, and technology development). BS, 1972, MBA, 1974, Southern California; MA, 2006, George Fox Evangelical Seminary. (2010)

David Dusseau, senior instructor. BS, 1975, Ohio State; MBA, 1985, PhD, 1992, Oregon. (1984)

David Garten, instructor. BS, 1982, Trinity College; MS, 1984, Rensselaer Polytechnic Institute; MBA, 1987, Massachusetts Institute of Technology. (2009)

Kate A. Harmon, instructor (entrepreneurship, venture planning); undergraduate program manager, Lundquist Center for Entrepreneurship. BFA, BA, 1993, MFA, 1997, Ohio. (2015)

Ralph A. Heidl, associate professor (collaborative networks, innovation management). MS, 1994, MS, 2000, Pennsylvania State; PhD, 2010, Washington (Seattle). (2015)

Elizabeth Hjelm, senior instructor, Edwin E. and June Woldt Cone Professor of Marketing (benchmarking and best practice, financial process analysis and redesign). BA, 1980, Notre Dame; MMgmt, 1982, Northwestern. (2003)

Charles Kalnbach, senior instructor (generations in the workplace, Myers-Briggs type indicator). BA, 1991, Thomas Edison State; MS, 1995, Indiana, Bloomington; EdD, 2008, Nova Southeastern. (2003)

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

Nathan Lillegard, instructor (early-stage finance and operations, new venture development); program manager, Lundquist Center for Entrepreneurship. BA, 1998, MBA, 2006, Oregon. (2012)

Reut Livne-Tarandach, assistant professor (compassion, organizational change processes, creativity). BA, 2000, Ben-Gurion; MSc, 2004, Technion–Israel Institute of Technology; PhD, 2012, Boston College. (2012)

Izabel Loinaz, instructor (greening sports and events); director, Center for Sustainable Business Practices. BA, 1997, San Francisco State; MBA, 2012, Presidio Graduate School. (2015)

Farhad Malekafzali, instructor. PhD, 1994, Wisconsin-Madison. (2012)

Mohan Nair, instructor. BS, 1980, MS, 1982, Oregon. (2015)

Andrew Joel Nelson, associate professor (commercialization of university research, diffusion networks and network analysis); Randall C. Papé Chair in Entrepreneurship and Innovation; academic director, Lundquist Center for Entrepreneurship; associate vice president, entrepreneurship and innovation. BA, 1998, Stanford; MSc, 2000, Oxford; PhD, 2007, Stanford. (2008)

Anne Parmigiani, Tykeson Professor (firm capabilities, interfirm relationships). BS, 1987, MBA, 1996, Pennsylvania State; PhD, 2003, Michigan, Ann Arbor. (2004)

David Preston, instructor. BA, 1977, Kalamazoo College; MBA, 1983, Chicago; PhD, 1997, Oregon. (2013)

Michael V. Russo, professor (corporate policy and strategy, environmental management); academic director, Center for Sustainable Business Practices. BS, 1979, Columbia; MS, 1980, Stanford; MBA, 1986, PhD, 1989, California, Berkeley. (1989)

Ronald Severson, senior instructor (cross-cultural negotiation, cultural studies). BA, 1979, Willamette; MA, 1987, 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 (decision-making, organizational learning). AB, 1956, Harvard; MS, 1959, PhD, 1964, Carnegie Institute of Technology. (2005)

Tina Starr, senior instructor (business management, expatriates). BSc, 2000, Derby; MSc, 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, associate professor (mood and emotion, sleep and work); coordinator, doctoral program. BS, 2002, MAcc, 2004, Brigham Young; PhD, 2009, Michigan State. (2014)

Ed Warnock, instructor. BS, 1968, Arizona; MA, 1993, Antioch. (2011)

Nicole L. Wilson, instructor (personality, individual differences, self-regulation). BA, 1999, MS, 2001, Oregon; PhD, 2008, Washington (Seattle). (2015)

Peter A. Younkin, assistant professor. BA, 1999, Columbia; PhD, 2010, California, Berkeley. (2018)

Kate P. Zipay, assistant professor. BS, 2008, Florida State; MAcc, 2009, South Florida; PhD, 2018, Georgia. (2018)

## Emeriti

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

Alan Downing Meyer, professor emeritus. BA, 1968, MBA, 1970, Washington (Seattle); PhD, 1978, California, Berkeley. (2009)

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; James H. Warsaw Academic Director, James H. Warsaw Sports Marketing Center. 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**
- **Concentration in Entrepreneurship**
- **Minors**

# 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 typically 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.

Admitted 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.
- **Cumulative GPA Requirement**. Guaranteed admission requires a 3.00 cumulative grade point average in college course work, including transfer work. The college includes all course work when calculating the cumulative GPA for admission to the major.
- **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.
- **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.

## First-Year Direct Admission

Direct admission is only offered to first-year students who are entering in the fall term and list their intended major as business administration. The University of Oregon considers a number of factors when making direct admissions decisions, including high school GPA, strength of academic course work, test scores, and ability to enhance the diversity of the university. Students selected for direct admission will need to complete the lower-division course requirements but will not need to apply to the major like other students interested in business administration or accounting.

## Business Premajor Courses

Premajor core business courses must be taken at the University of Oregon.

In addition, international students are required to take Academic English for International Students (AEIS) courses or produce English language proficiency test scores (575 on the TOEFL paper-based test, 89 on the TOEFL internet-based test, or 7.0 in the IELTS).

| Code | Title | Credits |
|---|---|---|
| **Core Courses** [1] | | |
| BA 101 | Introduction to Business | 4 |

| | | |
|---|---|---|
| ACTG 211 | Introduction to Accounting I | 4 |
| ACTG 213 | Introduction to Accounting II | 4 |
| EC 201 | Introduction to Economic Analysis: Microeconomics | 4 |
| EC 202 | Introduction to Economic Analysis: Macroeconomics | 4 |
| **Additional Courses** [2] | | |
| BA 240 | Managing Business Information | 4 |
| MATH 241 | Calculus for Business and Social Science I | 4 |
| MATH 243 | Introduction to Methods of Probability and Statistics | 4 |
| Select one of the following: | | 8 |
| WR 121 & WR 122 | College Composition I and College Composition II | |
| WR 121 & WR 123 | College Composition I and College Composition III | |
| Total Credits | | 40 |

1. A 3.00 cumulative GPA (including both UO and transfer course work) and a minimum grade of C– in core courses are required for guaranteed admission to the major. Premajor requirements must be taken for letter grades. The university limits retaking of courses in which a P or mid-C or better is earned; a petition is required. When repeating a core course, only the second grade is used in calculating the core GPA. Core courses may be repeated only once (including marks of W, N, F, D, C–).
2. Must be taken for letter grades and passed with grades of C– or better.

## Application to the Major

Students seeking admission through the standard pathway must submit a formal application for admission to the major one term prior to enrolling in upper-division business courses. Typically this takes place in the term they are completing their lower-division requirements. To be eligible for admission as a major, a student must apply before the term deadline. Applications are due the first week of the term for admission the following term. Applications are not accepted during summer session. Students who are completing their final term of business premajor requirements may submit applications.

The following documents are required for admission:

1. Completed application form (https://business.uoregon.edu/ug/apply/major)
2. Academic transcripts or proof of enrollment
3. A cover letter and résumé
4. Short answer essays

## Bachelor of Arts in Business Administration Degree Requirements

### Upper-Division Core

| Code | Title | Credits |
|---|---|---|
| BA 308 | Leadership and Communication | 4 |
| BA 325 | Business Law and Ethics | 4 |
| BA 453 | Business Strategy and Planning | 4 |
| FIN 311 | Economic Foundations of Competitive Analysis | 4 |
| FIN 316 | Financial Management | 4 |
| MGMT 321 | | 4 |
| MKTG 311 | Marketing Management | 4 |
| OBA 311 | Business Analytics I | 4 |
| OBA 312 | Business Analytics II | 4 |
| OBA 335 | Operations Management | 4 |
| Total Credits | | 40 |

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

### Business Administration Requirements

| Code | Title | Credits |
|---|---|---|
| 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

| Code | Title | Credits |
|---|---|---|
| MGMT 335 | Launching New Ventures | 4 |
| ACTG 340 | Accounting for Entrepreneurs | 4 |
| MKTG 445 | Entrepreneurial Marketing | 4 |
| MGMT 455 | Implementing Entrepreneurial Strategies | 4 |
| Total Credits | | 16 |

## Bachelor of Science in Business Administration Degree Requirements

### Upper-Division Core

| Code | Title | Credits |
|---|---|---|
| BA 308 | Leadership and Communication | 4 |
| BA 325 | Business Law and Ethics | 4 |
| BA 453 | Business Strategy and Planning | 4 |
| FIN 311 | Economic Foundations of Competitive Analysis | 4 |
| FIN 316 | Financial Management | 4 |
| MGMT 321 | | 4 |
| MKTG 311 | Marketing Management | 4 |

| | | |
|---|---|---|
| OBA 311 | Business Analytics I | 4 |
| OBA 312 | Business Analytics II | 4 |
| OBA 335 | Operations Management | 4 |
| Total Credits | | 40 |

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

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| 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. Students are 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 Undergraduate 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. Accounting majors must complete all upper-division accounting courses at the University of Oregon.

## 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/2019-2020/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, accounting, and general social science with a concentration in applied economics, business, and society. Completing the minor requires 24 credits of course work, which can be completed in one academic year.

Students may 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 Office of Undergraduate Advising.

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.

| Code | Title | Credits |
|---|---|---|
| BA 101 | Introduction to Business [1] | 4 |
| BA 215 | Accounting: Language of Business Decisions [2] | 4 |
| BA 315 | Economy, Industry, and Competitive Analysis | 4 |
| BA 316 | Management: Creating Value through People | 4 |
| BA 317 | Marketing: Creating Value for Customers | 4 |
| BA 318 | Finance: Creating Value through Capital [3] | 4 |
| or FIN 316 | Financial Management | |
| Total Credits | | 24 |

1. Must be taken before the other required minor courses.
2. Must be taken before Finance: Creating Value through Capital (BA 318).
3. Financial Management (FIN 316) may be substituted by economics majors who have maintained a 3.00 GPA.

## Entrepreneurship Minor

The minor in entrepreneurship is intended for nonbusiness students who want to learn about innovation processes and the managerial and leadership skills required to create a new venture. The entrepreneurship minor gives students the opportunity to envision, develop, test, and build a for-profit or nonprofit venture working within an interdisciplinary framework of exploration and self-discovery. The minor in entrepreneurship is open to students from all majors except business administration, accounting, and general social science with a concentration in applied economics, business, and society. Completing the minor requires 24 credits of course work, which can be completed in one academic year.

Students may declare a minor in entrepreneurship online at the college's website (https://business.uoregon.edu/ug/minors/entrepreneurship), where a checklist of requirements can be found. Advising assistance is available in the Office of Undergraduate Advising.

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.

| Code | Title | Credits |
|---|---|---|
| BA 101 | Introduction to Business [1] | 4 |
| MGMT 335 | Launching New Ventures | 4 |
| MKTG 445 | Entrepreneurial Marketing | 4 |
| ACTG 340 | Accounting for Entrepreneurs | 4 |
| Two elective courses from an approved list | | 8 |
| Total Credits | | 24 |

1. Must be taken before the other required minor courses

## Sports Business Minor

The sports business minor develops skills in teamwork, writing, and oral communications with an emphasis on providing core business competencies to those pursuing sports industry–related careers. The minor is intended to provide baseline business skills and knowledge to students who are not intending to pursue a sports business career per se, but rather are pursuing sports-related professional paths in which business acumen is a supporting skill (e.g., sports journalist, sports psychologist, sportswear designer). The minor in sports business is open to students from all majors except business administration, accounting, and general social science with a concentration in applied economics, business, and society. Completing the minor requires 24 credits of course work, which can be completed in one academic year.

Students may declare a minor in sports business online at the college's website (https://business.uoregon.edu/ug/minors/sports-business), where a checklist of requirements can be found. Advising assistance is available in the Office of Undergraduate Advising.

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.

| Code | Title | Credits |
|---|---|---|
| BA 101 | Introduction to Business [1] | 4 |
| BA 316 | Management: Creating Value through People | 4 |
| BA 317 | Marketing: Creating Value for Customers | 4 |
| Two sports business (SBUS) courses approved by an advisor. | | 8 |
| One elective course from an approved list. | | 4 |
| Total Credits | | 24 |

1. Must be taken before the other required minor courses.

## Four-Year Degree Plan

*The degree plan shown is only a sample of how students may complete their degrees in four years. There are alternative ways. Students should consult their advisor to determine the best path for them.*

## Bachelor of Arts in Business Administration

| Course | Title | | Credits Milestones |
|---|---|---|---|
| **First Year** | | | |
| **Fall** | | | |
| BA 101 | Introduction to Business | Aim for a B or higher. Review the holistic requirements for admission to the major and establish a plan for developing these traits | 4 |

| | | | |
|---|---|---|---|
| BA 199 | Special Studies: [Topic] | Academic Residentia Community or FIG seminar. Attend study abroad and club fairs in first quarter | 1 |
| MATH 111 | College Algebra | Beginning math course may change per placement or transfer work | 4 |
| TLC 199 | Special Studies: [Topic] (Study Skills Workshop) | | 1 |
| First term of first-year second-language sequence | | Two years (six terms) of a language can fulfill both Non-Business Breadth and Global Context requirements for business major | 5 |
| | Credits | | 15 |
| **Winter** | | | |
| EC 201 | Introduction to Economic Analysis: Microeconomics | Aim for a B or higher. Get involved in a club or activity | 4 |
| Second term of first-year second-language sequence | | Use Career Services to write an evidence-based cover letter and resume | 5 |
| MATH 241 | Calculus for Business and Social Science I | Meet with a Lundquist Academic advisor to make a long-term plan | 4 |
| WR 121 | College Composition I | | 4 |
| | Credits | | 17 |
| **Spring** | | | |
| EC 202 | Introduction to Economic Analysis: Macroeconomics | Aim for a B or higher. Access resources for additional academic success (TLC, tutoring) | 4 |
| Third term of first-year second-language sequence | | Consider applying for the job shadow program | 5 |
| MATH 242 | Calculus for Business and Social Science II | | 4 |
| WR 122 or WR 123 | College Composition II or College Composition III | Plan to attend the spring career fair to network and learn | 4 |
| | Credits | | 17 |
| | Total Credits | | 49 |

| Course | Title | | Credits Milestones |
|---|---|---|---|
| **Second Year** | | | |
| **Fall** | | | |
| ACTG 211 | Introduction to Accounting I | Aim for a B or higher. Meet an advisor regarding progress toward admission (203 Peterson) | 4 |
| MATH 243 | Introduction to Methods of Probability and Statistics | Take a leadership role in club or activity | 4 |

| | | | |
|---|---|---|---|
| First term of second-year second-language sequence | | Learn to use Duck Connect | 4-5 |
| Social science course that also satisfies a multicultural requirement | | | 4 |
| | Credits | | 16-17 |
| **Winter** | | | |
| ACTG 213 | Introduction to Accounting II | Aim for a B or higher. Prepare major application materials | 4 |
| Arts and letters course that also satisfies a multicultural requirement | | See Lundquist Peer Educator about informational interviews (LIL 240) | 4 |
| Second term of second-year second-language sequence | | Complete a practice interview on interview stream (on Duck Connect) | 4-5 |
| General education course in science | | | 4 |
| | Credits | | 16-17 |
| **Spring** | | | |
| BA 240 | Managing Business Information | A 3.00 cumulative and core GPA are required for automatic admission | 4 |
| General education courses in arts and letters | | Apply for business administrat major within the first week of the term you are completing business premajor requiremer | 8 |
| Third term of second-year second-language sequence | | Language courses through 203 will be applied toward a Bachelor of Arts. Conduct informational interviews to learn about career options | 4-5 |
| | Credits | | 16-17 |
| | Total Credits | | 48-51 |

| Course | Title | Credits | Milestones |
|---|---|---|---|
| **Third Year** | | | |
| **Fall** | | | |
| BA 352 | If studying abroad, select program and finalize term to attend | 4 | |
| FIN 311 | Economic Foundations of Competitive Analysis | Explore concentrati and narrow down your choices | 4 |
| OBA 330 | Update resume and have reviewed by Career Services | 4 | |
| | Credits | | 12 |
| **Winter** | | | |
| FIN 316 | Financial Management | Attend career fairs throughout the year | 4 |
| MGMT 321 | Apply for summer internships | 4 | |
| MKTG 311 | Marketing Management | Aim to keep cumulative GPA above 3.0 for internships and jobs | 4 |
| General education course in arts and letters | | | 4 |
| | Credits | | 16 |
| **Spring** | | | |
| OBA 340 | Utilize networking events and resources | 4 | |

| | | | |
|---|---|---|---|
| OBA 335 | Operations Management | Meet with Lundquist advisor to revise long-term plan to meet academic goals and strategize how to strengthen weak areas for career goals | 4 |
| Upper-division business elective courses | | | 8 |
| | Credits | | 16 |
| | Total Credits | | 44 |

| Course | Title | Credits | Milestones |
|---|---|---|---|
| **Fourth Year** | | | |
| **Fall** | | | |
| BE 325 | Check in with career advisor regarding strategy for job search (LIL 240) | 4 | |
| Upper-division business elective courses | | Some electives are required to meet 180 credits | 8 |
| Elective course | | | 4 |
| | Credits | | 16 |
| **Winter** | | | |
| BA 453 | Business Strategy and Planning | Requires senior standing and completion of all 300-level business core classes. Apply for degree completion through DuckWeb | 4 |
| Upper-division business elective courses | | | 8 |
| | Credits | | 12 |
| **Spring** | | | |
| Upper-division business elective courses | | Register for commence ceremony | 8 |
| Elective course | | | 4 |
| | Credits | | 12 |
| | Total Credits | | 40 |

## Bachelor of Science in Business Administration

| Course | Title | Credits | Milestones |
|---|---|---|---|
| **First Year** | | | |
| **Fall** | | | |
| BA 101 | Introduction to Business | Aim for a B or higher. Review the holistic requirements for admission t the major and establish a plan for developing these traits | 4 |
| MATH 111 | College Algebra | Beginning math course may change per placement or transfer work. Attend study abroad and club fairs in the first quarter | 4 |
| BA 199 | Special Studies: [Topic] | Academic Residential Community or FIG seminar | 1 |

| | | | |
|---|---|---|---|
| Arts and letters course that also satisfies a multicultural requirement | | Two years (six terms) of a language can fulfill both Non-business breadth and Global Context requiremer for business major | 4 |
| General education course in social science | | | 4 |
| | Credits | | 17 |
| **Winter** | | | |
| EC 201 | Introduction to Economic Analysis: Microeconomics | Aim for a B or higher. Use Career Services to write an evidence-based cover letter and resume | 4 |
| MATH 241 | Calculus for Business and Social Science I | Meet a Lundquist Academic advisor to make a long-term plan | 4 |
| WR 121 | College Composition I | | 4 |
| General education course in arts and letters | | | 4 |
| | Credits | | 16 |
| **Spring** | | | |
| EC 202 | Introduction to Economic Analysis: Macroeconomics | Aim for a B or higher. Consider applying for the job shadow program | 4 |
| MATH 242 | Calculus for Business and Social Science II | Plan to attend the spring career fair to network and learn | 4 |
| WR 122 or WR 123 | College Composition II or College Composition III | | 4 |
| Arts and letters course that also satisfies a multicultural requirement | | Access resources for additional academic success (TLC, tutoring) | 4 |
| | Credits | | 16 |
| | Total Credits | | 49 |

| Course | Title | | Credits Milestones |
|---|---|---|---|
| **Second Year** | | | |
| **Fall** | | | |
| ACTG 211 | Introduction to Accounting I | Aim for a B or higher. Meet an advisor regarding progress toward admission (Peterson 203) | 4 |
| MATH 243 | Introduction to Methods of Probability and Statistics | Take a leadership role in a club or activity | 4 |
| General education course in arts and letters with a global context | | Learn to use Duck Connect | 4 |
| Course with global context subject matter | | | 4 |
| | Credits | | 16 |
| **Winter** | | | |
| ACTG 213 | Introduction to Accounting II | Aim for a B or higher. Prepare major application materials | 4 |
| Elective course | | Meet Lundquist Peer Educator about informational interviews (LIL 240) | 4 |

| | | | |
|---|---|---|---|
| General education courses in science | | Complete a practice interview on Interview Stream (Duck Connect) | 8 |
| | Credits | | 16 |
| **Spring** | | | |
| BA 240 | Managing Business Information | A 3.00 cumulative and core GPA are required for automatic admission | 4 |
| Elective courses | | Apply for business administration major within the first week of the term you are completing business premajor requirements | 8 |
| General education course in science | | Conduct informatior interviews to learn about career options. Submit a Non-Business Breadth/ Global Context proposal for approval | 4 |
| | Credits | | 16 |
| | Total Credits | | 48 |

| Course | Title | Credits | Milestones |
|---|---|---|---|
| **Third Year** | | | |
| **Fall** | | | |
| BA 352 | If studying abroad, select a program and finalize term to attend | 4 | |
| MGMT 321 | Explore concentrations and narrow down your choices | 4 | |
| OBA 330 | Update resume and have reviewed by Career Services | 4 | |
| | Credits | | 12 |
| **Winter** | | | |
| FIN 316 | Financial Management | Attend career fairs throughout the year | 4 |
| MKTG 311 | Marketing Management | Apply for summer internships | 4 |
| OBA 335 | Operations Management | Aim for a cumulative GPA above 3.0 for internships, jobs or graduate school | 4 |
| Elective course | | | 4 |
| | Credits | | 16 |
| **Spring** | | | |
| FIN 311 | Economic Foundations of Competitive Analysis | Utilize networking events and resources | 4 |
| OBA 340 | Meet with Lundquist advisor to revise long-term plan to meet academic goals and strategize how to strengthen weak areas for career goals | 4 | |
| Upper-division business elective course | | | 4 |
| Elective course | | | 4 |
| | Credits | | 16 |
| | Total Credits | | 44 |

| Course | Title | Credits | Milestones |
|---|---|---|---|
| **Fourth Year** | | | |
| **Fall** | | | |
| BE 325 | Check in with career advisor regarding strategy for job search (LIL 240) | 4 | |
| Upper-division business elective courses | | | 12 |
| | Credits | | 16 |

| | | | |
|---|---|---|---|
| **Winter** | | | |
| BA 453 | Business Strategy and Planning | Requires senior standing and completion of all 300-level business core courses. Apply for degree completion through DuckWeb | 4 |
| Upper-division business elective course | | | 4 |
| Course with global context subject matter | | | 4 |
| | Credits | | 12 |
| **Spring** | | | |
| Upper-division business elective courses | | Register for commence ceremony | 8 |
| Elective course | | | 4 |
| | Credits | | 12 |
| | Total Credits | | 40 |

- **Master of Business Administration**
- **Master of Science in Finance**
- **Oregon Executive MBA**
- **Master of Science in Sports Product Management**
- **Master of Arts**
- **Master of Science**
- **Doctor of Philosophy**

# Graduate Programs

## Master of Business Administration

https://business.uoregon.edu/mba

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

The Charles H. 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 five tracks: advanced strategy and leadership, 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, marketing, and operations and business analytics, students choose one of these curricular tracks when applying to the program.

Four of the tracks of the MBA curriculum are aligned with the college's centers—the Lundquist Center for Entrepreneurship, the Cameron Center for Finance and Securities Analysis, 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.

Strong faculty involvement 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-sixth are international students. The program draws students from across the United States and 12 to 15 countries.

Two years of full-time study are needed to earn the minimum of 76 credits required for the degree. See the website (https://business.uoregon.edu/executive-mba) for more information and admission requirements.

### Accelerated Program

The accelerated master's degree program is intensive, allowing outstanding undergraduate majors in business, economics, or students of the science, technology, engineering, and mathematics (STEM) curriculum from an accredited institution to earn an MBA degree in nine or 15 months by taking 15 courses (a minimum of 45 credits) in three or four terms. Applicants should have a strong overall academic record and significant full-time work experience. Students choose one of the five tracks listed above. See the website (https://business.uoregon.edu/mba/degree-programs/accelerated) for more information.

### Program Requirements

- Oregon MBA application (https://business.uoregon.edu/mba/admissions) (statement of purpose, two professional recommendations, résumé)
- University of Oregon Graduate School application
- GMAT or GRE scores
- Transcripts
- Proof of English language proficiency (TOEFL, IELTS, PTE scores) for applicants whose native language in not English

## Master of Science in Finance

302G Peterson Hall
Lillis Business Complex
541-346-8925
msfinfo@uoregon.edu

The master of science in finance is a 12-month degree program with an emphasis on valuation and asset management designed for students who recently graduated with majors in science, technology, engineering, mathematics, business, economics, or equivalent subjects.

The curriculum is designed to provide students with insights from the most advanced theoretical and empirical research in finance while attending quarterly professional development seminars. Through the UO's Cameron Center for Finance and Securities Analysis, students have the opportunity to practice securities analysis and portfolio management in a live environment with access to the Pacific Northwest's financial, banking, and investment industry.

### Program Requirements

The program requires an undergraduate degree in science, technology, engineering, mathematics, business, economics, or equivalent subjects. Applications are evaluated holistically; this includes the essay, recommendations, and list of experience—not merely test scores and grades.

The following accomplishments fit the profile for a typical master of finance student:

- GMAT score of 620, GRE score of 310 (not the minimum requirements)
- grade point average of 3.20 on a four-point scale (not the minimum requirement)
- a four-year undergraduate degree

### Course Requirements

Students complete the program in 12 months (four terms). The curriculum consists of six core courses plus electives, totaling a minimum of 45 credits. The plan of study for the electives is determined by the student and the program director.

Visit the college's master of science in finance website (https://business.uoregon.edu/ms-finance) for more information.

## Oregon Executive MBA

109 NW Naito Parkway
Portland, Oregon 97209
503-412-3777
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 every other week. 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. For more information, visit the website (https://business.uoregon.edu/executive-mba). For admission criteria and deadlines, visit the admissions website (https://business.uoregon.edu/mba/admissions).

## Master of Science in Sports Product Management

109 NW Naito Parkway
Portland, Oregon 97209
503-412-3777
uospm@uoregon.edu

The degree program leading to a master of science in sports product management is designed for experienced professionals looking to advance their careers by learning about the design and manufacture of sports-related products. Students learn from leading industry professionals in the sports and outdoor product industry, while instructors and guest speakers bring a wealth of real-world experience to the classroom. A 50-member advisory board of senior industry executives continually shape the content and direction of the program to align with industry needs. The curriculum is available online or full-time. For more information, visit the website (https://business.uoregon.edu/spm/masters). For admission criteria and deadlines, visit the admissions website (https://business.uoregon.edu/spm/apply).

## Master of Science or Master of Arts

The master of arts (MA) degree in finance, management, marketing, and operations and business analytics and the master of science (MS) degree in management, marketing, and operations and business analytics are awarded exclusively to students who are enrolled in a PhD program. The MA degree requires competence in a second language. 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 Program

**David Wagner, Program Coordinator**
473 Lillis Hall
541-346-3413

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.

For more information, visit the website (https://business.uoregon.edu/phd).

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

| Code | Title | Credits |
|---|---|---|
| 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

Students are 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 operations and business analytics 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 an 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.

## Certificate in Global Business

Lundquist College of Business students may earn a certificate in global business; study abroad is highly recommended. In addition, two years of college-level language study or completion of a preapproved study-abroad or international internship program is required. For more information, visit the website (https://business.uoregon.edu/ug/certificates/global-business).

| Code | Title | Credits |
|---|---|---|
| BA 101 | Introduction to Business | 4 |
| BA 199 | Special Studies: [Topic] (Global Perspectives in Business) | 4 |
| MGMT 420 | Managing in a Global Economy | 4 |
| MKTG 470 | International Marketing | 4 |
| **Area Study, Global Systems, and Cross-Cultural Competencies** [1] | | 20 |
| BA 361 | Cross-Cultural Business Communication | |
| BA 365 | Cross-Cultural Negotiation | |
| FIN 463 | International Finance | |
| MGMT 417 | Negotiation Strategies | |
| Total Credits | | 36 |

[1] Other courses may be substituted in consultation with an advisor.

## Courses

**MGMT 199. Special Studies: [Topic]. 1-5 Credits.**
Repeatable when the topic changes.

**MGMT 225. Introduction to Entrepreneurship. 4 Credits.**
Understanding of the historical and socio-economic context of entrepreneurship and how entrepreneurial ecosystems function and grow; fundamentals of entrepreneurship and business model development.

**MGMT 250. . 4 Credits.**
Examination of the challenges and opportunities that the sustainability imperative presents to business. Focus on discussion of specific cases and pertinent issues to promote learning.

**MGMT 311. Managing People in Organizations. 4 Credits.**
Students learn the theories, empirical evidence, and best practices for managing people at work. Students cannot receive credit for both MGMT 311 and MGMT 311H.
Prereq: MATH 241, BA 308 or BA 308H

**MGMT 311H. Managing People in Organizations. 4 Credits.**
Students learn the theories, empirical evidence, and best practices for managing people at work. Students cannot receive credit for both MGMT 311 and MGMT 311H. Sophomore standing required.
Prereq: MATH 241, BA 308 or BA 308H

**MGMT 335. 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.

**MGMT 401. Research: [Topic]. 1-21 Credits.**
Repeatable.

**MGMT 405. Reading and Conference: [Topic]. 1-21 Credits.**
Repeatable.

**MGMT 406. Special Problems: [Topic]. 1-4 Credits.**
Repeatable.

**MGMT 407. Seminar: [Topic]. 4 Credits.**
Repeatable.

**MGMT 409. Practicum: [Topic]. 1-21 Credits.**
Repeatable.

**MGMT 410. Experimental Course: [Topic]. 1-4 Credits.**
Repeatable when the topic changes. Recent topics include Strategic Environmental Management, Technology and Innovation Management.
Prereq: MGMT 321 or MGMT 321H.

**MGMT 415. 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.

**MGMT 416. 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.

**MGMT 417. 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.

**MGMT 420. 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.

**MGMT 422. Sustainable Business Strategy and Implementation. 4 Credits.**
Focus on strategic choice and implementation of initiatives to promote sustainability in business organizations. Exposure to approaches for both established companies and new ventures.
Prereq: BA 101, MGMT 250 or MGMT 311.

**MGMT 443. Life Cycle Assessment. 4 Credits.**
Build foundations in technical sustainability analysis serving business strategy and operations. Learn tools and skills for firm- and product-level analysis.
Prereq: BA 101, MGMT 250.

**MGMT 455. 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.

**MGMT 503. Thesis. 1-16 Credits.**
Repeatable.

**MGMT 510. Experimental Course: [Topic]. 1-4 Credits.**
Repeatable when the topic changes. Recent topics include Strategic Environmental Management, Technology and Innovation Management.

**MGMT 543. Life Cycle Assessment. 4 Credits.**
Build foundations in technical sustainability analysis serving business strategy and operations. Learn tools and skills for firm- and product-level analysis.

**MGMT 601. Research [Topic]. 1-16 Credits.**
Repeatable.

**MGMT 603. Dissertation. 1-16 Credits.**
Repeatable.

**MGMT 605. Reading and Conference: [Topic]. 1-16 Credits.**
Repeatable.

**MGMT 607. Seminar: [Topic]. 1-5 Credits.**
Repeatable.

**MGMT 608. Special Topics: [Topic]. 1-16 Credits.**
Repeatable.

**MGMT 609. Practicum: [Topic]. 1-16 Credits.**
Repeatable.

**MGMT 610. Experimental Course: [Topic]. 1-5 Credits.**
Repeatable when the topic changes. A recent topic is Sustainable Business Development.

**MGMT 612. 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.

**MGMT 614. 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.

**MGMT 615. Leadership. 3 Credits.**
Development of skills managers need to be effective leaders in organizations, including communicating, problem-solving, influencing, motivating, delegating, and resolving conflict.

**MGMT 620. 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.

**MGMT 623. Negotiation. 3 Credits.**
Negotiation theory including distributive and integrative bargaining techniques, economic complements, game theory, and alternative dispute resolution. Extensive in-class negotiation simulations.

**MGMT 625. 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.

**MGMT 635. 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.

**MGMT 640. 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.

**MGMT 641. Industrial Ecology. 3 Credits.**
Takes a systems approach to the design and manufacture of products and delivery of services with minimized ecological impact.

**MGMT 690. Management Proseminar. 1 Credit.**
Contemporary issues in management research. Includes visiting speakers, resident faculty members, and doctoral students discussing their research.