Management

Anne Parmigiani, Department Head
Carolyn S. Chambers Professor of Management

Advising and Student Experience
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.

The department offers a concentration in entrepreneurship for the undergraduate major in business administration, a minor in business administration, a minor in entrepreneurship, a minor in sustainable business, Concentrations in Advanced Strategy, Innovation and Entrepreneurship, and Sustainable Business Practices for MBA students and a Ph.D.

Faculty

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

Kay Crider, instructor (business law, environmental law, litigation). BA, 1986, California; JD, 1989, Chicago-Kent College of Law. (2010)

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

Kathleen Dillon, instructor pro tem. BA, Occidental College; Master of Dispute Resolution, Straus Institute or Dispute Resolution; JD, Pepperdine, (2021)

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

Greg Hennessy, instructor. BS, 1987, Houston; MS, 1989, California Institute of Technology; MS, 1993, Massachusetts Institue of Technology; PhD, 2021, Claremont. (2021)

Daniel Howard, instructor**.** BA, 1996, Ohio State; JD, 2000, California (2022)

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); interim director, Lundquist Center for Entrepreneurship. BA, 1998, MBA, 2006, Oregon. (2012)

Christopher Liu, associate professor (entrepreneurship, scientists, social influences). BA, 1997, Washington; PhD, 2005, Massachusetts Institute of Technology; DBA, 2010, Harvard. (2019)

Farhad Malekafzali, instructor (american institutions, international relations, comparative government). PhD, 1994, Wisconsin-Madison. (2012)

Alexander Murray, assistant professor (entrepreneurship, innovation, technology entrepreneurship). BS, 2011, Alabama; MS, 2012, Virginia; PhD, 2018, Washington. (2019)

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)

Amy Nuetzman, instructor. BA, 1997, Western Oregon; MA, 2000, New Mexico Highlands. (2019)

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

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)

Steve Schmidt, instructor. BS, 1992, Oregon State; MBA, 2011, Northwest Christian. (2016)

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

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)

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.

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		4	
BA 199	Special Studies: [Topic]	Attend study abroad	1	
MATH 111	College Algebra		4	
First term of first-year second-language sequence			5	
Review the holistic requirements for admission to the major and establish a plan for developing these traits				
	Credits		**14**	
Winter				
EC 201	Introduction to Economic Analysis: Microeconomics	Get involved in a club	4	
Second term of first-year second-language sequence		Use Career Services	5	
MATH 241	Calculus for Business and Social Science I		4	
WR 121	College Composition I		4	
Meet with a Lundquist Academic advisor to make a long-term plan				
	Credits		**17**	
Spring				
EC 202	Introduction to Economic Analysis: Macroeconomics		4	
Third term of first-year second-language sequence		Consider 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	Attend the spring career fair	4	
	Credits		**17**	
	Total Credits		**48**	

Course	Title		Credits	Milestones
Second Year				
Fall				
ACTG 211	Introduction to Accounting I		4	
MATH 243	Introduction to Methods of Probability and Statistics	Leadership role in club	4	
First term of second-year second-language sequence		Learn Duck Connect	4-5	
Social science course that also satisfies a multicultural requirement			4	
Meet an advisor regarding progress toward admission				
	Credits		**16-17**	
Winter				
ACTG 213	Introduction to Accounting II	Prepare major application	4	
Arts and letters course that also satisfies a multicultural requirement			4	
Second term of second-year second-language sequence		Complete a practice interview	4-5	
General education course in science			4	
See Lundquist Peer Educator about informational interviews				
	Credits		**16-17**	
Spring				
BA 240	Spreadsheet Analysis and Visualization		4	
General education courses in arts and letters			8	
Third term of second-year second-language sequence		Conduct informational interviews	4-5	

Apply for business administration major within the first week of the term you are completing business premajor requirements			
	Credits		**16-17**
	Total Credits		**48-51**

Course	Title		Credits Milestones
Third Year			
Fall			
FIN 311	Economic Foundations of Competitive Analysis	Explore concentrations	4
OBA 311	Business Analytics I		4
BA 308	Leadership and Communication		4
	Credits		**12**
Winter			
FIN 316	Financial Management	Attend career fairs	4
MKTG 311	Marketing Management		4
General education course in arts and letters			4
MGMT 311	Managing People in Organizations		4
	Credits		**16**
Spring			
OBA 335	Operations Management		4
Upper-division business elective courses			8
OBA 312	Business Analytics II		4
Meet with Lundquist advisor to revise long-term plan to meet academic goals and strategize how to strengthen weak areas for career goals			
	Credits		**16**
	Total Credits		**44**

Course	Title		Credits Milestones
Fourth Year			
Fall			
BA 325	Business Law and Ethics		4
Upper-division business elective courses			8
Elective course			4
	Credits		**16**
Winter			
BA 453	Business Strategy and Planning	Apply for graduation	4
Upper-division business elective courses			8
	Credits		**12**
Spring			
Upper-division business elective courses		Register for commence	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		4
MATH 111	College Algebra		4
BA 199	Special Studies: [Topic]		1
Arts and letters course that also satisfies a multicultural requirement			4
General education course in social science			4
Review the holistic requirements for admission to the major and establish a plan for developing these traits			
	Credits		**17**
Winter			
EC 201	Introduction to Economic Analysis: Microeconomics	Use Career Services	4
MATH 241	Calculus for Business and Social Science I		4
WR 121	College Composition I		4
General education course in arts and letters			4
Meet a Lundquist Academic advisor to make a long-term plan			
	Credits		**16**
Spring			
EC 202	Introduction to Economic Analysis: Macroeconomics	Consider the job shadow program	4
MATH 242	Calculus for Business and Social Science II	Attend the spring career fair	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 tutoring resources	4
	Credits		**16**
	Total Credits		**49**

Course	Title		Credits Milestones
Second Year			
Fall			
ACTG 211	Introduction to Accounting I		4
MATH 243	Introduction to Methods of Probability and Statistics	Leadership role in a club	4
General education course in arts and letters with a global context		Learn Duck Connect	4
Course with global context subject matter			4
Meet an advisor regarding progress toward admission			
	Credits		**16**

Winter			
ACTG 213	Introduction to Accounting II	Prepare major application	4
Elective course			4
General education courses in science		Complete a practice interview	8
Meet Lundquist Peer Educator about informational interviews			
	Credits		**16**
Spring			
BA 240	Spreadsheet Analysis and Visualization	Conduct informatior interviews	4
Elective courses			8
General education course in science			4
Apply for business administration major within the first week of the term you are completing business premajor requirements			
Submit a Non-Business Breadth/Global Context proposal for approval			
	Credits		**16**
	Total Credits		**48**

Course	Title	Credits Milestones	
Third Year			
Fall			
BA 308	Leadership and Communication		4
MGMT 311	Managing People in Organizations		4
OBA 312	Business Analytics II		4
	Credits		**12**
Winter			
FIN 316	Financial Management	Attend career fairs	4
MKTG 311	Marketing Management	Apply for internships	4
OBA 335	Operations Management		4
Elective course			4
	Credits		**16**
Spring			
FIN 311	Economic Foundations of Competitive Analysis	Utilize networking events	4
Upper-division business elective course			4
Elective course			4
OBA 311	Business Analytics I		4
	Credits		**16**
	Total Credits		**44**

Course	Title	Credits Milestones	
Fourth Year			
Fall			
Upper-division business elective courses			12
BA 325	Business Law and Ethics		4
	Credits		**16**
Winter			
BA 453	Business Strategy and Planning	Apply for graduation	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	8
Elective course			4
	Credits		**12**
	Total Credits		**40**

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. Introduction to Sustainable Business. 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 and 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 and 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: BA 101.

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

MGMT 405. Special Problems: [Topic]. 1-12 Credits.
Repeatable.

MGMT 406. Practicum: [Topic]. 1-12 Credits.
Repeatable.

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

MGMT 409. Terminal Project. 1-12 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.

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 or MGMT 311.

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 or MGMT 311.

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 or MGMT 311.

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 MGMT 311.

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.
Fundamentals of entrepreneurship are applied to solve actual problems for real companies. Students will gain a thorough understanding of project management processes (agile, lean six sigma, sprints, etc.) and learn how to effectively execute a project from inception to final deliverable.
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 606. Practicum: [Topic]. 1-16 Credits.
Repeatable.

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

MGMT 608. Workshop: [Topic]. 1-16 Credits.
Repeatable.

MGMT 609. Terminal Project. 1-12 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 645. New Venture Scaling. 3 Credits.
New Venture Scaling covers concepts and systems related to financial and operational challenges of scaling staff, activities, and sales and marketing efforts for rapid growth.
Prereq: MGMT 625, MGMT 635.

MGMT 655. New Venture Execution. 4 Credits.
This course guides students as they build and execute on their entrepreneurial ideas.

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