

Management

The Management Area of Emphasis addresses the effective management of people, organizations, operations, information, and technology to improve the performance of diverse private and public organizations. A management emphasis provides students with the managerial skills necessary for success in entry-level positions, and builds foundations for success in management positions of greater responsibility, authority, and leadership. Students completing the management area of emphasis are viewed by potential employers as having the broad-gauged education required in the team-oriented, horizontally organized, and globally competitive environments of the 21st century. The management area of emphasis prepares students for careers managing people, operations, information, and technology, and can serve as a strong complement to course work in another area of business.

Management students must choose one of three tracks: the first emphasizes human resource management; the second focuses on the management of information, and the third emphasizes the management of operations.

Human Resource Management (HR) Track

The human resource management track provides students with the knowledge and skills necessary to earn certification in human resources from the Society of Human Resources, the principal professional society in the field. Graduates are qualified to act as human resource generalists in small, medium, and large companies; specialists in organizations with focused human resource units; or well-rounded general managers in any organization. There are three required courses in the HR Management track:

HR Management Required Courses

- MGMT 3030 Critical Leadership Skills (3)
- ESBM 3700 Entrepreneurship (3)
- MGMT 4850 Strategy (3)

In addition, students in the HR Management track must complete three of the following courses:

For students starting in Leeds prior to fall 2011 ESBM 3700 is not required – Take all four of the following.

If you took MGMT 4000, SEE YOUR ADVISOR!

HR Management Elective Courses

- MGMT 4010 Redefining the Employee Employer Relationship (3)
- MGMT 4020 Hiring and Retaining Critical Human Resources (3)
- MGMT 4030 Managing Employee Reward Systems (3)
- MGMT 4040 Individual, Team and Org. Development (3)

Students focusing on HR are also encouraged to take INBU 4300 International Management.

CAREER OPPORTUNITIES

Human Resource Management

Management is a ubiquitous business function. Students specializing in management are attractive to

employers because of their comprehensive knowledge of modern organizations, including the principles underlying different types of organizations, leadership, quality, and business strategies. They will also acquire human resource management skills such as teamwork, negotiations, and compensations. Employment opportunities include consulting, product management, total quality management, and non-profit businesses. But the knowledge and skills gained in this major will be sought after in any career.

Information Management (IM) Track (formerly OPIM)

Advances in business knowledge and technology have radically changed business systems and processes. As a result, critical to today's businesses is the ability to get the right information to the right people at the right time so that both strategic and operational decisions are made properly and quickly.

Students majoring in information management will learn to recognize the pivotal roles that information systems play in the business world and to use their knowledge to increase business competitiveness. They are exposed to a range of tools, methods, and techniques for addressing issues such as the selection and implementation of new technologies, and the creation of processes that effectively connect with customers, suppliers, and distributor channels. Students are prepared to be leaders in the effective utilization of information in business. There are three required courses in the Information Management track:

Information Management Required Courses

- MGMT 3030 Critical Leadership Skills (3)
- MGMT 3200 Business Intelligence (3) (was OPIM 3100)
- MGMT 4850 Strategy (3)

In addition, students in the Information Management track must complete three of the following courses:

Information Management Elective Courses

- MGMT 4210 Systems Thinking (3) (was OPIM 3000)
- MGMT 4220 Business Technologies (3) (was OPIM 3101)
- MGMT 4230 Usable Systems (3) (was OPIM 4510)
- MGMT 4140 Project Management (3) (was OPIM 4080)

For students starting in Leeds prior to fall 2011, see your advisor to determine how your previous courses will apply.

IM students inclined toward careers in technical information systems are encouraged to take programming courses as business electives (OPIM 2010 Business Application Programming) or as non-business electives (such as CSCI 1300 Programming or ATLS 3519 Applied Java Programming).

CAREER OPPORTUNITIESInformation Management

Graduates of the IM track have successful careers with consulting firms, new media companies, or large multinationals and are prepared for challenging jobs as business analysts, systems designers, management consultants, project managers, systems integration specialists, and outsourcing coordinators, among others.

Organizations rely on people with an IM background to provide solutions to important problems of productivity, profitability, and competitiveness. Many employers also value professional certifications, some of which our students are prepared to obtain as part of their IM coursework, including the project management certification. A minor in Computer Science or Technology, Arts, and Media further differentiate an IM candidate in today's competitive job market.

Operations Management (OM) Track

The principal function of any organization is the efficient creation and delivery of products and services to its customers (operations). The operations management track focuses on this creative process and identifies how organizations use productivity, quality, flexibility, timeliness, and technology to compete and prevail in their markets. Students graduating from the operations management track will have a broad understanding of the importance of operations in the success of any organization, and will be qualified to serve in entry-level line management positions and as general managers later in their careers. There are three required courses in the

Operations Management track:

Operations Management Required Courses

- MGMT 3030 Critical Leadership Skills (3)
- MGMT 3100 Managing Service Operations (3) (was OPIM3030)
- MGMT 4850 Strategy (3)

If you took MGMT 4000, SEE YOUR ADVISOR!

In addition, students in the Operations Management track must complete three of the following courses:

Operations Management Elective Courses

- MGMT 4110 Supply Chain Management (3) (was OPIM 4050)
- MGMT 4120 Managing Business Processes (3) (was OPIM 4060)
- MGMT 4130 Sustainable Operations (3) (was MGMT 4080)
- MGMT 4140 Project Management (3) (was OPIM 4080)

Students focusing on Operations are also encouraged to take MGMT 4150 International Operations (was MGMT 4070)

For students starting in Leeds prior to fall 2011 who have questions about how your courses apply, see your advisor.

CAREER OPPORTUNITIESOperations Management (OM) Track

Students who focus on Operations Management will develop an in-depth understanding of the processes that make an organization work. Organizations rely on operations experts to provide solutions to important problems of productivity,

flexibility, and competitiveness that arise in their supply chains. Employment opportunities include financial operations, health care, management consulting, retail operations, manufacturing, transportation and logistics, service operations, and government.

COURSE DESCRIPTIONS

MGMT 3030-3: Critical Leadership Skills. This course provides an opportunity to learn about and practice the management skills required of all supervisors. These skills include leadership, negotiation, conducting employee interviews, managing conflict, delegation, effective communication, team building, and managing employees with problem behaviors. Objectives of the course include developing self-awareness of strengths and weaknesses as a manager, gaining familiarity with theory-based skills, and developing proficiency in the use of these skills. The course emphasizes experiential learning through group work, role plays, and case analysis. *Prereqs., BCOR 2300 and 52 hours completed*

MGMT 3100-3: Management of Service Operations

Examines concepts, tools and techniques used in the management of service operations. Focuses on how firms add value and compete with high quality and efficient services. Emphasizes the use of models for designing new services and improving the effectiveness of service processes. Studies the application of technology in the context of productivity, growth and the globalization of services. *Prerequisite: BCOR 1020, 2500, and 52 hours completed. Same as OPIM 6030, formerly OPIM/SYST 3030.*

MGMT 3200-3: Business Intelligence

Business organizations require accurate and timely knowledge to make effective operational, tactical, and strategic decisions. This course focuses on how to create and use such knowledge. Topics include problem definition; critical factor isolation; data collection, storage, and querying; transformation of data into knowledge through appropriate analyses and aggregation; and the presentation of the knowledge to decision makers in meaningful ways. *Prerequisites: BCOR 1020, and 2500. Recommended Prerequisite: OPIM 3000/MGMT 4210. Same as OPIM/SYST 3100.*

MGMT 4010-3: Redefining the Employee-Employer Relationship.

This course explores developments in such areas as employee relations law and procedures, employee and employer rights, worker involvement programs, environmental safety and health, and the effects of technology on emerging organizations. *Prerequisites., BCOR 2300 and 52 hours completed.*

MGMT 4020-3: Hiring and Retaining Critical Human Resources.

By working with local businesses, students in this course conduct job analyses, then use this information to develop employee-selection and performance-appraisal systems. The course also provides thorough coverage of employers' Equal Employment Opportunity and Affirmative Action obligations, as well as various approaches to gender, cultural, and ethnic diversity. *Prerequisites., BCOR 2300 and 52 hours completed.*

MGMT 4030-3: Managing Employee Reward Systems. This course examines work motivation and relates it to the strategic use of compensation and other reward systems. Topics addressed include procedures for managing base pay; linking pay incentives to productivity at the individual, group, and organizational levels; developing cost-effective programs for employee benefits; and the use of non-financial reward systems. *Prerequisites.*, BCOR 2300 and 52 hours completed.

MGMT 4040-3: Individual, Team, and Organizational Development. This course explores how to determine where an organization needs to focus its development efforts, how to develop and deliver an effective training program, and how to evaluate the impact of development programs on organizational effectiveness. Individual, team, and organization-wide development are explored, including such topics as training, team building, and managing change. Student teams work with local businesses. *Prerequisites.*, BCOR 2300 and 52 hours completed

MGMT 4110-3: Supply Chain Management
Explores the key issues related to the design and management of supply chains. Covers the efficient integration of suppliers, production facilities, warehouses, and stores so that the right products in the right quantity reach customers at the right time. Focuses on the minimization of the total supply chain cost subject to service requirements imposed by a variety of industries. *Prerequisites:* BCOR, 1020, 2500, and 52 hours completed. Same as SYST 4050.

MGMT 4120/5120-3: Managing Business Processes
Covers the concepts and tools to design and manage business processes. Emphasizes modeling and analysis, information technology support for process activities, and management of process flows. Graphical simulation software is used to create dynamic models of business processes and predict the effect of changes. Prepares students for a strong management or consulting career path in business processes. *Prerequisites:* BCOR 1020, 2500, and 52 hours completed. Same as SYST 4060/5060.

MGMT 4130-3: Sustainable Operations
Addresses important topics in sustainable operations, and how firms use principles of sustainability to reduce costs, add value, and increase competitiveness. Various approaches to reducing waste-streams are considered, including reuse, recycling, recovery, and topics in industrial ecology. Other topics include the role of government regulation and public pressure, comparisons between different national approaches to sustainable operations, individual company programs, and prospects for the future. *Prerequisites:* BCOR 2300 (formerly BCOR 2150) and 52 hours completed. Same as MGMT 4080.

MGMT 4140-3: Project Management
Introduces students to multidisciplinary project management concepts and tools, including the relationship between project cost, schedule, scope, quality, and customer satisfaction. Presents both qualitative and quantitative tools used to improve project management performance. This course satisfies the Project Mgmt. Institute's training requirement for certification. *Prerequisites:* BCOR 1020, 2500, and 52 hours completed.

MGMT 4150-3: International Operations Management
Compares systems of operations management in the United States with those in Japan, Europe, Asia, and South America. Contrasts various regional and national approaches to business, quality management, labor practices, management styles, international competitiveness, productivity, distribution systems, trade practices between countries. *Prerequisites,* BCOR 2500, Restricted to students with 52 hours completed. Same as MGMT 4070.

MGMT 4210-3: Systems Thinking
This course is an introduction to systems thinking and the analysis of the interactions of a complex collection of people, processes, organizations, and technologies. Students learn to be creative and critical thinkers who can conceptually model the very complex systems we encounter in our world today. *Prerequisites:* BCOR 1020, BCOR 2500, and 52 hours completed. Same as OPIM/SYST 3000.

MGMT 4220-3: Business Technologies
Covers major technologies that underlie today's businesses and e-Commerce, including but not limited to WWW technologies. Emphasizes security issues and solutions at multiple levels of network, systems, personal, organization, and inter-organizational commerce. Aims to help students better understand and evaluate technology-related issues, alternatives, and tradeoffs. Provides core technology background for students entering a technology-related field. *Prerequisites:* BCOR 1020, and 2500. Same as OPIM/SYST 3101.

MGMT 4230/5230-3: Design of Usable Business Systems Focuses on the usefulness and usability of systems in organizations. Examines the bottom line implications of information systems and how to create systems that are easy to use for all potential users. Creative and critical thinking to design and build systems are stressed through individual and team exercises. *Prerequisites:* BCOR 1020, 2500, and 52 hours completed.

MGMT 4850 (Option 1) 3: Strategy: Creating and sustaining Competitive Advantage .
This is a capstone course covering the issues and challenges of running a firm in a competitive environment from the perspective of a general manager. Designed to integrate and build upon coursework in other functional areas. Discusses principles, frameworks and techniques that help managers and students understand how to analyze the competitive environment, firm source of competitive advantage, competitive dynamics, and specific types of strategies to promote firm performance. *Prerequisites* BCOR 2300, 2500, MGMT 3030, 102 hours completed. **Offered Fall and Spring ONLY**

MGMT 4850 (option 2) 3: Strategy: IT-enabled Competitive Advantage
This is a capstone course covering the issues and challenges of running a firm in a competitive environment from the perspective of the general manager. The emphasis is on the use of information technology as an integral part of business strategy. It is not a technical course; rather it addresses the question: why and how should information technologies be leveraged to shape and support strategic and entrepreneurial initiatives in today's global landscape *Prerequisites:* BCOR 2300, 2500, MGMT 3030, 102 hours completed. **Offered Fall ONLY**

