MGMT 501: Behavioral Science in Business
3 Credits
Application of behavioral science concepts and analytical methods to problems in business organizations. Analysis of administrative behavior and decision making.

MGMT 507: Positive Organizational Behavior and Wellbeing
3 Credits
Exploration of positive organizational behavior and wellbeing concepts for developing the "human sustainability" factor in organizations.

MGMT 520: Team Facilitation
2 Credits
To gain an in-depth understanding of team dynamics and develop skills for facilitating teams to achieve effective performance.

MGMT 528: Seminar in Organizational Behavior
3 Credits
Current theoretical and research issues applicable to the study of individual and group behavior within organizational settings.

MGMT 535: The Upper Echelons Perspective: Theory and Research
3 Credits
To learn to evaluate and conduct research on top executives and their influence on organizational strategy, structure and performance.

Prerequisite: admission to a doctoral program at PSU

MGMT 538: Seminar in Organization Theory
3 Credits
Current theoretical and research issues applicable to the study of design and management of complex organizations.

MGMT 539: Seminar in Organizational Social Networks
3 Credits
Learn theory, concepts and methods for research on organizational social networks. MGMT 539 Seminar in Organizational Social Networks (3) This course familiarizes doctoral students with the theory, research and methodological issues connected with social network analysis in organizational contexts. The course encompasses topics from the micro level (e.g., cognition and networks) to the macro level (e.g., interorganizational networks) and introduces a range of network ideas concerned with centrality, structural holes, embeddedness, and social capital. Class periods will consist mainly of focused discussion of academic papers, but will also include discussion of data analysis exercises, and student presentations. Upon completion of the course, students should have a good grasp of social network concepts and methods and be able to use them to conduct research. The course requirements include participation in discussion, the completion of data analysis exercises, and the writing of a research paper. The course is designed for 15 students and is likely to be offered once every two years.

Prerequisite: admission to a doctoral program at PSU

MGMT 548: Seminar in Management
3 Credits
Current theoretical and research issues applicable to the study of Management, ranging from individuals embedded in organizations to organizational design, and strategy formulation / implementation. Students will learn about important theories and cutting-edge research across the management domain, with a particular focus on emerging research streams, particularly in the applied domain.

MGMT 551: Growth and Innovation Strategy
2 Credits
Identify opportunities for growth and profitability through technological and organizational innovations and market independently or with strategic partners.

Prerequisite: B A 571

MGMT 565: Power and Influence
2-3 Credits
Power and influence are ever-present and necessary features of organizational life; they are required to get things done within organizations. Effective leadership therefore depends upon both understanding and possessing power and being influential. This course provides a pragmatic and ethical framework, based upon social science theory and evidence, for systematically analyzing the organizational and individual sources of power and influence, and the circumstances that lead to their attainment and effective use. The concepts and principles covered in the course provide the foundation for the skills needed to diagnose power situations, to manage conflict, and to use political strategies in responsible and pragmatic ways to get things done in organizational settings.

MGMT 578: Seminar in Corporate Strategy
3 Credits
Current theoretical and research issues applicable to the study of corporate strategy formulation and implementation.

MGMT 590: Colloquium
1-3 Credits/Maximum of 3
Continuing seminars which consist of a series of individual lectures by faculty, students, or outside speakers.

MGMT 591: Organizational Research Design
3 Credits
Experience in designing research for organizational science, to maximize the validity of eventual conclusions; methodological choices, constraints, and compromises (tradeoffs).
**Prerequisite:** admission to a doctoral program at Penn State; graduate-level statistics (linear model) course (e.g., STAT 501: Applied Regression Analysis).

MGMT 592: Qualitative Research Methods
3 Credits
This course provides students with an introduction to and experience with qualitative research methods employed in organizational contexts.

**Prerequisite:** admission to a doctoral program at Penn State

MGMT 596: Individual Studies
1-9 Credits/Maximum of 9
Creative projects, including nonthesis research, which are supervised on an individual basis and which fall outside the scope of formal courses.

MGMT 597: Special Topics
1-9 Credits/Maximum of 9
Creative projects, including nonthesis research, which are supervised on an individual basis and which fall outside the scope of formal courses.

MGMT 597A: **SPECIAL TOPICS**
9.00 Credits

MGMT 599: Foreign Study–Management
1-12 Credits/Maximum of 12
Full-time graduate-level foreign study at an overseas institution with whom linkages have been established.

**Prerequisite:** acceptance in established exchange program International Cultures (IL)

MGMT 600: Thesis Research
1-15 Credits/Maximum of 999
No description.

MGMT 601: Ph.D. Dissertation Full-Time
0 Credits/Maximum of 999
NO DESCRIPTION.

MGMT 610: Thesis Research Off Campus
1-15 Credits/Maximum of 999
No description.

MGMT 811: Sustainability Strategy Development
3 Credits
MGMT 811 Sustainability Strategy Development covers intermediate to advanced content for integrating sustainability into core business by identifying and managing the environmental and social impacts of a business in order to drive profitability, reduce risk, and for long-term value creation. This course provides students with knowledge, concepts, and practical tools for developing a strategic sustainability strategy and measuring financial, environmental, and social returns. Course content focuses on: (1) an exploration of "sustainability" and what it means to business regarding changes to the regulatory, consumer, competitive landscape; (2) analysis of international differences across Europe, Asia, Africa, the Americas and beyond; (3) strategy development including external and internal analysis, employee engagement, governance, and ensuring sustainability is "built in, not bolted on"; and (4) the latest business models and sustainable design solutions to drive business value and environmental/social performance.

MGMT 821: Complex Negotiations
1-3 Credits/Maximum of 3
The purpose of this course is to understand the theory and practice of negotiation in a variety of settings, with specific emphasis on multiparty contexts. A basic premise of the course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills and an understanding of multiparty dynamics are needed in order for these solutions to be accepted and implemented. The course will allow students to develop these skills experientially and to understand negotiation in useful analytical frameworks. This course will give students an overview of the unique challenges and intricacies associated with multiparty negotiation, providing an opportunity to understand and develop applied skills regarding (a) the formulation of strategy and tactics before, during, and after a negotiation, and (b) third-party intervention in multiparty negotiation. Students will learn the structural and social characteristics of multiparty negotiation and develop techniques for managing its complexity.

**Prerequisite:** BA 805

MGMT 823: Organizational Change: Theory and Practice
3 Credits
The primary purpose of MGMT 823 is to provide students with an overview of current theory and practice in organizational change and development. The primary aim of organizational development is to enhance organizational performance by improving the fit between individuals and the organization, as well as between the organization and its environment, all amidst ever-changing surroundings. This course will discuss current theories, models, research, techniques, and approaches to organizational change as well as the implications of change for organizational transformation and reconceptualization of management philosophies, principles, practices, and behavior that leads to high performance. The application of management and leadership skills required to manage change are of primary interest in contemporary organizations and is the main focus of this course.

MGMT 831: Strategy Implementation and Organizational Change
2-3 Credits
This course addresses the managerial challenge of strategy implementation, particularly by examining the organizational elements that must be drawn into line to support a strategy, as well as the immense difficulties of changing an organization. As such, the course relies on two overarching frameworks. The first is a model of organizational alignment; the second is a model for managing the change process. The course will emphasize application and practice, primarily by the use of cases. Students will be asked, class after class, to take the position of a senior manager or an adviser to a manager, and develop answers to questions like these: What’s the real problem
here? How are the elements of the problem interconnected? What
should be done? How, specifically, should we go about it? Strategy
Implementation and Organizational Change will be relevant for a broad
array of students, including those hoping to be managers, consultants,
investors, and entrepreneurs. Because the course focuses on changing
entire organizations (rather than small parts of organizations), we will
be primarily taking the point of view of senior managers. However, our
frameworks and tools, and the skills students will develop, will be useful
evitably in their careers, as they face the need to manage change in their
own subunits, as well as the need to comprehend and contribute to firm-
wide changes.

MGMT 833: Career Innovation and the Future of Work
3 Credits

MGMT 833 explores emerging trends in technology, organizations, and
society that create new workplace practices, job tasks, and required
skills. This course begins by covering the past, present, and emerging
forces that shape labor markets and career trajectories. Students
will then gain insight into how new technologies, social norms, and
business models play out in establishing new organizational shapes and
employment arrangements. Analysis of macrolevel factors including
globalization, demographics, and sustainability from the top down will be
combined with a bottom-up examination of each student’s traits, skills,
priorities, and employment history and aspirations. Students will analyze
their future labor as an entrepreneur would, examining new product
development opportunities, market analyses, and pricing options, and
concluding with a go-to-market path.

MGMT 834: Leadership and Change in Organizations
1-3 Credits

This course mixes concept with practical, workable knowledge. We will
focus on how students think about leadership, how things get done, and
how things might be improved in organizations. This is the course that
will allow students to discover, consider, and alter leadership tendencies
and values. Self-management is the major emphasis. Another is learning
to lead organizations and the people in them humanely. It is also a course
that will allow students to see the differing viewpoints and perspectives
of peers concerning many leadership and organizational issues.

MGMT 841: Human Resource Management
3 Credits

Human Resources Management (HRM) includes evaluating the
internal and external environments of an organization, assessing
work and work outcomes, and acquiring, training, developing, and
compensating employees. In addition, HRM includes labor-management
relations, human resource information systems, and international
HRM. All managers are responsible for HR practices and managing the
employment relationship in organizations, and for the impact of their
HRM activities. The primary objective of this course is to investigate
how managers might identify, engage in, and evaluate effective Human
Resources practices. In addition, the roles and practices of the HR
professional are examined.

MGMT 845: Leading Diverse Organizations
1-3 Credits

Managing diversity and differences effectively is one of the most
pressing leadership challenges in organizations today. This course
focuses on increasing knowledge, skill, and confidence to address
diversity related challenges that are an inevitable part of the manager’s
life. Course materials are organized around an Awareness-Empathy-
Action/Allyship (AEA) framework. First, students will gain awareness
around topics such as bias, prejudice, (in)equity and discrimination in the
workplace. Course materials will direct students towards a greater
awareness about how their personal biases and values shape decision
making in interpersonal and group contexts as well as recognizing
sources of bias and discrimination in the context surrounding them.
Second, students will learn concepts that allow them to build empathy
and take the perspective of others who are different. Often, people
can empathize with others who are share a similar background or set of
values, but transferring this empathy across differences can be
challenging. Through case discussions and experiential learning students
will have an opportunity to build their empathy across differences. Both
awareness and empathy contribute to the third key component of this
course-taking action to ensure equity and inclusion in the workplace.
Through cases and exercises students will learn when and how to take
individual action as well as promote inclusive and equitable practices
in organizations. Overall, the AEA framework provides a pragmatic
and evidence-based approach to recognizing and addressing bias and
discrimination as well as fostering an inclusive workplace culture.

MGMT 861: Global Strategy and Organization
2 Credits

This course focuses on the "strategic" challenges facing the multinational
firm. The types of questions that we address are: Why do firms go
abroad? What differentiates a "global" from a "multi-domestic" industry?
What are the sources of competitive advantage in a global context?
Why and when do/should companies engage in cross-border strategic
alliances? What are the associated risks and how to guard against
them? What potential roles can foreign subsidiaries play in an MNC's
global strategy? How do companies choose an optimal global structure?
How do companies ensure coordination between the center and the
subsidiaries and among subsidiaries? How do companies manage
strategic change from one type of global strategy to another?

Prerequisite: second year of MBA Program or graduate status in another
program

MGMT 871: Strategic Management
3 Credits

This capstone course for the M.B.A. is meant to broaden the students'
orientation, giving them the perspective of top management. This is
accomplished by integrating information from many functional areas
such as marketing, accounting, finance, and management, and providing
a "big picture" strategic approach to the business environment. The
course is meant to be a "value added" experience, and not just a review of
what has been learned in the program to date.

Prerequisite: MGMT 501, ACCTG 811, BUSAD 523, MBADM 820, BA 800,
BA 810 Recommended Preparations: Student must complete a minimum
of 27 credits, including Foundation courses.

MGMT 873: Corporate Innovation Strategies
3 Credits

The goal of this course is to enable students to improve their
understanding of managing and leading in changing environments.
Students will study approaches to change, including resistance, learning, innovation, resilience, sustainability, and adaptation.

**Prerequisite:** MGMT 501

**MGMT 880: Business Transformation Consulting**

1-3 Credits

This course provides an understanding of key issues, concepts, and methodologies associated with business transformation and management consulting. It introduces students to the professional services industry, industry best practices, and a variety of client contexts where advisory services are needed. Additionally, students will learn common consulting methods and how to apply them in client organizations. A consulting-oriented solution development lifecycle is used as the organizing framework of the course. The primary phases of this framework include: client qualification/validation, problem identification, data gathering, requirements definition, project planning, solution design, solution development, solution implementation, and client relationship management. Students will learn how to identify and define organization problems, highlight pain points, map work flows, explore business models, investigate strategic alignment, develop recommendations, present business cases, and prototype solutions. The course will also enable students to learn how to advise clients and present key points and recommendations in a direct, clear, and compelling manner. The course objective is to provide students with consultative skills, tools, and techniques essential to facilitating organizational change. It is designed around real-world problems and projects involving organizational assessment, solution development, and implementation planning. Students will be assigned to a consulting team. Each consulting team will be assigned to work with a corporate client to address a real-world business problem. Students will learn how to work proactively with key stakeholders to identify and understand the choices, risks, and benefits of particular solution alternatives, prepare project proposals, develop a plan to support the needed changes, and assess the effectiveness of business transformation efforts. Depending on the project, the recommended solution may be prototyped or fully developed during the course.

**MGMT 883: Project Management & Delivery**

1-3 Credits

MGMT 883 addresses concepts and methodologies associated with project management and the delivery of non-repetitive business activities. In this course, students will learn how to organize and manage work activities related to delivery of a collaborative venture that has unique objectives along with a beginning and an end. Along with the acquisition of fundamental project management knowledge and learning how to apply common project management tools/techniques, students will explore how to apply project management practices in multiple industries and contexts (i.e., consulting, internal corporate, multi-party, venture start-up). More specifically, students will learn and apply common project management tools and techniques used in various aspects of project management including but not limited to requirements gathering, stakeholder analysis, project definition/charter, project scheduling, project communication planning, risk mitigation planning, project budgeting & control, project metrics/assessment, project documentation planning, and project closeout assessment. Traditional and agile approaches to project management will be explored along with the benefits and drawbacks of each approach. Strategic considerations will include identification of success criteria, effective use of KPIs and performance metrics, timely identification and mitigation of project risk, team formation, resource constraints, project sponsorship, leadership within a project management context, and management of scope creep.

**MGMT 885: Management Consulting Methods and Practice**

1-3 Credits

MGMT 885 explores the methods and tools commonly used in the practice of management consulting. This course is intended for students interested in working in this field or working in organizations that hire management consultants. It is organized into the following topical areas: Management Consulting as a Discipline, where students learn how management consulting fits into the overall business marketplace and why/how firms engage management consultants as a resource. Tools, Methods, and Practices for Research and Information Gathering. In this area, students explore tools and techniques used by management consultants to conduct both secondary and primary research as means for investigation and learning. Tools, Methods, and Practices for Change Management, where students learn theories, models, and frameworks related to overcoming barriers to change and to implementing change within a business organization. Tools, Methods, and Practices for Client Communication. In this area, students learn tools and techniques used by management consultants to communicate with their client in order to effectively manage an engagement, to influence stakeholders, and to enhance impact of their work.