In concert with the Ignatian vision of intellectual excellence informed by conscience, our mission as the Department of Management is to develop leaders who have a broad, value-oriented perspective, and who are able to integrate many dimensions of organizations—behavioral, cultural, economic, environmental, ethical, historical, international, legal, and structural—in making balanced and responsible decisions that affect their organizations, their stakeholders, and themselves. We prepare students to continue in life as creative, highly skilled and intellectually curious learners who exhibit rigorous, moral, and stakeholder-based discernment in their actions and decision-making. Toward fulfilling our mission, the management faculty is committed to listen and advise you toward achieving your goals and objectives.

The Management Department offers four (4) majors and four (4) minors. Available are majors and minors in Entrepreneurship; Human Resources and People Management; International Business; and Leadership, Ethics, and Organizational Sustainability.

Professor: Alfredo J. Mauri Ph.D.; Claire Simmers Ph.D.; Edward Balotsky Ph.D.; John J. McCall Ph.D.; João Neiva de Figueiredo Ph.D.; Nicholas Rashford S.J.; Stephen J. Porth Ph.D.; Tim Swift Ph.D.; William J. McDevitt J.D.

Associate Professor: David Steingard Ph.D.; Elena Lvina Ph.D.; Eric Patton Ph.D.; Sangcheol Song Ph.D.

Assistant Professor: C. Ken Weidner II Ph.D.; Jeff Bone S.J.D.; Kenneth Kury Ph.D.

Visiting: Kerin Clapp J.D.; Michael Alleruzzo

Other Title: Lucy Ford Ph.D.

Chair: Ronald Dufresne, Ph.D.

### Undergraduate

- Entrepreneurship (https://academiccatalog.sju.edu/business/management/family-business-entrepreneurship-major/)
- International Business (https://academiccatalog.sju.edu/business/management/international-business-major/)
- Leadership, Ethics and Organizational Sustainability (https://academiccatalog.sju.edu/business/management/leadership-ethics-organizational-sustainability-major/)
- Human Resources and People Management (https://academiccatalog.sju.edu/business/management/managing-human-capital-major/)

### Undergraduate Minors

- Entrepreneurship (https://academiccatalog.sju.edu/business/management/minor-in-family-business-entrepreneurship-concentration/)
- International Business (https://academiccatalog.sju.edu/business/management/minor-international-business/)
- Leadership, Ethics and Organizational Sustainability (https://academiccatalog.sju.edu/business/management/minor-leadership-ethics-organizational-sustainability/)
- Human Resources and People Management (https://academiccatalog.sju.edu/business/management/minor-managing-human-capital/)

### Graduate

- Master of Science in Strategic Human Resource Management (https://academiccatalog.sju.edu/business/management/ms-managing-human-capital-program/)
- Master of Science in Organization Development and Leadership (https://academiccatalog.sju.edu/business/management/ms-org-development-leadership/)

MGT 110 Essentials of Organizational Beh (3 credits)
This course surveys the basic principles, concepts, and theories concerning organizations and groups and individuals within those organizations. The concepts and theories in this course concern individual behavior (e.g., perceptions, attitudes, and motivation), group and interpersonal processes (e.g., leadership, power, and conflict), and essential organizational theories. Students CAN take either MGT 110 or MGT 120 or MGT 121 to satisfy the HSB core Management requirement. Students who take MGT 110 cannot take MGT 120 or MGT 121 for credit.

Attributes: Undergraduate

MGT 120 Essentials of Management (3 credits)
This course surveys the basic principles, concepts, and theories concerning organizations and groups and individuals within those organizations. The concepts and theories in this course include the organizational environment, management functions (planning, organizing, leading, and controlling), and essential individual and interpersonal theories. Students CAN take either MGT 110 or MGT 120 or MGT 121 to satisfy the HSB core Management requirement. Students who take MGT 120 cannot take MGT 110 or MGT 121 for credit.

Attributes: Undergraduate

MGT 121 Organizations in Perspc Honors (3 credits)
This course explores the nature of the firm and the development of the employer-employee relationship in work organizations since the turn of the 20th century in the U.S. We will investigate and integrate the perspectives of various stakeholders (e.g., government, unions, community) as they relate to the manager-employee relationship, and demonstrate the effects of these stakeholders on individual and organizational well-being. University Honors students only. Students who take MGT 121 cannot take MGT 110 or MGT 120 for credit.

Restrictions: Enrollment limited to students with the Honors Program Student attribute.

Attributes: Honors Course, Undergraduate

MGT 140 Navigating the Road Ahead (3 credits)
This course focuses on positioning students for academic, career and personal excellence within the context of fostering an understanding of the adult student’s role in the learning/teaching process at Saint Joseph’s University. Its purpose is to enhance learning skills such as understanding material as it applies to oneself and others, applying concepts and ideas to real issues, thinking critically, analyzing text and ideas, and assessing progress. A key strength of this course is that it gives students the freedom to select and apply their own interests and academic pursuits to all of the assignments, thus making the course meaningful as well as interesting and valuable from both skill-building and content perspectives.

Restrictions: Enrollment is limited to PLS/HDC level students.

Attributes: Adult Learning Seminar
MGT 150 Work is our Fire (3 credits)
Is our work who we are? Drawing from the social sciences, this seminar encourages students to approach work as the essence of being-our "fire"—and working as a journey of experience and expression of dignity and not solely as a burden or means to make a living. Students will isolate and interrogate social and economic class stereotypes, misconceptions, and attitudes concerning a variety of jobs and professions as well as possible origins for these perceptions. The concept of occupational identity is introduced to illustrate how work can consume us (positively and negatively), how we can assume our working role as part of our understanding of "self," and how we see others based on our attitudes about their occupational roles. Discussions will tackle definitions of success, legacy, respectability, prestige, materialism, workaholism, stress, and professionalism and how our definitions are influenced by personal and cultural values.
Attributes: First-Year Seminar, Undergraduate

MGT 200 Intro to Project Management (3 credits)
Project Management is the application of knowledge and techniques to project activities in order to meet stakeholder needs. A project is an endeavor having a definite beginning and a definite end, undertaken to create a unique product or service. Key elements of Project Management will be introduced in this course: scope, schedule, budget, quality, human resources, communications, risk, and procurement. Through lectures, exercises and case studies, we will see how these elements fit into a project management plan, as well as how the plan is executed and controlled. Guidelines presented will be consistent with The Project Management Body of Knowledge (PMBOK) and be a step towards a possible Project Management Professional (PMP) certification.

MGT 260 Legal&Eth Iss in Supply Chain (3 credits)
The primary objective of this course is to give the student an overall understanding of the legal and ethical issues in supply chain management (assessed via cases and tests). The course is designed to provide a background on the legal and ethical issues affecting the supply chain management function within businesses and government and delve deeply into those issues throughout the course (assessed via Discussion posts, cases and tests). In so doing, the course will identify key legal and ethical issues in the supply chain management profession with an emphasis on navigating those legal and ethical issues in the performance of supply chain management duties.
Attributes: Undergraduate

MGT 360 Legal Environment of Business (3 credits)
This course introduces students to the study of law, particularly as it affects business organizations. Comprehensive in scope, it covers the court system and the judicial process, as well as areas of substantive law including torts, contracts, constitutional, administrative, employment, agency and international law. Various forms of business organizations are examined, and the interplay between law and ethics is addressed throughout.
Attributes: Justice Ethics and the Law, Undergraduate

MGT 361 Introduction to Law Honors (3 credits)
This course is an introduction to the legal system and some of the areas of the law that have a significant impact on our lives are presented. The structure of the legal system and how it operates is described. Areas of torts, contract, criminal, constitutional, family, employment and others are examined. Current legal issues will receive particular attention. A Moot Court exercise is included. This course is highly recommended for students who plan to attend law school. Satisfies MGT 360 for Business Majors.
Restrictions: Enrollment limited to students with the Honors Program Student attribute.
Attributes: Honors Course, Justice Ethics and the Law, Undergraduate

MGT 362 Legal Environ't of Business II (3 credits)
This course builds upon the students’ knowledge of law attained in the Legal Environment of Business I course. Areas of law such as product liability, sales, intellectual property, environmental, consumer, labor, securities and antitrust are examined. Accountants’ liability is also covered. Highly recommended for students desiring to sit for the C.P.A. Exam or attend law school.
Prerequisites: MGT 360 or MGT 361
Attributes: Justice Ethics and the Law, Undergraduate

MGT 370 Special Topics in Management (3 credits)
Topics will vary according to the semester in which the class is offered.
Attributes: Undergraduate

MGT 470 Special Topics in Management (3 credits)

MGT 471 Practicum in Management (1 credit)

MGT 496 Management Honors Capstone (3 credits)
This course is the second semester of the senior year Honors strategy capstone experience. The learning objectives of this course include leveraging the case method of investigation to evaluate strategic management concepts and theories, finding solutions to complex, real-world business problems, and enhancing critical thinking skills by engaging in real-time debate and by engaging in detailed case study research.
Prerequisites: BUS 495
Restrictions: Enrollment limited to students with a class of Senior.
Attributes: Honors Course, Undergraduate

MGT 499 Business Strategy Simulation (3 credits)
This course can be substituted for BUS 495. This is the capstone course for the undergraduate curriculum in the Haub Degree Completion Program. It is designed to integrate previous learning across business disciplines. The course will focus on applying knowledge in a dynamic global setting. It utilizes a strategy simulation software-based game within which teams create virtual firms and compete in a simulated industry.
Prerequisites: ACC 101 and ACC 102 and ECN 101 and FIN 200 and MKT 201 and (MGT 110 or MGT 120 or MGT 121)
Restrictions: Enrollment is limited to PLS/HDC level students.
Attributes: Undergraduate
MGT 509 Curricular Practical Training (1 credit)

MGT 550 Leadership and Ethics (3 credits)
This course focuses on the responsibilities of effective, ethical leaders to others, their organizations, the communities, and the natural environment in which their organization operates. Focusing on leadership at the intrapersonal, interpersonal, organizational, and societal levels, this course equips students with the skills and knowledge to address contemporary management and leadership issues in a critical and sustainable manner. Topics include ethical frameworks, stakeholders, individual value systems, decision-making, power, leadership, motivation, and organizational culture. This course exposes students to types of ethical issues that arise in the workplace and serves to enhance students' skills in addressing these issues.

Restrictions: Enrollment is limited to Graduate level students.

MGT 552 Stakeholder Theory & Soc Resp (3 credits)
This course addresses corporate social responsibility from a stakeholder theory of business. The course will center on the question, "Which interests of which stakeholders impose obligations on business?" The internal and external stakeholders addressed include investors, employees, customers, and the natural environment, among others. Some issues will be analyzed by exploring international differences in the treatment of stakeholders. The course exposes students to some of the ethical dilemmas confronted by employees in the workplace, and serves to enhance student skills in resolving these dilemmas.

Restrictions: Students cannot enroll who have a major in Executive MBA Program (1-year), Executive MBA Program, Food Marketing or Pharm. Healthcare Business. Enrollment is limited to Graduate level students.

MGT 575 Teams & INC (2 credits)
This course explores and challenges the use of influence, effective negotiation, conflict resolution, and decision-making in organizational settings. Focus is on basic principles, concepts, and theories. The course goal is for students to obtain a theoretical understanding of influence, negotiation, and improve their ability to engage a wide range of situations. Moreover, the course is highly interactive, involves a series of negotiation, and conflict resolution exercises. These exercises are framed and analyzed in terms of readings, and in-class discussions.

Restrictions: Enrollment is limited to students with a major in Executive MBA Program (1-year) or Executive MBA Program. Enrollment limited to students in the MBAEX program. Enrollment is limited to Graduate level students.

MGT 670 MGT Special Topics (3 credits)

MGT 770 Management Study Tour (3 credits)

MGT 789 Business Strategy & Purpose (3 credits)
This course deals with the strategic management of firms that operate in a global environment with multiple stakeholders who possess competing objectives. It is the capstone class of the professional MBA and allows you to integrate your previous learning across business disciplines, and perhaps to learn about yourself. The course will focus on applying knowledge in a dynamic global setting while considering how to manage a firm from a "triple bottom line" perspective - creating value for people, profit, and the planet. It utilizes a strategy simulation software-based game within which teams create virtual firms and compete in a simulated industry.

Prerequisites: ACC 550 and DSS 610 and FIN 550 and MGT 550 and MKT 550

Restrictions: Enrollment is limited to Graduate level students.

MGT 795 Global Business Strategy (3 credits)
The capstone course is designed to provide the student with knowledge of the strategic management and organizational policy processes. This course provides the opportunity to apply this knowledge by practicing strategic decision-making and formulating policy through the use of cases with a focus on globalized firms. This course is usually taken in the last semester of study. Permission of the Program Director.

Prerequisites: ACC 550 and DSS 610 and FIN 550 and MGT 550 and MKT 550

Restrictions: Students cannot enroll who have a major in Executive MBA Program (1-year), Executive MBA Program, Food Marketing or Pharm. Healthcare Business. Enrollment is limited to Graduate level students.

MGT 796 Strat Man of Hlth Care Organ (3 credits)
This course is the capstone experience for students selecting the health and medical administration specialization. This course provides the healthcare students with knowledge regarding the formulation and implementation of organizational strategy and business policy processes focused on the healthcare system/industry. Students will be required to apply strategic management principles through the analysis of cases and the health care industry environment. This course is usually taken in the last semester of study.

Prerequisites: PMK 600

Restrictions: Students cannot enroll who have a major in Executive MBA Program (1-year), Executive MBA Program, Food Marketing or Pharm. Healthcare Business. Enrollment is limited to Graduate level students.

MGT 798 Capstone (2 credits)
This course is a computer simulation experience designed to integrate and apply knowledge gained throughout the EMBA Program. The focus is on strategic analysis and choice in a team-based and competitive learning environment. Student teams vie for competitive advantage in the industry. The simulation includes a realistic treatment of market and competitive dynamics and is completed over the course of multiple days during the students' final residency in the program.

Restrictions: Enrollment is limited to students with a major in Executive MBA Program (1-year) or Executive MBA Program. Enrollment is limited to Graduate level students.

FBE 150 Social Entrepreneurship (3 credits)
This course introduces students to the field of social entrepreneurship. Social entrepreneurship is the use of entrepreneurial business skills for the explicit pursuit of creating innovative solutions to social problems. In both non-profit and for-profit ventures, organizations engaged in social entrepreneurship act as agents of social change, creating large-scale social change in their communities or around the world with a heightened sense of accountability to the constituencies they serve and the outcomes created by their efforts. Topics covered will include assessment of opportunities, different business models used in the social sector, acquiring resources required for a new social venture, and measuring social impact.

Restrictions: Enrollment limited to students with a class of Freshman.

Attributes: First-Year Seminar, Undergraduate

FBE 170 Special Topics in FBE (3 credits)
Topics will vary according to the semester in which the class is offered.

Attributes: Undergraduate
**FBE 230 Intro: Entrepreneur/New Venture (3 credits)**
This course explores the fundamental processes of entrepreneurship and new venture creation including: the development of innovative thinking, opportunity recognition, venture exploration which would ultimately lead to a new venture, and the skills that are necessary for successfully building a new venture team that possesses the appropriate attributes. The primary purpose of the course is to develop an innovative perspective, as well as an understanding of the integration of people in the entrepreneurial process. CAS Students may take this class with Permission of the Chair.

**Prerequisites:** MGT 110 or MGT 120 or MGT 121

**Attributes:** Undergraduate

**FBE 231 Family Business (3 credits)**
This course explores the unique interpersonal and business issues associated with a family-owned and managed firm. Thus, the course is designed for those students who will be entering or establishing a family-owned business. The course will focus upon: the competitive strengths and weaknesses of a family firm; the dynamics of family interactions and the family business culture; conflict resolutions; estate planning; and planning for succession. The primary purpose of the course is to provide the tools and techniques that will provide an entrepreneur with the greatest opportunity for success within a family business framework.

**Attributes:** Undergraduate

**FBE 270 Spec Topics: FBE (3 credits)**
Topics will vary according to the semester in which the class is offered. CAS students may take this class with Permission of the Chair.

**Prerequisites:** MGT 110 or MGT 120 or MGT 121

**Attributes:** Undergraduate

**FBE 330 Social Enterprise & Soc Change (3 credits)**
This course introduces students to the concepts of social enterprise as a means to promote social change. The course begins with a look at the ethical foundations inherent in the initiation of social change, namely moral rights and the justice perspectives on moral reasoning. The course then turns to an exploration into how social enterprise can be used as a vehicle to address injustice and promote social change. Topics in this section include recognizing opportunities for social change, planning and organizing the social venture, funding and scaling the social enterprise, and measuring social impact. Students will have the opportunity to interact with management of a social venture and apply the skills learned. CAS Students may take this class with Permission of the Chair.

**Prerequisites:** PHL 154 and (MGT 110 or MGT 120 or MGT 121)

**Attributes:** Ethics Intensive, Undergraduate

**FBE 360 Bus Law-Entrepreneurial Firms (3 credits)**
This course surveys and analyzes the legal issues faced by new entrepreneurs and entrepreneurial firms. The course covers issues facing the entrepreneur including: leaving your current employer, structuring the ownership of the new company, and obtaining appropriate legal, accounting and insurance advice. A number of issues facing entrepreneurial firms are covered, including: liabilities and insurance, raising capital, contracts and leases, licensing, intellectual property, human resource matters, e-commerce and the sale of goods and services, outsourcing, global entrepreneurship, changing between private and public ownership, and other relevant topics.

**Attributes:** Justice Ethics and the Law, Undergraduate

**FBE 370 FBE Special Topics (3 credits)**
Topics will vary according to the semester in which the class is offered. CAS students: Permission of Chair.

**FBE 470 FBE Special Topics (3 credits)**
Topics will vary according to the semester in which the class is offered. CAS Students may take this class with Permission of the Chair.

**FBE 490 FBE Internship I (3 credits)**
CAS Students may take this class with Permission of the Chair.

**FBE 491 FBE Internship II (3 credits)**
CAS Students may take this class with Permission of the Chair.

**FBE 493 Family, Bus & EntrepResearch I (3 credits)**
CAS Students may take this class with Permission of the Chair.

**FBE 494 Family,Bus & EntrepResearch II (3 credits)**
CAS Students may take this class with Permission of the Chair.

**FBE 495 Family Bus &Entrepreneur Capstone (3 credits)**
This is a capstone course that integrates the various concepts of the core Family Business and Entrepreneurship courses to develop a comprehensive business plan to either create a new venture or to grow an existing family business. Students are responsible for assessing opportunities, collecting and interpreting relevant data to exploit the identified opportunity, and to craft a plan that supports the market need, identifies the target market, and is financially viable. Co-requisite: FBE 360; Senior standing.

**Prerequisites:** ACC 101 and ACC 102 and FBE 230 and FBE 231 and FBE 360 (may be taken concurrently) and FIN 200 and MGT 201 and (MGT 110 or MGT 120 or MGT 121)

**Restrictions:** Enrollment limited to students with a class of Senior.

**FBE 545 Family Business & Global Econ (3 credits)**

**FBE 664 Create New&Enhance Exist Firms (3 credits)**

**IBU 150 Culttl Divers & Interntlnl Bus (3 credits)**
The course develops the understanding that cultural diversity is a crucial component of sustained and productive cross-border interactions in general and international business in particular. It discusses the power of diversity whereby the whole can be made greater than the sum of the parts. Through in-class exercises and out-of-class assignments, the course leads students to accept that their framework for looking at the world around them, i.e., their worldview, may be very different from that of other cultures. The course encourages students to explore their comfort level with different views of the world through experiential exercises and through investigation of some causes for differences across cultures. It introduces and develops critical thinking regarding the role of business and its obligations to all stakeholders while developing the notion of corporate social responsibility.

**Attributes:** Diversity Course, First-Year Seminar, Globalization Course, Undergraduate

**IBU 170 Special Topics (3 credits)**
Topics will vary according to the semester in which the class is offered.

**Attributes:** Undergraduate

**IBU 210 Intro Internat. Business (3 credits)**
This course is designed to introduce students to the basic concepts of international business by examining the following: 1) Country differences in political economy and culture; 2) Theories and politics of international trade, foreign direct investment and regional economic integration; 3) International operations from a functional perspective (i.e. Marketing, Operations, and Human Resources).

**Attributes:** Globalization Course

**IBU 270 International Bus Spec Topics (3 credits)**
Topics will vary according to the semester in which the class is offered. CAS Students may take with permission of the Chair.
IBU 310 Global & Multinational Firms (3 credits)
This course is designed to provide students with a deeper understanding of international business by examining the following: 1) Theories of foreign direct investment (FDI) and international trade; 2) types of multinational corporations (MNCs) and MNCs’ global strategies; 3) managing entry-, operation-, and exit-level managerial issues, including exchange rates and risk. This course is primarily geared towards juniors who are interested in majoring in or minorning in International Business.
Prerequisites: MGT 110 or MGT 120 or MGT 121
Restrictions: Enrollment limited to students with a class of Junior or Senior.
Attributes: Globalization Course, Undergraduate

IBU 363 International Business Law (3 credits)
The purpose of this course is to acquaint the student with the international legal environment in which businesses operate. It will introduce the students to international business, international law and organizations, and how international disputes are resolved. International sales, credits, commercial transactions will also be covered, as well as international and U.S. trade law.
Attributes: Globalization Course, Justice Ethics and the Law, Undergraduate

IBU 370 InternTl Topics & Study Tour (3 credits)
The objective of this course is to participate in a study tour or similar experience offering numerous corporate and institutional visits to allow first hand exploration of business issues. Emphasis will be placed on accounting, economic, finance, management, and marketing issues for various firms. A secondary objective is to expose students to different national cultures and cultural issues related to business. A third objective is to focus on one or more current business topics affecting at least two functional areas. Students will be expected to analyze the impact of the topic(s) on the various areas of business, particularly on the operation of multinational corporations.
Attributes: Undergraduate

IBU 470 Spec Topics in Internat Buene (3 credits)
Topics will vary according to the semester in which the class is offered.
Attributes: Undergraduate

IBU 471 Intl Business Practicum (1 credit)
This course is meant for students with opportunities working over the course of the semester/summer whose employers require a credit as condition of employment. To apply, the student submits a letter to the chair explaining why the practical training is required and includes a letter from the employer. The student submits to the department chair an 8-10 page paper at the end of the practical training describing their work responsibilities and what skills s/he acquired by participating. Does not satisfy any major, minor, general education or elective requirement. Grade is Pass/Fail. May be repeated once. Permission of Chair required.
Attributes: Undergraduate

IBU 472 International Busine Practicum (1 credit)
IBU 490 International Bus Internship (3 credits)
Permission of Chair required.
Attributes: Undergraduate

IBU 493 Internatnl Business Research I (3 credits)
IBU 494 Interntnl Business Research II (3 credits)
IBU 495 Global Strategic Planning (3 credits)
This course is the capstone class of the International Business program and focuses on the management of corporations operating internationally. The international environment implies greater opportunities as companies have access to a wider variety of markets and resources. However, this environment also implies greater managerial challenges. The aim of this course is to investigate how this greater complexity affects the management of companies that are international.
Prerequisites: IBU 210 and PHL 154 and (MGT 110 or MGT 120 or MGT 121)
Restrictions: Enrollment limited to students with a class of Senior.
Attributes: Ethics Intensive, Undergraduate

IBU 600 Global Revolutions & Business (3 credits)
Global Revolutions and Business examines the global trends and forces that are shaping our world and the impact of those trends and forces on business organizations. In particular, we will focus on the global forces driving revolutionary changes such as Population, Resources, Information, Technology, Economic Integration, and Governance. Focusing on the future, this course seeks to develop and hone your strategic thinking skills, in considering the near-term and long-term impact of the global changes on organizations.
Restrictions: Enrollment is limited to Graduate level students.

IBU 661 International Management (3 credits)
This course examines the international business environment, management practices outside the United States, and the interpersonal, organizational and institutional, issues facing managers conducting business in more than one cultural context.
Restrictions: Enrollment is limited to Graduate level students.

IBU 662 International Business Law (3 credits)
The purpose of this course is to acquaint the student with the international legal environment in which businesses operate. It will introduce the students to international business law as it has evolved over the centuries. It will also introduce students to national, regional and international organizations that regulate foreign commerce, including how international disputes are resolved. International sales, credits, and commercial transactions will be examined, as well as international and U.S. trade law.
Restrictions: Enrollment is limited to Graduate level students.

IBU 663 Manage Intl Strategic Alliance (3 credits)
This course examines formation, management, and evolution of international strategic alliances (including international joint ventures) as the most frequently used and uniquely characterized mode of entry into foreign markets.

IBU 770 International Bus Study Tour (3 credits)
A specially designed international tour to varying countries which offers students a unique opportunity to study international management-its dimensions, participants, trends, and opportunities. Students will also experience the heritage, ambience and excitement of the world’s great countries and cities.

IBU 771 Topics: International Business (3 credits)
This course covers topics of current interest in the field of leadership. The specific subjects and prerequisites will be announced in the course schedule.
LEO 150 Serious Comedy & Soc Justice (3 credits)
Comedy has long been a vehicle by which performers and audiences can engage uncomfortable truths and issues of social injustice. Comedy is increasingly important to individuals’ identity; recent research has shown that comedy is essential to how people view themselves and others. Comedy (including satire and parody) is also a growing business, as evidenced by the popularity of Comedy Central, movies, television programs, YouTube, and other platforms. In this course, we will explore important issues of social justice (e.g., globalization, racism, gender equity, poverty) as presented in comedy across a variety of sources both contemporary (e.g., South Park, The Daily Show, The Colbert Report, The Simpsons) and classic (e.g., All in the Family, The Smothers Brothers, M*A*S*H).
Attributes: Diversity Course, First-Year Seminar, Undergraduate

LEO 170 LEO Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered.
Attributes: Undergraduate

LEO 210 Business Stakeholders & Ethics (3 credits)
This course analyzes the question, "Does business have a social responsibility?" through the examination of various internal and external stakeholders of the contemporary business organization. Students will be introduced to frameworks and theoretical principles in ethics that may be used as foundations to the analysis of the question above. Students then will learn how stakeholder management relates to an organization’s triple bottom line of people, planet, and profits. The course includes theoretical concepts and practical analysis, exposing students to some of the ethical dilemmas confronted by employees in the workplace, and serves to help students enhance their skills in resolving these types of dilemmas. CAS Students may take with Permission of Chair.
Prerequisites: PHL 154 and (MGT 110 or MGT 120 or MGT 121)
Attributes: Ethics Intensive, Justice Ethics and the Law, Undergraduate

LEO 211 Perspectives on Leadership (3 credits)
This course aims to increase students’ knowledge and skills concerning effective leadership. Through a seminar format we will employ a historical perspective to investigate different approaches, models and contexts to leadership. We will then explore the contemporary role of leadership in work organizations. Through workshops, we will develop skill competencies critical to effective leadership. Students will have an opportunity to apply their knowledge and skills to a leadership experience they design and implement themselves. CAS Students may take with permission of Chair.
Prerequisites: MGT 110 or MGT 120 or MGT 121
Attributes: Undergraduate

LEO 212 Organizational Sustainability (3 credits)
This course is an introduction to Organizational Sustainability in its broader sense and is primarily designed for the Leadership, Ethics, and Organizational Sustainability major and minor and those students interested in this area. For the organization, sustainability means the capacity to survive (to sustain itself) while contributing to the survival (the sustenance) of the various environments in which it finds itself, be these social, biological, economic, ecological, or other. The course offers a framework for understanding sustainability and introduces the concept of the triple-bottom line whereby corporate social responsibility and environmental protection are necessary conditions for business success in addition to profitability. It is not enough to fulfill only one or two of these three necessary conditions: organizations should be structured so all three are mutually reinforcing. The main objective of the course is to provide students with a broad context enabling them to develop the capacity for critical thinking and the skills necessary to understand the importance of sustainability. CAS students may take with permission of Chair.
Prerequisites: PHL 154 and (MGT 110 or MGT 120 or MGT 121)
Attributes: Ethics Intensive, Globalization Course, Undergraduate

LEO 270 LEO Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered. CAS Students may take with permission of Chair.

LEO 310 Breaking News in Bus. Ethics (3 credits)
Everyday business ethics uses real-time reporting of current events by credible media as the vehicle to help students connect the language of moral reasoning and business ethics to emerging ethical issues in the world of business, organizations, and leadership. The course will review the major theoretical basis for moral reasoning, e.g., deontological ethics, utilitarian ethics, and ethical relativism. A discussion of source credibility will also precede the second (main) portion of the course. Students will keep abreast of current events via daily reading of various media outlets. Students will be expected to (a) identify ethical issues, controversial decisions, and unethical conduct reported by journalists; (b) analyze the stakeholders and ethical issues identified in news reporting; and (c) identify potential resolutions or recommendations for action that might be taken by individuals involved in the decisions. The course will culminate in a research paper by each member of the class on a current business ethics issue of interest. CAS students may take with permission of Chair.
Prerequisites: PHL 154 and ENG 101
Attributes: Ethics Intensive, Justice Ethics and the Law, Writing Intensive Course- GEP

LEO 311 Leading Teams (3 credits)
This course aims to increase students’ understanding and skills required for effective team leadership. Through participating in experiential exercises, simulation, and team projects the course arms the students with an opportunity to develop skills and apply course material in building productive and happy teams. As leading teams involves learning about oneself, and understanding others, we will explore both in detail. Peculiarities of managing and leading diverse and virtual teams will also be addressed. The overarching course objective is to lead the students from identifying relevant group and leadership theories to integrating them into their team work.
Prerequisites: MGT 110 or MGT 120 or MGT 121
Attributes: Undergraduate

LEO 370 LEO Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered. CAS students may take with permission of Chair.
LEO 470 LEO Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered. CAS students may take with permission of Chair.

LEO 471 Leadership Practicum (1 credit)

LEO 490 LEO Internship I (3 credits)
CAS students may take with permission of Chair.

LEO 491 LEO Internship II (3 credits)
CAS students may take with permission of Chair.

LEO 493 LEO Research I (3 credits)
CAS students may take with permission of Chair.

LEO 494 LEO Research II (3 credits)
CAS students may take with permission of Chair.

LEO 495 Applied Ldrshp & Sustain Capst (3 credits)
This course is an integrative course in which students (either individually or in teams) undertake an action-learning project in an organization under the direction of a faculty member with the objective of applying leadership and sustainability concepts developed throughout the program. Students will work with live clients (e.g., non-profit organizations or for-profit businesses) to help them improve their triple bottom-line performance along the people, planet, and profits dimensions and test their leadership skills as they do so. Senior standing. Prerequisites: LEO 210 and LEO 211 and LEO 212 and (MGT 110 or MGT 120 or MGT 121)
Restrictions: Enrollment limited to students with a class of Senior. Attributes: Undergraduate

LEO 565 Leading Change in Organization (3 credits)
This course focuses on the knowledge and skills necessary for leading, planning, and implementing organizational change. Students will examine their own leadership skills and abilities, and will have the opportunity to develop skills critical to achieving effective change, including communication, leadership, and team development. Restrictions: Enrollment is limited to Graduate level students.

LEO 651 Leading for Career Success (3 credits)
This course examines the basics of career development and how it fits into the organizational structure. It includes theory and practice of career/adult development, its delivery systems, and its target populations. Restrictions: Enrollment is limited to Graduate level students.

LEO 653 Lead in Modern Organizations (3 credits)
This course will explore what it means to provide leadership to others in modern organizations. Topics will include enhancing one's leadership capability, crisis periods of leadership, conflicts between the organization's leadership and one's personal leadership, and strategies for success in leadership positions. Additional themes of power, authority, and control will be examined in terms of the organization and the individual. Restrictions: Enrollment is limited to Graduate level students.

LEO 654 Leading Global & Virtual Teams (3 credits)
This course surveys the basic principles, concepts, and theories concerning group dynamics and team leadership. Leading modern teams involves not only managing different personalities, but also different cultures, and, frequently, doing so from a distance. In the course, the student will enhance learning in how to be an effective team member and a leader of global and virtual teams. Through participating in experiential exercises, simulations, and team projects the course provides the student with an opportunity to develop skills in managing highly diverse groups and building effective and efficient teams in a global and virtual world.

LEO 655 Leading Projects (3 credits)
The Leading Projects course explores what it means to bear prime leadership responsibility in the role of project manager. Project Management is the application of knowledge and techniques to project activities in order to meet stakeholder needs by creating a unique product or service. This course should not only help you learn valuable conceptual material, but it should also enhance your effectiveness across many organizations in which projects are planned and executed. Skills acquired by the student are critically important in a business or non-profit environment. Through lectures, exercises and case studies, the student will see how a project management plan is developed, executed and controlled. Application to a real project will follow. Guidelines presented will be consistent with The Project Management Body of Knowledge (PMBOK) and be a step towards a possible Project Management Professional (PMP) certification.

LEO 656 Nonprofit Leadership (3 credits)
This course focuses on the best practices of creating and leading effective nonprofit organizations. Topics include board governance and accountability, motivation, resource management, decision making, communication, and executive leadership in the nonprofit context. Through discussions, lectures, case studies, experiential activities, and personal reflection, students will acquire a set of tools and strategies that will allow them to enhance stakeholder engagement, individual and organizational performance, and collective impact. Using local and global examples, and their own projects, they will explore how nonprofit leaders collaborate with key stakeholders to understand the environment, identify opportunities, and co-develop new ideas. Students will learn how to define and achieve intended impact and find sustainable solutions to social problems.

LEO 668 Leading for Sustainability (3 credits)
The Leading for Sustainability course positions your role as business leader as one that connects with sustainability at multiple levels - self, others, the organization and society. The course analyzes the definitions and development of Corporate Sustainability and its relationship with environmental management, the Triple Bottom Line and Corporate Social Responsibility (CSR). The course then focuses on leadership of self. Leadership is about “making a difference” and hence it is important to consider deeply the nature and type of difference that you intend to make in this world. In particular, this course aims to increase awareness of your values, ethics, beliefs, attitudes, etc. and how these might relate to issues of sustainability. The course then looks at organizational values and sustainability. Lastly, the course integrates the material through a value/sustainability gap analysis. Restrictions: Enrollment is limited to Graduate level students.

LEO 670 LEO Special Topics (3 credits)

MHC 150 Gender Issues in the Workplace (3 credits)
This course will approach workplace issues involving gender from both a psychological and management perspective. Specific issues discussed will include gender and leadership, occupational segregation of the workforce by gender, the effects of gender on manager-subordinate relationships, gender and sexual harassment in the workplace, pay equity, and "family friendly" workplace policies. Wherever appropriate, comparisons to other countries and cultures will be made. Attributes: Diversity Course, First-Year Seminar, Gender Studies Course, Undergraduate

MHC 170 Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered. Attributes: Undergraduate
MHC 220 Introduction to HR Management (3 credits)
A survey of the functional areas of human resource management including: planning, staffing, training, compensation, performance appraisal, and labor relations. This course explores the growing importance of human resource management, emerging topics in the field, and techniques for effective management of human resources. CAS students may take with permission of Chair.
Attributes: Undergraduate

MHC 221 Diversity in the Workplace (3 credits)
This course will increase students’ awareness of workforce diversity as both a challenge and opportunity for contemporary managers. Topics to be covered include demographic trends in the U.S., various models for understanding the importance of managing diversity, the differences between affirmative action and managing diversity, identity issues, cultural differences vs. stereotyping, individual responses to diversity, organizational strategies for managing diversity and promoting positive organizational change, challenges inherent in managing diversity, and potential outcomes of successful diversity management.
Prerequisites: MGC 110 or MGC 120 or MGC 121
Attributes: Diversity Course, Faith Justice Course, Undergraduate

MHC 222 Influence, Negotiation & Conflict (3 credits)
This course focuses on developing students’ interpersonal and communication skills in order to increase influence, negotiation, and conflict resolution abilities in a fair and principled fashion. Students should obtain a theoretical understanding of influence and negotiation, and improve their ability to engage in negotiations and address conflict in an effective and ethical manner in a wide range of situations. CAS students may take with permission of the Chair.
Prerequisites: MGT 110 or MGT 120 or MGT 121
Attributes: Justice Ethics and the Law, Undergraduate

MHC 270 Manage Hum Capital Spec Topics (3 credits)
Topics will vary according to the semester in which the class is offered.
CAS Students may take with permission of Chair.
Attributes: Undergraduate

MHC 300 Career Management (3 credits)
This course provides students with the knowledge and skills to understand and manage careers in organizations. Students will learn to help others manage their careers while also learning how to manage their own careers. Topics will include, but will not be limited to motivation theory, professional skill-development, career ladders, career coaching, labor market/occupational trends, market research, job search techniques, resume writing, interviewing skills, negotiating, and networking. CAS students may take with permission of Chair.
Prerequisites: MGT 110 or MGT 120 or MGT 121
Attributes: Undergraduate

MHC 321 International Talent Mgt (3 credits)
The purpose of this course is to develop knowledge for managing a global workforce, and to prepare students to encounter international business from an interpersonal standpoint. While expertise in international human capital and talent management is an important pathway to competitive advantage for organizations, the goal of this course is also to develop thoughtful managers and workers who will be cognizant of the challenges of an international career, and respectful of cross-cultural differences. CAS students may take with permission of Chair.
Attributes: Globalization Course

MHC 322 Decision Making w/ Analytics (3 credits)
This course introduces students to the metrics that are essential to the strategic management of human capital. Human capital leaders help drive business performance by delivering competitive advantage through people. Performance relies on measures, so future leaders need to be adept at planning and interpreting those measures. The emphasis of this course will be on logical and strategic decision making through planning which measures to use, and using the resulting analytics to facilitate effective talent acquisition and retention, maximize the productivity and effectiveness of organizational human capital, and allocate limited resources effectively.
Prerequisites: MHC 220
Attributes: Undergraduate

MHC 360 Employment and Labor Law (3 credits)
The purpose of this course is to acquaint the student with the legal aspects of human resource management. It will describe the sources of employment law and how those laws govern the hiring, promotion, evaluation and termination of employees, as well as the terms and conditions of employment in 21st century America. Attention will be given to current legal and ethical issues, including the challenges of managing an increasingly diverse workforce.
Attributes: Justice Ethics and the Law, Undergraduate

MHC 370 Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered. CAS students may take with permission of Chair.
Attributes: Undergraduate

MHC 398 Neurodiversity at Work Interns (3 credits)
The purpose of this internship is to provide the student with an opportunity to utilize the managing neurodiversity knowledge and skills acquired in previous coursework in a “real world” setting under the tutelage of the course instructor and/or workplace supervisors. The student will provide peer support and job coaching, and will play an active role in managing the performance, integration, and experience of an individual on the autism spectrum in the workplace. The student will interact with the administration and staff at the internship site to accomplish these goals and associated tasks, as assigned by the internships coordinator.
Prerequisites: ABA 100 and MHC 220

MHC 470 Special Topics (3 credits)
Topics will vary according to the semester in which the class is offered. CAS students may take with permission of Chair.
Attributes: Undergraduate

MHC 471 Practicum in Human Capital I (1 credit)
This course is meant for students with opportunities working over the course of the semester/summer whose employers require a credit as condition of employment. To apply, the student submits a letter to the chair explaining why the practical training is required and includes a letter from the employer. The student submits to the department chair an 8-10 page paper at the end of the practical training describing their work responsibilities and what skills s/he acquired by participating. Does not satisfy any major, minor, general education or elective requirement. Grade is Pass/Fail. May be repeated once. Permission of Chair required.
MHC 472 Practicum in Human Capital II (1 credit)
This course is meant for students with opportunities working over the course of the semester/summer whose employers require a credit as condition of employment. To apply, the student submits a letter to the chair explaining why the practical training is required and includes a letter from the employer. The student submits to the department chair an 8-10 page paper at the end of the practical training describing their work responsibilities and what skills s/he acquired by participating. Does not satisfy any major, minor, general education or elective requirement. Grade is Pass/Fail. May be repeated once. Permission of Chair required.

MHC 490 Manage Human Cap Internshp I (3 credits)
Permission of Chair.

MHC 491 Manage Human Cap Internshp II (3 credits)
Permission of Chair.

MHC 493 ManageHuman Capital Research I (3 credits)
Permission of Chair.

MHC 494 ManageHuman Capital Research II (3 credits)
Permission of Chair.

MHC 495 Managing HR: Resrch/App (3 credits)
This course focuses on critical thinking skills, research skills, and applied human capital issues. Students will learn and work on HR metrics (assessing, measuring, and valuing employee behaviors and attitudes). Substantive topics will be of interest to both people-oriented future managers and those who aspire to a career in human resources. This offering focuses on critical thinking, research and metrics relating to motivation (the OB side) and compensation (the HR side). There will also be a strong emphasis on the strategic importance of human capital in all organizations. Senior standing.
Prerequisites: MHC 220 and MHC 221 and (MGT 110 or MGT 120 or MGT 121)
Restrictions: Enrollment limited to students with a class of Senior.
Attributes: Undergraduate

MHC 554 Ethical Practices in Business (3 credits)
This online course will consider the ethical responsibilities of managers and corporations. It is designed to raise ethical consciousness and sensitivity to the ethical dimensions of business decisions, on an individual, institution and systematic level. It will be highly interactive, introducing the student to factors which incentivize ethical and unethical behavior, and to dilemmas which arise in business. It will provide plausible decision procedures and frameworks for dealing with ethical matters and methods for rationally adjudicating ethical disputes. It is also designed to reveal common patterns of success and failure in managing ethical conflicts. It will attempt to engage students in a critical evaluation of managerial and corporate ethics and encourage each student to develop a justifiable perspective on the role of ethics in business and their responsibility to various stakeholders.
Prerequisites: MHC 667
Restrictions: Enrollment is limited to Graduate level students. Enrollment limited to students in the Haub School of Business college.

MHC 560 Strategic HR & Talent Mgt (3 credits)
This course examines the integration of human resource management strategy within the broader context of an organization’s business strategy. Students will gain an understanding of major approaches to business strategy, and the corresponding implications for human resource management in varied strategic circumstances. Implications of a firm’s strategy for functional areas within human resource management will also be examined. The course will introduce emerging trends in theory, research, and the practice of human resource management.
Prerequisites: MHC 667 (may be taken concurrently)
Restrictions: Enrollment is limited to Graduate level students.

MHC 561 People Research & Measurement (3 credits)
This course is designed to introduce students to the processes involved in measuring the effectiveness of human resource programs and OD interventions through the scientific method. Students will learn the fundamentals of applied research, from developing questions and deciding on a research design to measurement and analysis. The course will provide a thorough grounding in survey methodology, and will focus on evaluating HR & People ideas through a critical thinking framework. Students will be required to propose a research study during which they will act as project managers/lead researchers responsible for envisioning, executing, analyzing, interpreting, and reporting the results of the study to an external client. The overarching goal of the course is to prepare professionals to effectively evaluate research conducted by others and to plan/initiate their own research.
Restrictions: Enrollment is limited to Graduate level students.

MHC 562 Employment & Labor Law (3 credits)
This course will provide an overview of the major laws that govern employer/employee relations in both union and non-union workplaces. Labor topics include, inter alia, the historical development of labor law, union organizing, unfair labor practices, concerted activities by unions and dispute settlement. Employment law topics include, inter alia, employment discrimination, testing, evaluation and privacy, and laws that govern wage and salary, health and safety, income security, benefits continuation, and family and medical emergencies.
Prerequisites: MHC 667
Restrictions: Enrollment is limited to Graduate level students.

MHC 563 Human Resource Technology (3 credits)
The course examines how technology has enabled and transformed the modern human resource function within large enterprises. A variety of HR applications will be covered including Employee and Manager Self Service, Talent Acquisition, Performance Management, e-Learning, Compensation Planning and HR Analytics. The processes required justify, select, deliver and support HR technology solutions will be analyzed. Finally, special topics such as HR data privacy, HR Shared Service Centers, HR Outsourcing and the evolution and future of HR Technology will be covered.
Prerequisites: MHC 667
Restrictions: Enrollment is limited to Graduate level students.

MHC 564 Finance & Acc for Managers (3 credits)
This course develops students’ practical skills in the interpretation and use of financial and accounting information for managerial decision-making. Students will learn how to (1) understand and analyze financial statements, (2) evaluate relevant costs for decision-making, (3) perform present value analyses, and (4) make sound capital budget decisions.
Prerequisites: MHC 667
Restrictions: Enrollment is limited to Graduate level students.
MHC 565 Managing Workforce Flow (3 credits)
This course focuses on efficient and effective flow of the workforce through an organization. Particular attention will be given to the relationship between business strategy and workforce planning, including the influence of internal and external labor markets, demographic trends and diversity, and the challenges of technological changes. The course will provide an in-depth look at the theories, principles and legal issues surrounding organizational workforce planning in a global economy.
Prerequisites: MGT 551 or MGT 553 or MHC 560
Restrictions: Enrollment is limited to Graduate level students.

MHC 655 Equity in Organizations (3 credits)
Ensuring equity in organizations is becoming increasingly important as the population and workforce become even more heterogeneous. More importantly, it is a moral imperative. This course is designed to help students become aware of the multiple dimensions of diversity such as race, class, gender, gender identity, physical ability, sexual orientation, age, and nationality, and how they intersect. In order to identify and understand the role of organizations in advancing equity, students will first need to deepen their understanding of how organizations have historically impeded equity. Then students will consider possible solutions to advancing diversity, equity, and inclusion in contemporary workplaces.
Restrictions: Enrollment is limited to Graduate level students.

MHC 656 Influence/Negot/Conflict Skill (3 credits)
Whether conflict is healthy or unhealthy for an organization is a function of an individual's ability to surface, work with, and resolve differences that inevitably arise in organization life between individuals and within and between groups and departments. This course examines the psychological and social dynamics which are connected to conflict, including power, leadership, personal needs, roles, communication. It also provides practical tools and skills development for dealing with conflict in a range of organizational settings.
Restrictions: Enrollment is limited to Graduate level students.

MHC 662 Total Rewards (3 credits)
The focus of this course is on strategic compensation systems needed in a dynamic business environment. Both basic and advanced concepts are reviewed, including job evaluation, wage and salary structures, gain-sharing, and other pay-for-performance systems.
Prerequisites: MHC 667
Restrictions: Enrollment is limited to Graduate level students.

MHC 663 Talent-Selection & Retention (3 credits)
An examination of traditional staffing functions (recruitment, selection, orientation) is undertaken so that the process by which organizations and individuals are matched may be better understood. Always mindful of the legal issues that permeate these processes, this unique course will examine the staffing function at an advanced level. Issues such as labor supply and demand, HR strategy and planning, the regulatory environment, validity and reliability, job analysis, realistic job previews, assessment centers, honesty and ability testing, and state of the art recruitment and selection techniques will be explored in depth.
Prerequisites: MHC 667
Restrictions: Enrollment is limited to Graduate level students.

MHC 667 Human Resource Fundamentals (3 credits)
This course will provide the student with the fundamental knowledge essential to all practicing HR professionals. Critical HR functions will be explored in depth to provide a solid understanding of the many issues confronting the HR professional. Topic areas will include (but not be limited to) Strategic Management, Workforce Planning and Employment, Human Resource Development, Total Rewards, Employee and Labor Relations, and Risk Management. In all topic areas, the legal impact of human resources decision making will be considered. This course is appropriate for early HR careerists, those interested in entering the HR field, and students interested in how HR practices further organizational performance.
Restrictions: Enrollment is limited to Graduate level students.

MHC 670 MHC Special Topics (3 credits)

MHC 797 Manage Hum Cap:Strategy&App (3 credits)
This course requires the student to apply their knowledge of business strategy and human resource management in the development of a Strategic Human Resource Management Project. This project will build on previous course work in the MSHRM Program and allow students to choose a particular area of interest in which to further enhance their knowledge and expertise. Students may choose either a field-based project or choose to conduct an in-depth exploration into a particular HR discipline. Throughout this course, each student will demonstrate their ability to fulfill the four strategic human resource management roles serving as a strategic business partner, a change agent, an employee advocate, and an efficient administrator.
Prerequisites: MHC 560
Restrictions: Enrollment is limited to students with a major in Strategic Human Resource Manag. Enrollment limited to students in the MSHRM program. Enrollment is limited to Graduate level students.