

# MANAGEMENT (MGT)

---

## **MGT 100. Managing for Success in the Global Environment. 3 Credit Hours.**

This course will introduce students to the basics of management success in a multi-cultural, international environment. Course topics include an introduction to effective management and communication, understanding cultural differences, working in teams, and the role of the individual in managing his or her own success during the college experience, through such things as career/major exploration, development and building of a resume, and presentation techniques. The course utilizes both a lecture and workshop format, and culminates in a group project presentation integrating course topics.

Requisite: Miami Herbert Business School and Freshman Standing.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

## **MGT 102. Seminar for First Year Students. 1 Credit Hour.**

Seminars designed to introduce up to 25 first year students to topics related to Business. Topics will vary from year to year, as will faculty teaching the seminars.

Miami Herbert Business School freshmen only by permission from advisors.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

## **MGT 199. Professional Development and Success in the Workplace. 1 Credit Hour.**

This one-credit course is designed to expose undergraduate business students to advanced professional development topics, including organization of a career search, practices for updating a résumé, job search mechanics, and proper networking and interview strategies. It also improves students' preparedness to find and secure internships or permanent placement offers, with a focus on critical communication skills and a strategic approach to success in the workplace.

Requisite: Miami Herbert Business School and Sophomore Status or higher. AND (if students have taken BUS 211 students cannot take MGT 199).

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

## **MGT 253. Introduction to Entrepreneurship. 3 Credit Hours.**

Focuses on the process of identifying entrepreneurial opportunities and the operations of a new venture. This course is open to Miami Herbert Business School students, Entrepreneurship minors, or Management minors.

Requisite: Miami Herbert Business School or MGMT minor or ENTR minor.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

## **MGT 270. Introduction to Health Sector Organization and Management. 3 Credit Hours.**

This course provides a basic understanding of the components of the health care sector and their interrelationships. The role of hospitals, ambulatory care (including physicians), long-term care, mental health care, hospice care, and pharmaceuticals will be examined. The role of government financed (Medicare and Medicaid) and private health insurance in affecting decision making by health care consumers and providers will be examined as well. A historical context will be used.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

## **MGT 302. Human Resource Management. 3 Credit Hours.**

Theory and practice of people management including recruitment, selection, compensation, performance management, etc., as they relate to the other management functions in the conduct of an organization. Attention is focused on the needs of the line executive as well as those intending to pursue a staff career in HR.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 303. Operations Management. 3 Credit Hours.**

Problems and methods of planning the efficient utilization of capital, labor, equipment, and materials. Sales forecasting, production planning, production control, scheduling, routing, dispatching, expediting, materials planning, inventory control, capital budgets, and costing are discussed. The application of quantitative techniques in problem solving and decision making are included as well as case problems.

Prerequisite: MAS 201 or MAS 311 or MTH 224 or ISE 311 or PSY 291 or PSY 292.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 304. Organizational Behavior. 3 Credit Hours.**

First professional course in management. Concepts of organization, motivation, leadership, dynamics of the group, personality, organizational development strategies, and other behavioral aspects involved in the effective management of an organization are discussed.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 307. Advanced Organizational Behavior. 3 Credit Hours.**

Continuation of MGT 304—primarily for, but not limited to, Management OR Human Resource Management majors. Case analyses, simulations, and research projects may be utilized to study concepts from MGT 304 for more depth.

Prerequisite: MGT 304.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 308. Training and Development. 3 Credit Hours.**

An examination of key issues in designing training and development programs. Topics include organizational needs analysis, training design and implementation, evaluation techniques, and understanding of how such programs interact with other human resource functions.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 309. Organizational Staffing. 3 Credit Hours.**

This course covers human resource planning, recruiting and selection, career transitions and other workforce movement. An important goal of the class will be to provide opportunities to develop skills that are relevant to effectively managing talent flow. It will provide students with a systematic examination of employee staffing functions in organizations with a specific focus on evidence-based decision making.

Prerequisite: MGT 302 and MGT 307.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 324. Negotiation Strategies. 3 Credit Hours.**

A skills-based approach to learning the art and science of negotiation. Course covers preparation, and negotiation skills such as establishing trust and relationship-building. Topics include power, persuasion, creativity, problem-solving, ethics, and cross-cultural negotiation. Skills and self-insight will be acquired through self-assessment, role-play negotiation exercises, and case studies.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring & Summer.

**MGT 349. International Business. 3 Credit Hours.**

Designed to introduce students to the study of international business. Through discussions and analyses of the unique challenges and opportunities faced by multinational corporations (MNCs) and their managers, students gain an understanding of how to conduct business across different cultural, political, economic, and legal environments, as well as how to function effectively and succeed in MNCs. The course work and usage of teaching methods such as case analyses, experiential learning exercises, and debates seek to help students develop a global mindset and skills for effective global management (e.g., conceptual, analytical, cross-cultural communication, negotiation, and presentation skills).

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 354. Growing the New Venture. 3 Credit Hours.**

Covers the basics of scaling a start-up. Topics include sources of capital, market choices, division of the equity pie, choice of distribution channels, choosing an accountant and a legal advisor, preparation of a business plan, and product design. Teams of students develop business plans to start new enterprises.

Prerequisite: MGT 253.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 357. Entrepreneurship Simulation Experience: Inside the Mind of the Entrepreneurial CEO. 3 Credit Hours.**

Provides students with unique entrepreneurial experiences derived from starting and running businesses through computer simulation. Topics include: opportunity and environment assessment for potential businesses; initiation, organization, administration, and launch of the businesses; operation of the businesses in a competitive environment; responsibilities, functioning, and issues of entrepreneurial teams; evaluation, measurement, and competitive ranking of business success.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor or ENTR minor.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 359. Comparative Management. 3 Credit Hours.**

Analysis of professional management as affected by the cultural environments in which it operates in major industrial nations. The problems of trans-cultural managers in multinational structures is examined.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 360. Effective Leadership. 3 Credit Hours.**

This course covers the key theories, models, and frameworks analyzing effective leadership styles used by top influencers. A multimedia approach is taken, using readings, films, lecture, discussion, and case analyses. The emphasis is on building a sound grasp of good practice, and on developing the ability to apply such knowledge to everyday leadership situations.

Prerequisite: MGT 304.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 371. Doing Business in Latin America. 3 Credit Hours.**

This elective examines the key local, regional, and global forces affecting the conduct of business in the main Latin American markets of Mexico, Brazil, Venezuela and Chile. These forces include historical, cultural and demographic factors as well as the fast-changing politics and economics of the region. Students will be introduced to the complex relationships between business and government in LatAm as well as the unique advantages and disadvantages of companies based in the region.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 401. Strategic Management. 3 Credit Hours.**

An integrative approach to strategy formulation and implementation, from a domestic and international perspective, is the focus of this core capstone course. All the primary areas of business are emphasized using cases and readings. Course is required of all graduating seniors in Business.

Requisite: Miami Herbert Business School and Senior Standing.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 418. HR Analytics. 3 Credit Hours.**

This is a course in HR metrics and analytics, and it addresses the growing need for data-driven, analytical approaches to managing human resources. HR practitioners need to be skilled in understanding (1) the types of problems that can be addressed using HR analytics, (2) how to collect, analyze and interpret human resource data, (3) how to evaluate the validity of those analyses, and (4) how to communicate analytical and statistical results in a practical way to influence decisions. Students will learn statistical methods necessary to deal with business problems, increase knowledge and skills in planning and managing HR analytics projects, and develop an understanding of major legal and ethical considerations related to HR analytics projects

Prerequisite: MGT 302 and MGT 307 and MAS 202 or MAS 312 or equivalent.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 422. Leading Teams. 3 Credit Hours.**

The objectives of this course are to develop interpersonal communication and conflict management skills necessary to work in teams and exercise leadership in teams. Topics include team development, decision making, and managing conflict.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 423. Leading with Emotional Intelligence. 3 Credit Hours.**

Emotional Intelligence is one of the keys to high performance leadership, as well as promoting the wellbeing of employees in organizations. Emotional intelligence provides a framework for understanding how people's emotions contribute to their optional functioning at work. In this class, students will learn how to perceive emotions in themselves and others, how to understand the sources and consequences of emotions, and techniques for managing their own emotions as well as the emotions of others. By learning the theoretical foundations of emotional intelligence and engaging in experiential activities, students will enhance their leadership potential through the development of their emotional skills.

Prerequisite: MGT 304 and MGT 360.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 428. Compensation and Benefits Design. 3 Credit Hours.**

Examines techniques and theories related to the design and management of performance management systems including compensation and benefits programs within organizations. Compensation includes cash compensation, such as base pay, merit pay, seniority pay, individual, group and organization-wide incentive plans, skills-based pay, and pay-for-knowledge. Benefits include health care plans, pension and profit-sharing plans, life and disability plans, and paid time off.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 440. Families in Business. 3 Credit Hours.**

Family controlled businesses (both private and publicly-traded) are unique forms of ownership that are challenged by family dynamics, emotional attachment to the firm and various other issues resulting from the interaction of family, management and ownership - particularly where the family wishes to perpetuate its influence and/or control from generation to generation.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring & Summer.

**MGT 445. Supply Chain Modeling and Analysis. 3 Credit Hours.**

Course introduces students to managerial decision problems in supply chain systems, developing structured mathematical tools to model and solve problems. Students will also learn to apply these tools through problem-solving exercises, experiential games, and spreadsheet-based case studies.

Prerequisite: MGT 303.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 446. Supply Chain Strategy. 3 Credit Hours.**

This course will deal with issues such as inventory management, supply chain design/coordination, revenue management, and sourcing. Each module discusses how a real company practices some aspect of supply chain strategy, and then reviews the concepts behind that practice. Tools are provided to analyze the concepts, distill their principles, and suggest guidelines for implementation and improvement.

Prerequisite: MGT 303.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 448. Global Sourcing. 3 Credit Hours.**

Global sourcing is the collaborative and structured process of critically analyzing an organization's spending and using this information to make business decisions about acquiring commodities and services more effectively and efficiently. This course will provide students a framework for thinking about strategic sourcing and tools to effectively implement the global sourcing process.

Prerequisite: MGT 303.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 450. MGT Internship. 1 Credit Hour.**

Student is individually assigned to operating business firm or other organization to gain insight into management practice in area of career interest. Periodic reports and conferences are required. Cannot be used toward major requirements.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 451. Supply Chain Analytics Practicum. 3 Credit Hours.**

The Supply Chain Analytics Practicum course (SCAP) places students with organizations throughout the world to address pressing challenges related to operations and/or supply chain. Students work in teams with guidance from faculty advisors to develop actionable and valuable recommendations for sponsors.

Prerequisite: MGT 445 and Pre/Corequisite: MGT 446 And Requisite: Senior Status.

**Components:** PRA.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 455. Entrepreneurial Consulting. 3 Credit Hours.**

Students review techniques, methods, and analytic frameworks of management consultants. Emphasis is on problems of small business, particularly start-ups. Consulting practice is provided through preparation of reports on written cases and guest speakers, as well as hands-on projects in actual business firms or start-ups.

Prerequisite: MGT 253 And MGT 354.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 459. International and Multinational Management. 3 Credit Hours.**

Foreign environment for overseas operations with a survey involving economics, political, and social constraints. The effects of overseas investments on foreign economies with emphasis on the emerging managerial structures is included.

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 480. Leading Change. 3 Credit Hours.**

Course is intended for students who are interested in learning how to lead, plan, and implement large-scale change efforts within organizations. Part of the course is devoted to organizational analysis techniques and the remainder addresses behavioral intervention strategies (including survey feedback, technostructural interventions, and team building).

Requisite: Must be in the Miami Herbert Business School or have a MGMT minor plan.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 481. Leadership Practicum. 3 Credit Hours.**

The Leadership Practicum requires having students observe (shadow) actual leaders to learn more about the respective leader's actual daily behaviors within his/her unique organizational context. Students will keep detailed journals containing field notes which they will then analyze based on the conceptual frameworks learned within the required course of the Leadership major.

Requisites: Senior status and Leadership majors only.

**Components:** PRA.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 496. Directed Studies in Management. 1-3 Credit Hours.**

Supervised readings, individual research project, or independent investigation of selected non-STEM related problems in the discipline. Offered only by special arrangement with supervising faculty member, who approves topic and evaluation process at time of registration.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 497. Directed Studies in Management. 1-3 Credit Hours.**

Supervised readings, individual research project or independent investigation of selected STEM-related problems in the discipline. Offered only by special arrangement with supervising faculty member, who approves topic and evaluation process at time of registration.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 498. Special Topics in Management. 3 Credit Hours.**

Special topics in selected non-STEM areas of Management.

Requisite: Sophomore Standing or higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 499. Special Topics in Management. 3 Credit Hours.**

Special topics in selected STEM areas of Management.

Requisite: Sophomore Standing or higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 555. Management Departmental Honors Research Project.. 3 Credit Hours.**

Research project to fulfill requirements for Departmental Honors in Management.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**MGT 600. Managing for Employee Engagement. 3 Credit Hours.**

For Executive MBA students only. Course covers organizational behavior and utilizes cases and lectures to explore topics such as personality, motivation, leadership, group processes, organizational structure/design, and social responsibility.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 602. Human Resource Management. 3 Credit Hours.**

Modern human resource/capital management: job analysis and design, evaluation and appraisal, recruitment and interviewing, training and development, compensation and benefits, labor relations, employee engagement programs, human resource legislation.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 603. Leading Teams. 3 Credit Hours.**

The objectives of this course are to develop interpersonal communication and conflict management skills necessary to work in teams and/or exercise leadership in teams. Topics include team development, decision making, and diagnosing team process issues.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 604. Design Thinking. 1-2 Credit Hours.**

The purpose of this course is to impart students the principles of design thinking. Design thinking is an essential tool for understanding the customer, not just from a functional perspective but from an emotional one. Students will learn how to create an empathy map and a prototype. This is a hands-on learning experience that will challenge students to get out into the real world to talk to people and test their ideas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 605. Digital Global Strategy. 1 Credit Hour.**

This course will explore various digital global strategy issues faced by international companies and new ventures, aiming at improving MBA students' ability to think and act digitally and internationally. By focusing on the complex issues caused by digital globalization we seek to help our graduate students develop novel digital global strategies that would redefine how their companies pursue international expansion and manage geographically dispersed businesses in the digital age. This course will also offer insights into new ways of organizing and managing global business through digital connectivity so as to sharpen speed, flexibility, orchestration, and efficiency for both interfirm and intrafirm activities in various countries.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 606. Executing Growth Strategies. 2 Credit Hours.**

This course has three key objectives. First, to help students understand key challenges in executing growth strategies in a digital age and how to develop analysis frameworks to identify such challenges. Second, to familiarize students with different modes of increasing or decreasing corporate scope and provide them with a toolkit to evaluate and compare such different modes. Third, to help students understand how behavioral biases, internal stakeholders, and external stakeholders influence growth strategy decisions and how to avoid potential pitfalls associated with such decisions.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 607. Improving Business Processes. 1 Credit Hour.**

Operations Management involves planning and coordination of all the activities – from acquisition of resources (outputs), through their transformation into products (outputs), and to their ultimate delivery to customers – in manufacturing, service, and non-profit organizations. To plan and coordinate these complex inter-connected activities, businesses employ operations managers at every level from first-level supervisors to Chief Operations Officers. Such managers face a wide variety of challenges in planning and executing operations strategies, and aligning them with the organization's business goals. Adopting a process-based view of the business organization, this course will present some of the decision problems facing operations managers – such as process planning and capacity planning – as they pursue this strategic fit. Students will develop structured approaches to address these decision problems and then learn to apply these approaches in practical contexts through problem solving exercises, case studies, and simulations that emphasize experiential learning.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 608. Leading with Insight. 2 Credit Hours.**

This course consists of several topical areas that students should master in order to understand more about their personal abilities to effectively manage, lead, and motivate others. Class sessions focus on helping students develop critical thinking, a hands-on skill they will need to be effective as they maneuver interpersonal dynamics. Topics include employee/team personality assessments; perceptual biases and their impact on performance judgements; understanding motivational dynamics; controlling one's own emotions, as well as understanding the effects of emotions on performance; learning about interpersonal conflict and how to manage the dynamics associated with the process; and developing an inclusive workplace and team.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 609. Leading with Introspection. 2 Credit Hours.**

Leading with introspection is about understanding your leadership style and how you influence others. Effective leadership requires understanding of personality traits and behaviors. In this course, students will learn the skills necessary for leading followers, teams, and organizations. The development of trust is an essential aspect of leadership and will be emphasized. Understanding of negotiation in dependency situations and negotiation styles is featured. The course will also cover recent developments in leadership theory and research, including authenticity, ethical, and servant leadership. Applications of course concepts are encouraged through self-assessments and case studies.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 610. Leading with Foresight. 2 Credit Hours.**

Leading with foresight is needed in today's organizational environment that is volatile, uncertain, complex, and ambiguous (VUCA). Teams are one of the most important ways to respond to this environment. Effective teamwork requires breakthrough thinking, empowerment, and innovation. But, all too often, team leaders fail to support teams in ways that create the conditions for high performance. In this course, you will learn the skills necessary to lead high performance teams. The course will cover team basics, including team formation, team norms, and team development. The course will feature essentials of team leadership highlighting the importance of team creativity, team decision making, and virtual teams.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 611. Negotiating your Salary and Job Package. 1 Credit Hour.**

Negotiating your salary and job package can be one of the most stressful times in your career. After all, it is your future on the line, and emotions run high. This course will focus on reflection on the negotiation skills you already have and building on them through readings, negotiation assessments, and two negotiation simulations in a salary negotiation context. Negotiation fundamentals will be reviewed and issues of gender, emotions, and subjective value are featured.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 612. Optimizing Operations under Uncertainty. 1 Credit Hour.**

This course will focus on two important operational levers that managers have in matching supply with demand – inventory and capacity – as they pursue this strategic fit. Specifically, structured approaches to address decision problems that arise in the contexts of waiting lines and inventories will be developed, and then students will learn to apply these approaches in practical contexts through problem solving exercises, case studies, and simulations that emphasize experiential learning.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 613. Strategy for Dynamic Environments. 2 Credit Hours.**

This course helps students understand and analyze dynamic environments to facilitate formulation and implementation of adaptive strategy. Readings and cases are the foundation for robust discussion and debate that will help improve students' ability to think and act critically. Course material selection and sequence help illustrate business and corporate level strategy, and provide an understanding of how to create synergies by integrating actions across these levels. Experiential exercises illustrate cognitive challenges to developing innovative strategies, leveraging network relationships, and designing creative organizational structures to generate competitive advantage. Students will utilize frameworks and problem-solving techniques to develop critical thinking, vigorous analysis, and evaluation of alternatives.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 616. Foundations in Management Consulting. 2 Credit Hours.**

This course is designed to provide graduate students with an in depth exploration of the management consulting industry, being a professional consultant both internal and external to an organization, client relationship management and the consulting lifecycle used by top global consulting firms – on how to identify, diagnose, plan, solve problems, sell consulting work, use organizational management consulting methodologies, lead, project manage and close out consulting engagements.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 617. Leading Across Cultures. 2 Credit Hours.**

This course examines what constitutes "effective" leadership across cultures. Skills and behaviors that are perceived as effective leadership in one culture are not necessarily those that will be effective in a different culture. By exploring the ways in which specific cultural values and leadership prototypes are seen across different cultures, students will be prepared for cross-cultural adjustment and effective leadership. These skills may be applied to work assignments in a culture that is not their own or to leading diverse followers in their home country. The goal of the course is to help prepare students for leadership in multicultural environments.

Prerequisites: MGT 600 or MGT 620 or MGT 651.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 618. Leading Change in Organizations. 1-3 Credit Hours.**

Charles Darwin aptly noted, "It is not the strongest species that survive, not the most intelligent, but the ones who are most responsive to change." The primary goal of this course is to help you learn how to lead and manage the challenges associated with organizational change processes. Together we will identify the opportunities that require change programs; discuss ways to overcome the inevitable obstacles to change; learn how to build successful coalitions to support change efforts; analyze strategies for implementing change; and examine ways to consolidate the results of such efforts to ensure that changes are sustainable over time.

Prerequisites: MGT 600 or MGT 620 or MGT 651.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 619. Leading with Power and Influence. 2 Credit Hours.**

One of the realities of organizational life is that people continually attempt to control the actions of others and to successfully influence their behavior. This reality leads to a wide array of organizational activities aimed at enhancing one's own or one's group's personal agendas. This course focuses on preparing graduates for the challenges and "realities" they will ultimately face as leaders. Given that most students will eventually be leading the efforts of others, it is essential that they understand how to acquire power and, within ethical bounds, exercise influence.

Prerequisites: MGT 600 or MGT 620 or MGT 651.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 620. Managing Through People. 2 Credit Hours.**

This core course in the MBA program introduces students to some of the key behavioral topics necessary to manage oneself and others in organizations. Specifically, the topics covered include individual attributes (personality, perception, motivation, relationship building), group processes (norms, roles, and team basics), leadership views, and organizational culture/change. An understanding of the relationship between each of these areas and organizational outcomes is enhanced through lecture, cases, and interactive exercises.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 621. High Performance Leadership. 2 Credit Hours.**

Leadership skills are critical for high performing organizations. Course utilizes lecture, cases, exercises, self-assessments, and contemporary reading materials to present leadership approaches that both motivate and enable employees to perform beyond normal or ordinary expectations. Topics include followership and organizational culture, power, influence, rewards and punishments, path-goal and exchange theories, participation and empowerment, charismatic and transformational leadership, and contingency and cognitive resources theory.

Requisite: Master of Science in Management Studies Students Only.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 622. High Performance Teams. 2 Credit Hours.**

This elective course highlights how to manage and construct effective teams to achieve strategic goals. Team-based organizations have been created to enhance organizational performance. The benefits of effective team leadership are performance beyond expectations and enhancement of learning for employees. Topics covered include team decision-making, team leadership, diversity in teams, conflict resolution, and team creativity.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 623. Human Resource Systems. 2 Credit Hours.**

Leaders must manage their human resource assets effectively to achieve high performance organizations. Course topics include recruitment and selection of high performance employees, designing performance appraisal systems, implementing policies to satisfy legal issues impacting human resources, and instituting training/development systems.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 624. Negotiation Strategies. 2-3 Credit Hours.**

This course is a skills-based approach to learning the art and science of negotiation. Negotiation is a core management competency; these skills are increasingly necessary for leaders in business, non-profits, small businesses and other organizations. This course will cover preparation, and negotiation skills such as establishing trust and relationship-building. Topics covered include power, persuasion, creativity and problem-solving, ethics and cross-cultural negotiation. Skills and self-insight will be acquired through self-assessment, role-play negotiation exercises and case studies.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 625. Entrepreneurship: Creating New Ventures. 2 Credit Hours.**

This is a two-credit course for MBA students (only). The course is designed to help students understand the basic essentials for creating a new venture. Among some of the topics covered will be: preparation of a business plan, securing sources of capital, choosing and creating appropriate distribution channels, and understanding the complexities of selecting a management team. Students will be required to critique and develop business plans as a key evaluation component for this course.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 626. Business Model Innovation & Value Creation. 2 Credit Hours.**

Upon completion of the course students will be able to: a) understand the idiosyncrasies of online ventures; and b) understand the basic principles behind design thinking, lean startup methodology and the platform business model canvas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 627. Entrepreneurial Strategy. 2 Credit Hours.**

This course draws on emerging research in entrepreneurship to provide an integrated strategy framework for bringing new products/services to market. The learning objectives are: 1) understand the entrepreneurial strategy framework and identify the unique value-added of a business idea; 2) apply analytical tools and frameworks to determine the right business model for commercializing ideas; 3) position innovation driven businesses in industry and market contexts; and 4) explore start-up and innovation culture to avoid common pitfalls and misconceptions.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 628. Global Entrepreneurship. 4 Credit Hours.**

This seminar-type course is an advanced elective specially designed for graduate students either interested in starting their own firms or developing the skills with which to submit business plans within the corporate world (i.e., corporate entrepreneurship) in today's global, interdependent economy. Students will learn to assess the new venture opportunities that he/she may have considered and choose the one that seems most attractive and viable and develop a unique business model which enhances the plan's viability in the short term, and ensures the development of sustainable advantages in the long term. Each student will draft a comprehensive business plan after working on its functional components (e.g., marketing, finance, human and intellectual capital plans) to be developed throughout nine classes and several individual meetings along the program's academic calendar. At the end, students will present their business plans to a panel of new venture investors who will assess all projects, give individual feedback, and choose the best project(s).

**Components:** LEC.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**MGT 629. Start-up Project. 1-4 Credit Hours.**

This course will be taught in four parts and is designed to integrate key lessons from all courses in the MS Entrepreneurship program. Each part is sequenced to build entrepreneurial skill by integrating key lessons from courses in that session. Project evaluations will be made in each session.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 630. Designing Organizations, Jobs, and Lives. 2 Credit Hours.**

Organizations, like machines, are complex systems comprised of interconnected parts and like machines they need care and maintenance in order to function well. In this course we will think about various aspects of organizations and jobs within those organizations that need to be consciously designed (and re-designed intermittently) and consider the trade-offs for both the organization and its employees inherent in these design choices.

Prerequisite: MGT 620.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 631. Leading With Emotional Intelligence. 2 Credit Hours.**

Emotional Intelligence is one of the keys to high performance leadership, as well as promoting sustainable well-being of employees in organizations. Emotional intelligence provides a framework for understanding how people's emotions contribute to optimal functioning at work. Accurately recognizing a person's emotions facilitates the prediction and understanding of that person's subsequent actions. Understanding the significance of emotional states guides attention, decision-making, and behavioral responses. Labeling emotions allows for optimal communication. Expressing emotions accurately ensures that emotions are communicated in socially appropriate ways. Regulating emotions enables one to express socially appropriate emotions and to behave in socially acceptable ways. Intelligent processing and effective management of emotional information are necessary, therefore, to be an effective leader in the workplace and beyond in the broader community.

Prerequisite: MGT 608, MGT 620, or permission of Department Chair.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 640. Family Business Venturing. 1 Credit Hour.**

Family business is the most common organizational form but also the most challenging. This course moves beyond the issue of succession and governance and focuses on the challenge of growing the family business while maintaining family unity.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 642. Supply Chain Analytics. 2-3 Credit Hours.**

This course studies key decision areas in supply chain design and operation. Students will learn what data are needed and how to use data to measure supply chain performance. They will also learn to apply various tools and methods to analyze trends, extract knowledge and business intelligence, and make decisions. Through the analysis and discussion of case studies, they will get useful insights on how to optimize the value of supply chain processes and operations, to streamline the goals and to design flexible supply chains.

Prerequisite: MAS 632 or MAS 641.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 643. Principles of Operations Management. 2 Credit Hours.**

Introduction to operations management, forecasting, process analysis, aggregate planning, capacity management, waiting line management, system design, quality management, and inventory management.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 645. Principles of Supply Chain Management. 2 Credit Hours.**

Course introduces students to the business discipline of Supply Chain Management (SCM) which centers on concepts and techniques that enables firms to better coordinate material and information flows, and non-material activities associated with logistical and marketing processes that occur within and across organizations. Course also discusses concepts and recent influential innovations in SCM (e.g., Cross-Docking, Vendor Managed Inventory (VMI), Third-Party Logistics (3PL), Efficient Consumer Response (ECR), and Quick Response (QR)).

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 646. Sustainable Supply Chains. 2-3 Credit Hours.**

This course analyzes problems and solutions associated with building sustainable supply chains. Students will study how to design a supply chain so as to maximize the cost of monitoring suppliers for compliance with sustainability initiatives. The course will develop optimal formal/informal incentive contracts for promoting investment by suppliers in sustainable capital and equipment, including product testing equipment. Supply chain problems such as the hold-up problem, delegation vs. control of suppliers' sustainability practices, and supplier auditing are considered in the context of developing sustainable supply chains. Sustainability issues associated with suppliers in developing countries are also considered, including private versus state owned suppliers and the degree of enforcement of local regulations.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 651. Behavioral and Organizational Systems. 3 Credit Hours.**

Exploration of relevant concepts, research findings, and pragmatic implications of the behavioral sciences for the management of complex socio-technical systems.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 652. Global Strategy. 2-4 Credit Hours.**

The purpose of this course is to change how the strategic environment is viewed, how students think about their own organizations and other others, and how strategy and its execution is viewed. This course will help the student: understand organizations as complex systems embedded in a set of evolving cooperative and competitive economic relationships; identify the distinct resources and capabilities that form the foundation of an organization's competitive advantage; formulate business strategies that anticipate imitation and competitor response; evaluate the relationship between a firm's competitive advantage and its growth opportunities; understand the role of the corporate center in supporting and enhancing the competitive success of operating divisions; and see the interplay of organizational structures, systems, networks, and influence centers that form the basis of effective strategy implementation.

**Components:** LEC.

**Grading:** SUS.

**Typically Offered:** Fall.

**MGT 653. Deriving Competitive Advantage through Operations. 3 Credit Hours.**

Introduction to major managerial decision problems and processes of operations management. Topics include the design of operations, planning, quality control, resource allocation, and integration of operations management with the other functional areas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 655. Research Methods. 3 Credit Hours.**

Course addresses the fundamentals of research in business including exploratory designs, correlational and multivariate designs, experimental and non-experimental studies, measurement theory, internal and external validity considerations, and ethical requirements in conducting organizational research.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 656. Seminar: Organizational Behavior. 3 Credit Hours.**

Seminar addresses the current research and theoretical foundations in organizational behavior. Topics include individual attributes, job attitudes, leadership, motivation, and group processes.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 657. Optimizing Human Capital. 2-4 Credit Hours.**

The 21st century workplace has often been characterized as the Age of Intellectual Capital, a time in which competitive advantage is linked intricately to optimizing human resources in distinctive ways. In this dynamic, global marketplace, Darwin rules. To survive, organizations must provide the best products, the best services with the best labor or risk extinction. Contextual factors including changing demographics; global social, economic, and regulatory issues; and technological innovations have created major challenges for organizational sustainability. In a recent publication based on survey results from 94 countries, talent acquisition, retention, management, and engagement were viewed as urgent global trends for the 21st century. Utilizing a variety of pedagogical approaches, this course will focus on the ways in which human capital can be leveraged to create sustainability as well as work environments that engage the minds and hearts of participants to achieve strategic initiatives.

**Components:** LEC.

**Grading:** SUS.

**Typically Offered:** Spring.

**MGT 658. Innovative Business Strategies for Future Leaders. 3 Credit Hours.**

This course will explore critical strategic management and business policy issues faced by executives and managers in dynamic environments, aiming to improve their ability to think, plan and act strategically. Emphasis will be placed on critically evaluating internal resources and external environments, formulating viable business-level and corporate-level strategies, mapping optimal business models and solutions, and pursuing entrepreneurial opportunities and innovation so that their firms, established or nascent, can achieve sustainable competitive advantages and desirable performance in an increasingly interconnected yet complex business world.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 659. Management of Multinational Enterprise. 3 Credit Hours.**

Analysis of the management tasks confronting managers operating in the international arena presented from both an environmental and an operational perspective. Alternatives for overall corporate policy and strategy that accommodate global operations is also included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 660. Leadership and Motivation in Organizations. 3 Credit Hours.**

Selected topics pertaining to leadership, motivation, and individual processes are surveyed through selected readings, class discussions, and a guided research project. Students' ability to conceptualize, integrate, and apply diverse approaches to the leadership and motivation of people in organizations is emphasized.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 661. Influence, Power and Politics in Organizations. 3 Credit Hours.**

One of the basic realities of organizational life is that people continually attempt to control the actions of others and to successfully influence their behavior. This reality leads to a wide array of organizational politics aimed at enhancing one's own or one's group's personal agendas. This course focuses on preparing graduate business students for the challenges and "realities" they will ultimately face as managers. Given that most business students will eventually be leading the efforts of others, it is essential that they understand how to acquire power and exercise power within ethical bounds.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 664. Leadership Coaching. 2 Credit Hours.**

This class provides participants with the opportunity to assess his/her interpersonal and leadership skill sets in a number of areas based on widely used psychological instruments, and to discuss the analysis/receive coaching from your professor, an organizational psychologist. Specifically, the confidential assessments will be reviewed to help identify key strengths, and to give participants insight into what steps might be considered to ultimately achieve one's future potential as a leader. In addition, personal experiences and concerns with respect to leadership/interpersonal strengths and needed areas for improvement will be discussed with each participant.

MS Leadership students only; must be taken during last semester of program.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 667. Leadership for Sustainable Organizations. 2-3 Credit Hours.**

This course covers the essentials of front-line leadership in sustainability, from integrating sustainability into an organization, executing organizational strategy, and committing to it for a lifetime. It is an exploration of the most prominent issues in the field of leading for sustainability; for example, leader traits required to promote and support change, how to deal with real world constraints, and ethical considerations.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 675. Business Policy and Strategy. 2 Credit Hours.**

The objectives of the course are to improve the student's ability to think strategically and to provide an intellectual framework that enhances understanding of the MBA program. The course focuses on relationships among the firm, its strategy, and its environment; why firms choose certain businesses; which business strategies are successful; and how firms can change in response to a dynamic environment. Models for strategic formulation, implementation, and control are developed that facilitate an integrated understanding of the courses that comprise the MBA curriculum. Readings and lectures illustrate strategic management theories and frameworks while case discussions, experiential exercises, and team projects provide opportunities for application.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 676. Managing Strategic Governance. 2 Credit Hours.**

The course provides an overview how a firm's stakeholders can play a governance role and thereby shape a firm's strategic decisions (i.e., strategic governance). As various stakeholders have gained significant power to influence managerial decisions, understanding and managing strategic governance is critical for managers to craft and implement effective strategies.

Miami Herbert Business School graduate students.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 677. Corporate Strategy and Organization. 2 Credit Hours.**

This capstone course focuses on the perspective and skills of the general manager. Its purpose is to provide practice in diagnosing and identifying realistic solutions to complex strategic and organizational problems. Course builds on previous coursework by providing an opportunity to integrate various functional areas by providing a total business perspective. Since the course focus is on pragmatic, action-oriented general management skills, the course is taught primarily through the case method and requires both written analyses and case presentations.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 679. Entrepreneurial Mergers & Acquisitions. 0-2 Credit Hours.**

This course explores the evolving world of mergers & acquisitions (M&A) from the perspective of both buyers and sellers. We will examine the process itself – including the role of advisors, due diligence, and post-closing steps – as well as develop a framework for assessing value and risk. Our primary focus will be on the strategic rationale, or thesis, behind any M&A deal. By the end of the course, students should be comfortable with M&A terminology, analytical tools, valuation methodologies, and the business logic employed by successful buyers and sellers. Our approach will rely heavily on microeconomic analysis and a sophisticated understanding of incentives (and their unintended consequences). As the class progresses, you will learn how to effectively negotiate a deal, craft a strategic plan for either acquisition or sale, and formulate an effective due diligence outline as a buyer.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 680. Doing Business in China. 2 Credit Hours.**

This course explores various business and management issues faced by international executives who are interested or active in various industries and markets in China, aiming to improve their understanding of this largest emerging market in the world. Several case studies of business organizations and industries are used throughout the course. Emphasis on the course material and class discussions on critical thinking, solutions to problems, and evaluating different options.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 681. Essentials of Health Care Management and Policy. 3 Credit Hours.**

This course develops an understanding of the basic elements of the health services industry in the United States. A systems approach will be used utilizing a historical perspective as a basis and moving on to current and potential future system dynamics. The various components of the health care system will be examined, including physician services, hospital and hospital systems, long-term care providers, mental health services, and pharmaceutical services. Various elements associated with the financing of health services will be examined as well as indemnity insurance, capitation, and the role of managed care and consumer driven health care in theory and practice. The role of government and its impact on our health care system will be explored as well.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 682. Issues in Health Care Administration. 3 Credit Hours.**

A seminar on current problems and issues in health care administration.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 684. Analysis of Health Care Delivery and Policy. 3 Credit Hours.**

This course examines theoretical and operational incentive structures which guide health care consumers, providers and health care organization toward decisions both efficient and inefficient.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 685. Economic Models in Operations and Supply Chain Management. 3 Credit Hours.**

In this course we will study the academic literature that is based on analytical models of supply chain and channel management. In particular we will be concerned with models that capture the economics that govern the interaction among the firms in a supply chain/distribution channel. Since this topic is of interest to both the marketing and operations management communities, we will draw upon readings from both areas. One of our objectives will be to identify opportunities for building bridges between these two bodies of knowledge.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 686. Optimization Models for Operations and Supply Chain Management. 3 Credit Hours.**

This course is designed primarily for advanced graduate students who are interested in research on supply chain and operations management, focusing on the study of (deterministic) optimization models to support system design, planning, and operational decisions. The course complements other related doctoral courses such as those on economic models for supply chain and operations management.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 687. Health Care Organization, Economics, and Ethics. 3 Credit Hours.**

Course provides the student insight into organizational and behavioral aspects of the various sectors and agents within the health care industry and understanding of how such aspects in turn affect performance measured in terms of both economic and ethical criteria.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 688. Individual and Interpersonal Processes. 3 Credit Hours.**

Basic Overview of many topics relevant to studying individuals and dyads in organizations. Course will introduce students to a variety of topics related to individual and interpersonal differences, processes, and behaviors in organizations. Students will begin to see how to link research designs with a theoretical framework for empirical testing.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 689. Doctoral Seminar in Leadership and Group Processes. 3 Credit Hours.**

This seminar examines the theory and research that focuses individual leadership and examines implications for individual and group behaviors as well as bridging the micro-macro divide. You will perform a critical in-depth examination of the primary research literature, focusing on appropriateness of design, analysis, interpretation, contribution and future research directions.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 690. Sustainable Business Operations: Value Creation and Environmental Considerations. 3 Credit Hours.**

This doctoral level course is intended to familiarize students who are not environmental specialists with relevant facts and analyses on sustainable evolution: What are the key concepts? What is at stake? Who are the key stakeholders? Who is leading the way in reshaping operations strategies as well as public policy? What are some key lessons learned from successes and failures to integrate the environmental component? Specifically, the course will draw extensively from the rich literature in supply chain operations, international business and marketing on how firms interact with one another to create and offer sustainable products and services to consumers.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 691. International Management. 2 Credit Hours.**

Course is designed to provide an overview of management problems and issues for organizations and executives operating internationally. Students learn how multinational enterprises are different, why they behave as they do, and how to apply management principles to problem-solving in such contexts.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 692. Theories in Management and Organization. 3 Credit Hours.**

This course provides an in-depth review of major theories in the broad field of management and organization. It covers a multitude of management and organization theories that are derived not only from general management but from economics, sociology, ecology, and the like. The course will use several techniques, including lectures, article presentations and discussions, theory development, research project, and manuscript preparation. By the end of the term, students are expected to understand the central notions of each theory being discussed, comment on various arguments in these theories, improve the skills in applying these theories to their specific research questions, and sharpen their ability to develop theoretical models.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 693. Theories and Research in Global Strategic Management.. 3 Credit Hours.**

This course is designed to provide doctoral students an in-depth review of major theories, paradigms, and perspectives in global strategy and international business. We'll also explore how to apply existing theories and perspectives to new contextual settings, such as emerging markets and outsourcing. Furthermore, we'll do all this while reading and critiquing the major branches and works within the strategic management and international business literature. The course is intended for doctoral students in business or related fields. There are no formal prerequisites for the course although some basic knowledge of global business is expected.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 694. Ph.D Seminar in Strategic Management. 3 Credit Hours.**

This course is designed to provide doctoral students an in-depth review of major theories, perspectives, and methods in strategic management. The course is intended for doctoral students in business or related fields.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 695. Ph.D. Seminar in Emerging Market Research. 3 Credit Hours.**

This course is designed to provide doctoral students an in-depth review and study of major theories, perspectives, methods, findings, and future research issues in business and management involving emerging economies. It encompasses both macro- (e.g., strategic management, international business, entrepreneurship) and micro- (e.g., culture, human resources management, leadership, and organizational behavior) levels.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 696. Doctoral Seminar in Global Supply Chain Management. 3 Credit Hours.**

Doctoral course on research in global supply chain management with an emphasis on the fundamental tools and the most recent developments in this field.

Doctoral students only.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 697. Graduate Business Career Connect Course. 1 Credit Hour.**

The Graduate Business Career Connect Course within the Department of Management provides full-time graduate business students with the knowledge, tools, resources and opportunities to navigate a data-inspired, technology savvy, self-reflective professional job search for career fit through: career exploration, development of personal marketing materials and personal brand (resume, cover-letter, LinkedIn profile, social media presence, video elevator pitch, etc.), appropriate messaging, building and leveraging a professional network, establishing and implementing a job search strategy, action planning, professional etiquette and job offer protocols. Additionally, the course endeavors to ensure that Miami Herbert graduate business students always represent themselves as principled business leaders.

**Components:** EXP.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 698. Selected Topics. 1-6 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 699. Directed Study. 0-6 Credit Hours.**

Individually supervised research project in selected field of management. Approval of supervising professor of the topic/scope of work/evaluation is required prior to registration.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 825. Comprehensive Test Preparation. 1-3 Credit Hours.**

Doctoral students who are preparing for their qualifying examinations may use this course designation. Enrolled students must develop, with the approval of their advisor, a "Plan of Study" for these credits.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**MGT 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of MGT 830 may be taken in a regular semester, nor more than six in a summer session.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in MGT 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Fall, Spring, & Summer.

**MGT 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Fall, Spring, & Summer.