

MAN - Management

Management: MAN

Lower-Division Courses

MAN 101H, 201H, 301H. Leadership Challenges and Innovation: Honors.

Restricted to students admitted to the McCombs School of Business Honors Program. Introduction to key factors in organizational success, including the roles of leadership and culture, the value of a diverse workforce and an inclusive environment, and the importance of creativity and innovation. One discussion hour a week for one semester and, for each semester hour of credit earned, the equivalent of one lecture hour. Only one of the following may be counted: Management 101H, 201H, 301H, 101S, 201S, 301S, 101T, 201T, 301T. Offered on the letter-grade basis only.

MAN 101S, 201S, 301S. Leadership Challenges and Innovation.

Restricted to freshmen students in the McCombs School of Business. Introduction to key factors in organizational success, including the roles of leadership and culture, the value of a diverse workforce and an inclusive environment, and the importance of creativity and innovation. One discussion hour a week for one semester and, for each semester hour of credit earned, the equivalent of one lecture hour. Only one of the following may be counted: Management 101H, 201H, 301H, 101S, 201S, 301S, 101T, 201T, 301T. Offered on the letter-grade basis only.

MAN 101T, 201T, 301T. Leadership Challenges and Innovation.

Restricted to transfer students in the McCombs School of Business. Introduction to key factors in organizational success, including the roles of leadership and culture, the value of a diverse workforce and an inclusive environment, and the importance of creativity and innovation. One discussion hour a week for one semester and, for each semester hour of credit earned, the equivalent of one lecture hour. Only one of the following may be counted: Management 101H, 201H, 301H, 101S, 201S, 301S, 101T, 201T, 301T. Offered on the letter-grade basis only.

MAN 119S, 219S, 319S, 419S, 519S, 619S, 719S, 819S, 919S. Topics in Management.

This course is used to record credit the student earns while enrolled at another institution in a program administered by the University's Study Abroad Office. Credit is recorded as assigned by the study abroad adviser in the Department of Management. University credit is awarded for work in an exchange program; it may be counted as coursework taken in residence. Transfer credit is awarded for work in an affiliated studies program. May be repeated for credit when the topics vary.

Upper-Division Courses

MAN 320F. Foundations of Management and Organizational Behavior.

Restricted to non-McCombs School of Business majors. An introduction to the management of organizations. Issues are addressed from the perspectives of strategy and planning, organizational behavior, and operations management. Three lecture hours a week for one semester. Only one of the following may be counted: Management 320F, 336 and 336H. Prerequisite: Forty-five semester hours of college coursework.

MAN 325. Strategic Human Resources Management.

Same as Human Dimensions of Organizations 325. Restricted to students in a business major. Overview of the personnel function, covering recruitment, compensation, equal employment, job analysis,

training, benefits, employee discipline, collective bargaining, safety, and health. Three lecture hours a week for one semester. Human Dimensions of Organizations 325 and Management 325 may not both be counted. Prerequisite: Credit or registration for Human Dimensions of Organizations 310, 320, Management 334M, 336, or 336H.

MAN 327. Innovation and Entrepreneurship.

Explores the theoretical foundations and research evidence underlying innovation and entrepreneurship. Subjects include discovering and creating new sources of value, recognizing and evaluating opportunities, generating business models, engaging stakeholders, shaping markets, and competing against larger competitors and entrenched institutions. Three lecture hours a week for one semester. Management 327 and 327H may not both be counted. Offered on the letter-grade basis only. Prerequisite: Twenty-four semester hours of college credit.

MAN 327E. New Venture Mechanics.

Starting up a new venture involves a wide range of decisions, activities, and processes such as those involved in identifying the potential of an idea, developing and protecting an idea, building a new venture team, creating a business plan, obtaining resources, and establishing a business entity. Covers the basic analytical tools and processes involved in all these aspects of founding a new business. Three lecture hours a week for one semester. Management 327E and 337 (Topic: New Venture Mechanics) may not both be counted. Offered on the letter-grade basis only. Prerequisite: Management 327 or 327H; twenty-four semester hours of college credit.

MAN 327H. Innovation and Entrepreneurship: Honors.

Restricted to students admitted to the McCombs School of Business Honors Program. Examines the knowledge and skills used to discover and create new sources of value, develop ideas into viable businesses, recognize and shape opportunities, generate new business models, engage with the ecosystem of new ventures, launch new businesses, and manage an innovation portfolio. Draws on various theoretical foundations, research evidence, and business cases to develop an understanding of effectiveness in entrepreneurship and innovation. Three lecture hours a week for one semester. Management 327 and 327H may not both be counted. Offered on the letter-grade basis only. Prerequisite: Twenty-four semester hours of college credit, including Mathematics 408D, 408L, or 408S and credit or registration for Business Administration 324H.

MAN 328. Consulting and Change Management.

Restricted to students in a business major. Designed to develop the fundamental change knowledge and consulting skills of students who plan to work with organizations as change agents, whether internally as managerial employees or externally as outside consultants. Three lecture hours a week for one semester. Prerequisite: Management 336 or 336H.

MAN 129S, 229S, 329S, 429S, 529S, 629S, 729S, 829S, 929S. Topics in Management.

This course is used to record credit the student earns while enrolled at another institution in a program administered by the University's Study Abroad Office. Credit is recorded as assigned by the study abroad adviser in the Department of Management. University credit is awarded for work in an exchange program; it may be counted as coursework taken in residence. Transfer credit is awarded for work in an affiliated studies program. May be repeated for credit when the topics vary.

MAN 332F. Topics in Foundations of Management.

Restricted to non-McCombs School of Business majors. Three lecture hours a week for one semester. May be repeated for credit when the topics vary.

MAN 334M. Healthcare System Management.

Introduction to the business ecosystem of the U.S. healthcare industry using a multi-disciplinary approach to investigate business structures, processes, and outcomes of health services in America. Explores the functionality of various healthcare components. Three lecture hours a week for one semester. Management 334M and 337 (Topic: Healthcare System Management) may not both be counted. Offered on the letter-grade basis only. Prerequisite: Upper-division standing.

MAN 336. Organizational Behavior.

Restricted to students in the McCombs School of Business. The process of managing organizations and the behavior of individuals and groups within the organizational setting. Three lecture hours a week for one semester. Only one of the following may be counted: Management 320F, 336 and 336H. Offered on the letter-grade basis only. Prerequisite: Credit or registration for Business Administration 324 or 324H; and credit or registration for three semester hours of coursework in anthropology, psychology, sociology, or educational psychology, or Social Science 302D or 302E.

MAN 336H. Organizational Behavior: Honors.

Restricted to students in the McCombs School of Business Honors Program. An exploration of the process of managing organizations and the behavior of individuals and groups within the organizational setting. Three lecture hours a week for one semester. Only one of the following may be counted: Management 320F, 336 and 336H. Offered on the letter-grade basis only. Prerequisite: Accounting 312H; credit or registration for Business Administration 324H; and thirty semester hours of coursework, including credit or registration for three semester hours of coursework in anthropology, psychology, sociology, or educational psychology, or Social Science 302D or 302E.

MAN 137C. Introduction to Management in a Global Environment.

Same as International Business 137C. Restricted to students pursuing the global management minor. Develops students' skills in recognizing cultural tendencies, both in themselves and in new geographic locations; introduces observation and reflection techniques to maximize learning while abroad. Course must be taken before participation in the international experience component required by the Global Management Certificate. One lecture hour a week for one semester. International Business 137C and Management 137C may not both be counted. Offered on the letter-grade basis only.

MAN 237D, 337D. Global Management Capstone.

Restricted to students pursuing the global management minor. Develops students' ability to process and articulate learning from intercultural experience; develops skills in applying knowledge and strategies gained in one region/country to new cultural and geopolitical contexts. For each semester hour of credit earned, one lecture hour a week for one semester. Only one of the following may be counted: International Business 337D, 372 (Topic 12), 367C, Management 237D, 337 (Topic: Intercultural Management), 337 (Topic 3), 372T (Topic 1), 372T (Topic 11). Offered on the letter-grade basis only. Prerequisite: Completion of required international experience component of the Global Management Minor, and consent of instructor.

MAN 338. Lean Startup Essentials.

Focus on the entrepreneurial process including problem identification, innovation, business plans, fund raising, legal aspects, launching, and management. Three lecture hours a week for one semester. Management 337 (Topic: Lean Startup Essentials) and 338 may not both be counted. Prerequisite: Thirty semester hours of coursework.

MAN 340. Leadership and Urban Engagement.

Same as Communication 340, Fine Arts 345, and Liberal Arts 340. Restricted to students accepted to the UT in New York Program. Explore leadership skills and goals in the urban context. Read and discuss leadership challenges that arise when stakeholders come together to plan, make decisions, and take action in organizational and community settings. Three lecture hours a week for one semester. Only one of the following may be counted: Communication 340, Fine Arts 345, Liberal Arts 325 (Topic: Leadership/Urban Engagement), 340, Management 340.

MAN 140S, 240S, 340S, 440S, 540S, 640S, 740S, 840S, 940S. Topics in Management.

This course is used to record credit the student earns while enrolled at another institution in a program administered by the University's Study Abroad Office or the school's BBA Exchange Programs. Credit is recorded as assigned by the study abroad adviser in the Department of Management. University credit is awarded for work in an exchange program; it may be counted as coursework taken in residence. May be repeated for credit when the topics vary.

MAN 147C, 247C, 347C. Texas Startup Accelerator.

Support startups in an experiential leadership practicum through projects designed to accelerate the venture's development. For each semester hour of credit earned, the equivalent of one lecture hour a week for one semester. May be repeated for credit. Offered on the letter-grade basis only. Prerequisite: Upper-division standing.

MAN 147I, 247I, 347I. Texas Startup Incubator.

Build and grow a new venture through an experiential leadership practicum, with advice and assistance on the entrepreneurial process. For each semester hour of credit earned, the equivalent of one lecture hour a week for one semester. May be repeated for credit. Offered on the letter-grade basis only. Prerequisite: Upper-division standing

MAN 347P. Entrepreneurship Practicum.

Application of entrepreneurship skills and focus on additional project management skills through individual or group assignments conducted in an entrepreneurial setting, focusing on new business development either within existing companies (corporate entrepreneurship) or as stand-alone ventures (entrepreneurship). Three lecture hours a week for one semester. Offered on the letter-grade basis only. Prerequisite: Upper-division standing.

MAN 366P. Management Practicum: Social Entrepreneurship I.

Focuses on developing business plans through a semester-long project. Explores non-profit, for-profit, and hybrid organizations and how they deal with corporate social responsibility. The equivalent of three lecture hours a week for one semester. Management 366P and 369P may not both be counted. Prerequisite: Upper-division standing.

MAN 367P. Social Entrepreneurship II.

Apply skills and focus on readying chosen projects to increase awareness and understanding of business and economics issues, and prepare presentation teams for regional and national competitions based on criteria set by the international Enactus organization. The equivalent of three lecture hours a week for one semester. May be repeated for credit. Prerequisite: Upper-division standing.

MAN 369P. Social Innovation Practicum.

Explores a broad overview of the field of social innovation, and examines concepts and tools that support the creation of social ventures. Includes creating a social venture, articulating its vision, creating a business plan, choosing an organizational form, and assessing the venture's financial and social impact. Three lecture hours a week for one semester.

Management 366P and 369P may not both be counted. Offered on the letter-grade basis only. Prerequisite: Upper-division standing.

MAN 171T. Topics in Management.

One lecture hour a week for one semester. May be repeated for credit when the topics vary.

MAN 372T. Topics in Management.

Three lecture hours a week for one semester. May be repeated for credit when the topics vary. Prerequisite: Varies with the topic.

Topic 1: Intercultural Management. Same as International Business 367C. Examine a conceptual framework and specific tools for interacting successfully in international teams, negotiations, and partnerships. Discuss cultural patterns characteristic of world regions and particular countries in terms of their implications for corporate management. Three lecture hours a week for one semester. Only one of the following may be counted: International Business 237D, 337D, 372 (Topic 12), 367C, Management 237D, 337 (Topic: Intercultural Management), 337 (Topic 3), 372T (Topic 1), 372T (Topic 11). Additional prerequisite: Upper-division standing.

Topic 2: Interdisciplinary Entrepreneurship. Restricted to students in a business major. Focus on skill development and mentoring in start-up formation, technology development, market validation, marketing, sales, operations, human resources, program management, and finance. Discuss intellectual property, social issues in design, and ethical and safety considerations. Only one of the following may be counted: Computer Science 374L, 378 (Topic: Longhorn Startup), Electrical and Computer Engineering 364E, Electrical Engineering 377E, Engineering Studies 377E, Management 337 (Topic 2), 372T (Topic 2). Additional prerequisite: Consent of instructor.

Topic 3: Developing and Pitching Ideas. Management 337 (Topic: Develop and Pitch New Ideas) and 372T (Topic 3) may not both be counted.

Topic 4: Leading for Impact. Explore leadership and personal development by engaging in personal assessments, action planning, peer discussion, and self-reflection in an interactive format. Management 337 (Topic 4) and 372T (Topic 4) may not both be counted.

Topic 5: Technology Transfer and Entrepreneurship. Explore creating wealth from scientific discovery, which is the core of any business enterprise. Design a business model grounded in the entrepreneurial process for wealth creation around a scientific patent, which includes business models, eco-systems, funding the enterprise, and business plans. Management 337 (Topic 5) and 372T (Topic 5) may not both be counted.

Topic 6: Performance and Sports Analytics. Examine the state of sports analytics in American sports. Only one of the following may be counted: Management 337 (Topic: Performance/Sports Analytics), 337 (Topic 6), 372T (Topic 6) may not both be counted.

Topic 7: Entrepreneurial Leadership For Women.

Topic 8: Energy Strategy. Three lecture hours a week for one semester. Management 337 (Topic 8) and Management 372T (Topic 8) may not both be counted.

Topic 9: Leadership Issues. Restricted to students in a business major. Three lecture hours a week for one semester. Management 337 (Topic 9) and Management 372T (Topic 9) may not both be counted. Additional prerequisite: Management 336 or 336H.

Topic 10: Women in Entrepreneurship. Only one of the following may be counted: Management 337 (Topic: Women in Entrepreneurship), 337 (Topic 10), 372T (Topic 10).

Topic 11: Leading a Multicultural Workforce. Discuss the complexity of diversity within a national and global framework and to explore the relationship of diversity in organizational change and development. Focus on developing the cross-cultural competence needed to lead

effectively in the modern collaboration-powered global marketplace and provide evidence-based insights, as well as proven individual, interpersonal, enterprise-level strategies to successfully harness the power of diversity and inclusion in teams, organizations, markets, and societies. Only one of the following may be counted: International Business 237D, 337D, 372 (Topic 12), 367C, Management 237D, 337 (Topic: Intercultural Management), 337 (Topic 3), 372T (Topic 1), 372T (Topic 11).

Topic 18: People Analytics. Same as Business Analytics 372T (Topic 18). Explore the use of analytics in the creation and management of human capital. Examine recruiting, selecting, deploying, developing, and managing performance of employees. Only one of the following may be counted: Business Analytics 372 (Topic 7), 372T (Topic 18), Management 337 (Topic: People Analytics), 337 (Topic 7), 372T (Topic 18).

Topic 20: Entrepreneurial Management. Restricted to students in a business major. Evaluate the life cycle of an entrepreneurial business, including the attractiveness of an idea, launching and growing the business, and harvesting the profits. Management 337 (Topic 20) and 372T (Topic 20) may not both be counted. Additional prerequisite: Management 336 or 336H.

Topic 21: The Art and Science of Negotiation. Restricted to students in a business major. Develop a broad array of negotiation skills in useful analytical frameworks with emphasis placed on simulations, role-playing, and cases. Management 337 (Topic 21) and Management 337T (Topic 21) may not both be counted. Additional prerequisite: Management 336 or 336H.

Topic 22: Women in Management. Three lecture hours a week for one semester. Management 337 (Topic 2) and Management 337T (Topic 22) may not both be counted. Additional prerequisite: Completion of forty-five semester hours of coursework.

MAN 374. General Management and Strategy.

Restricted to students in a business major. Designed to enable students to analyze business situations from the point of view of the practicing general manager. Addresses key tasks involved in general management, including strategic decisions that ensure the long-term health of the entire firm or a major division. Three lecture hours a week for one semester. Management 374 and 374H may not both be counted.

Prerequisite: Seventy-five semester hours of coursework, including: Management 336 or 336H; credit or registration for Finance 357 or 357H, and Marketing 337, 337H, or 337N; and credit or registration for one of the following: Accounting 366P, 367P, Business Administration 353, 366P, Business Analytics 366P, Finance 364P, 365P, 366P, International Business 366P, Management 347P, 366P, 367P, 369P, Management Information Systems 366P, Marketing 366P, Operations Management 366P, Real Estate 366P.

MAN 374H. General Management and Strategy: Honors.

Restricted to students in the McCombs School of Business Honors Program. Designed to enable students to analyze business situations from the point of view of the practicing general manager. Addresses key tasks involved in general management, including strategic decisions that ensure the long-term health of the entire firm or a major division. Three lecture hours a week for one semester. Management 374 and 374H may not both be counted. Offered on the letter-grade basis only. Prerequisite: Senior standing; Finance 357H; Management 336H; Marketing 337H; credit or registration for Operations Management 235H; and credit or registration for one of the following: Accounting 353J, 366P, Business Administration 353, 353H, Finance 353, 366P, Management 347P, 353, 366P, 367P, 369P, Management Information Systems 366P, Marketing 366P, Operations Management 353, or 366P.

MAN 179C, 379C. Independent Research in Management.

Restricted to students in a business major. Conference course. Only one of the following may be counted: Accounting 379C, Business Administration Honors 379, Business, Government, and Society 379, Finance 379C, International Business 379C, Legal Environment of Business 379, Management 379C, Management Information Systems 379, Marketing 379C, Operations Management 379, Risk Management 379. Prerequisite: Eighteen semester hours of coursework in business and economics, six of which must be upper-division; Management 336 or 336H; consent of instructor; written approval before the first meeting of the course from the department chair's office on forms provided for that purpose.

Graduate Courses

MAN 183, 283, 383. Current Topics in Organization Science.

Restricted to graduate students in the McCombs School of Business. For 183, one lecture hour a week for one semester; for 283, four lecture hours a week for half a semester; for 383, three lecture hours a week for one semester. May be repeated for credit when the topics vary. Offered on the letter-grade basis only. Prerequisite: Graduate standing; additional prerequisites vary with the topic.

Topic 16: Leading People and Organizations. Designed to increase the student's effectiveness as a manager through discussion of organizational behavior and design, and guidelines for applying these concepts. Offered on the letter-grade basis only.

Topic 17: Organizational Behavior for Executives. Restricted to students in the Executive MBA Program. Explore organizational behavior frameworks and concepts that leaders can use to get things done in their teams and organizations. Examine how leaders can design effective organizations and teams, engage employees, improve decision making, manage interpersonal and team dynamics, exercise influence, and adapt to changing internal and external contexts. Offered on the letter-grade basis only.

Topic 20: Art and Science of Negotiation. Offered on the letter-grade basis only. Additional prerequisite: Admission to the McCombs School of Business.

Topic 23: People Analytics. Covers issues related to making human resource decisions in a more effective manner. Uses a strategic perspective, with particular emphasis on the links between human resource decisions and a firm's competitive position. Management 183, 283, 383 (Topic 22) and 183, 283, 383 (Topic 23) may not both be counted. Offered on the letter-grade basis only. Additional prerequisite: Admission to the McCombs School of Business.

Topic 24: Managing Human Capital. Restricted to students in the McCombs School of Business. Explore issues related to talent management processes, including how companies hire, socialize, appraise, reward, and retain talent. Use a strategic perspective of the impact of organizational context on how companies manage human capital and the practices and analytical frameworks that help managers leverage human capital. Offered on the letter-grade basis only.

Topic 25: Strategic Human Capital for Executives. Restricted to students in the Executive MBA Program. Examine a set of analytical approaches to leveraging data that exist within an organization to make strategic human capital decisions. Explore how leading companies are applying analytics within their people organizations, as well as how these approaches are driving important organizational outcomes. Offered on the letter-grade basis only.

Topic 26: Leading in High Stakes Environments. Restricted to students in the Executive MBA Program. Examine the art and science of securing an agreement between two or more interdependent parties who are seeking to maximize their outcomes. Explore research and theory that help improve understanding of the behavior of individuals,

groups, and organizations in the context of competitive situations. Offered on the letter-grade basis only.

Topic 27: Advocacy for Executives. Focus on how leaders, especially senior leaders, can better advocate for their ideas. Examine how executives can effectively and persuasively communicate their ideas to diverse audiences, enhance their reputations as innovative leaders, build partnerships around their ideas, and successfully influence others to adopt their innovative notions. Offered on the letter-grade basis only.

Topic 31: Organizational Change and Strategic Renewal. Offered on the letter-grade basis only.

MAN 185, 285, 385. Current Topics in Strategic Management.

Restricted to graduate students in the McCombs School of Business. For 185, one hour a week for a semester; for 285, four lecture hours a week for half a semester; for 385, three lecture hours a week for one semester. May be repeated for credit when the topics vary. Offered on the letter-grade basis only. Prerequisite: Graduate standing; additional prerequisites vary with the topic.

Topic 1: Action Skills for Managers: Implementing Strategy. Offered on the letter-grade basis only.

Topic 2: The Art of Leadership. Offered on the letter-grade basis only.

Topic 6: Management Planning and Control in Complex Systems.

Offered on the letter-grade basis only.

Topic 8: Managing Corporate Diversification and Renewal. Offered on the letter-grade basis only.

Topic 9: Strategic Analysis for High-Tech Industries. Management 185, 285, 385 (Topic 9) and Management Information Systems 181N, 281N, 381N (Topic 3) may not both be counted. Offered on the letter-grade basis only.

Topic 10: Managing Corporate Restructuring. Restricted to students in the Executive MBA Program. Examine turnaround business situations, strategic and financial issues, and the operating manager's perspective. Offered on the letter-grade basis only.

Topic 13: Corporate Strategy for Executives. Restricted to students in the Executive MBA Program. Study the formulation and implementation of strategies specifically related to firm growth. Explore vertical integration, horizontal integration, diversification, acquisition, growth in platform ecosystems, technology-driven growth, and international growth. Offered on the letter-grade basis only.

Topic 18: New Venture Creation for Executives. Restricted to students in the Executive MBA Program. Examine what advantages start-ups have over existing organizations when it comes to identifying new opportunities and developing innovative solutions to address pain points and create value. Offered on the letter-grade basis only.

Topic 20: Advanced Venture Development. Offered on the letter-grade basis only.

Topic 22: New Venture Creation. Examine what advantages start-ups have over existing organizations when it comes to identifying new opportunities and developing innovative solutions to address pain points and create value. Offered on the letter-grade basis only.

Topic 23: Introduction to Entrepreneurship. Offered on the letter-grade basis only.

Topic 24: Entrepreneurial Growth. Offered on the letter-grade basis only.

Topic 25: Social and Economic Aspects of Entrepreneurship. Offered on the letter-grade basis only.

Topic 26: Managing Corporate Turnarounds, Restructuring, and Bankruptcy. Restricted to students in the Executive MBA Program. Examine turnaround business situations, i.e., established firms experiencing operational, financial and managerial difficulties. Consider strategy issues as well as financial ones with an emphasis on the operating manager's perspective. Offered on the letter-grade basis only.

Topic 33: Managing and Marketing in the Global Arena. Offered on the letter-grade basis only.

Topic 36: Power and Politics. Covers skills and techniques to gain power and influence in organizations as political entities. Includes cases, business press, and theoretical articles. Offered on the letter-grade basis only.

Topic 49: Strategic Management. Designed to help students develop a general management orientation. Subjects include the role of the general manager, formulating business and corporate-level strategy, managing strategic change, strategy implementation, and developing general managers. Business Administration 188T, 288T, 388T and Management 185, 285, 385 (Topic 49) may not both be counted. Offered on the letter-grade basis only.

Topic 61: Perspectives on Public Policy. Designed to prepare MBA students, both as individuals and in their professional careers as managers and leaders, for active and effective participation in the democratic process. Offered on the letter-grade basis only.

Topic 62: Corporate Governance. Examines the roles and responsibilities of organizational leadership in a variety of settings, including large and small companies, startups and established companies, global, single-country, and single-region companies, and nonprofit entities. Only one of the following may be counted: Management 285 (Topic 62), 385 (Topic 62), Marketing 382 (Topic: Corporate Governance). Offered on the letter-grade basis only.

Topic 63: Economics of Competitive Strategy. Develops and uses concepts from microeconomics, game theory, and the economics of industrial organization and applies these concepts to competitive decision making, using a combination of case analyses and lectures. Offered on the letter-grade basis only.

Topic 64: Enterprise of Technology: From Mind to Market. Focuses on moving an idea from the mind of the researcher to the marketplace by examining the activities involved in commercializing a technology from conception to profitable enterprise. Offered on the letter-grade basis only.

Topic 65: Management Consulting Practicum. Students work in supervised teams and develop recommendations to solve a real business problem for a client firm. Offered on the letter-grade basis only. Additional prerequisite: Consent of instructor.

Topic 69: Social Innovation Practicum. Overview of the field of social innovation, including concepts and tools that support the creation of social ventures. Hands-on application to develop a social venture, articulate its vision, create a business plan, choose an organizational form for the venture, and assess the venture's financial and social impact. Offered on the letter-grade basis only.

Topic 70: Strategic Innovation and Entrepreneurship. Explore how existing and new firms can innovate strategically to discover and create new sources of value. Examine dynamic views of strategy that enable the creation of new markets, new business models, and growth opportunities. Offered on the letter-grade basis only.

Topic 71: Persuasive Communications. Explore the best practices for persuasive communication. Examine and practice the fundamentals of strong communication in business settings. Offered on the letter-grade basis only.

MAN 185D. Global Practicum for Executives.

Restricted to students in the Executive MBA Program. Examine the history, culture, politics, and economics of a region through direct experience with a study tour or global management seminar in the respective regional area. One lecture hour a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate standing.

MAN 185E, 285E, 385E. Directed Studies in Global Management and Business Practices.

Same as International Business 185E. Same as International Business 285E. Same as International Business 385E. Study global business

practices through lectures on campus and trips to international partner schools. The equivalent of one lecture hour a week for one semester. Only one of the following may be counted: International Business 385E, Management 185C and 385E. Offered on the letter-grade basis only. Prerequisite: Graduate standing.

MAN 185F, 285F, 385F. Leading for Impact.

Analysis and application of contemporary concepts and theories of principled leadership for work teams and organizations. For each semester hour of credit earned, one lecture hour a week for one semester. Offered on the credit/no credit basis only. Prerequisite: Graduate standing.

MAN 185G. Strategic Innovation and Entrepreneurship.

One lecture hour a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate Standing.

MAN 285H. Innovation in the New Economy: Entrepreneurial Mindset.

Restricted to students in the Executive MBA Program. Examine approaches that executives can use for identifying and creating new business opportunities, and for designing organizations and processes to foster employee creativity and innovation. Two lecture hours a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate standing.

MAN 285L. Leading for Impact for Executives.

Restricted to students in the Executive MBA Program. Explore leadership and how to apply concepts in ways that have impact on the world and local community. Two lecture hours a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate standing.

MAN 185S, 285S, 385S. Leading For Impact Capstone.

Restricted to MBA students in the McCombs School Business Explore leadership development and provide opportunities to practice leadership abilities through projects for real organizations. For each semester hour of credit earned, one lecture hour a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate standing and Management 185F, 285F, or 385F.

MAN 185T, 285T, 385T. Leading for Impact I.

Analyze and apply contemporary concepts and theories of principled leadership for work teams and organizations. For each semester hour of credit earned, one lecture hour a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate standing.

MAN 185U, 285U, 385U. Leading for Impact II.

Explore leadership development and provide opportunities to practice leadership abilities through projects for real organizations. For each semester hour of credit earned, one lecture hour a week for one semester. Offered on the letter-grade basis only. Prerequisite: Graduate standing and Management 185T.

MAN 390. Topics in Seminar: Organization Science.

Intensive analysis of organizational science issues. Three lecture hours a week for one semester. May be repeated for credit when the topics vary. Prerequisite: Admission to the doctoral degree program and consent of instructor.

Topic 1: Research in Organizational Science.

Topic 2: Introduction to Research Methods in Management.

Topic 3: Research Methods in Management.

Topic 4: Seminar in Organizational Behavior.

Topic 5: Seminar in Organization Theory.

Topic 6: Organizational Decision Making.

Topic 9: Behavioral Decision Theory.

Topic 11: Management of Knowledge Workers. The study of knowledge workers at four levels of analysis: as individuals, as team members, as organizational resources, and as national resources. Strong emphasis on theory building.

MAN 393. Topics in Seminar: Strategic Management.

Intensive analysis of strategic management issues. Three lecture hours a week for one semester. May be repeated for credit when the topics vary.

Prerequisite: Admission to the doctoral degree program and consent of instructor.

Topic 1: Foundations of Strategic Management.

Topic 2: Contemporary Issues in Strategic Management.

Topic 3: Research in Strategic Management.

Topic 5: Executive Leadership.

Topic 6: Management of Diversification.

MAN 698. Thesis.

The equivalent of three lecture hours a week for two semesters. Offered on the credit/no credit basis only. Prerequisite: For 698A, graduate standing in management and consent of the supervising faculty member and the graduate adviser; for 698B, Management 698A.

MAN 398R. Master's Report.

Preparation of a report to fulfill the requirement for the master's degree under the report option. The equivalent of three lecture hours a week for one semester. Offered on the credit/no credit basis only. Prerequisite: Graduate standing, enrollment in the doctoral program in management, and consent of the supervising faculty member and graduate adviser.

MAN 399W, 699W, 999W. Dissertation.

May be repeated for credit. Offered on the credit/no credit basis only. Prerequisite: Admission to candidacy for the doctoral degree.

Professional Courses