DEPARTMENT OF MANAGEMENT

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Mission Statement
The mission of the Department of Management is to provide graduates with the knowledge, skills and attitudes to be successful managers in a variety of organizational settings. We seek to develop graduates with global perspectives, ethical grounding, technological competency and a desire for lifelong learning.

Programs of the Department
The Department of Management offers the following programs:

• Major in Business Administration with concentrations in:
  • Leadership and Management
  • Entrepreneurship
  • Human Resource Management
  • International Business
• Minor in Entrepreneurship

Why Study Management?
The rapid and continuous changes taking place in our global economy require skilled managers and leaders to ensure not only effective performance but also survival. Organizations of all sizes in all sectors of our economy face unprecedented challenges that require informed, strategic decision-making and principled leadership.

The programs of study in management are designed to allow students to develop the critical marketable skills that employers seek. Courses and programs of study within the department emphasize the development of global awareness, ethical decision-making, technological competency and ongoing personal and professional development. Ongoing curricular development ensures that course offerings and content reflect the current practices used and challenges faced by organizations. Because management is a broad field of study, the concentrations/tracks in Entrepreneurship, Human Resource Management, International Business, and Management offer students a flexible course of study that can be individualized to meet their specific career objectives.

Regardless of concentration area, all students will find several recurring themes in their course work:

• the impact of technology on management practices
• an awareness and understanding of the global environment in which organizations operate and managers make decisions
• legal and ethical dilemmas faced by managers in carrying out their responsibilities

Requirements for Admission to the Business Administration Major
Students are admitted to the major in Business Administration (BUAD) after first being admitted to the university. Admission to the university does not guarantee admission to the major. In order to be admitted, students must satisfy the following requirements:

1. Formal admission to TU as a degree candidate
2. Cumulative GPA of 2.00 or higher for all course work
3. Grade equivalent of 2.00 or higher in each course required for admission to the BUAD major
4. Minimum average GPA of 2.70 for ALL of the courses required for admission to the BUAD major:
   • ACCT 201
   • ECON 201
   • ECON 202
   • ECON 205
   • EBTM 250
   • EBTM 251
   • MATH 211 or MATH 273
   • LEGL 225

No more than two courses may be repeated, of which no more than one course may be repeated twice. Students having obtained Microsoft Excel certification at the level of "expert" prior to enrolling in EBTM 250 may be able to waive the course. Contact the EBTM department at 410-704-2783 for more information.

Degree candidates intending to major in Business Administration are designated as "pre-Business Administration" (PBUA) until admission into the BUAD major. Students are required to meet each term with their assigned faculty adviser to evaluate their progress toward completing the requirements for admission to the major and the degree.

At the start of each term and before registration, the CBE Student Academic and Career Services office will notify PBUA students of their admission status by email to their Towson email addresses. Students who take upper-level "majors-only" CBE courses before being admitted to the Business Administration major do so at their own risk.

Majors in LEADERSHIP AND Management

• Major in Business Administration - Leadership and Management
  (http://catalog.towson.edu/undergraduate/business-economics/business-administration/leadership-and-management-bs)
• Major in Business Administration - Entrepreneurship
  (http://catalog.towson.edu/undergraduate/business-economics/business-administration/entrepreneurship-bs)
• Major in Business Administration - Human Resource Management
• Major in Business Administration - International Business
  (http://catalog.towson.edu/undergraduate/business-economics/business-administration/international-business-bs)
• Minor in Entrepreneurship
Entrepreneurship Courses

ENTR 110 CREATIVITY AND IDEA DEVELOPMENT (3)
Focuses on creativity and thinking creatively. Topics include developing creative abilities, opportunity recognition, creating a new product/service, and pitches for the new product/service. Prerequisite: open only to ENTR minors.

ENTR 120 ENTREPRENEURIAL PROCESS (3)
Distinctive knowledge, skills, strategies, and structures, required for entrepreneurial ventures, including analyses of business, societal, personal, and interpersonal issues. Students will gain insights of the entrepreneurial process through direct investigation of real-world entrepreneurs. GenEd II.B.3.

ENTR 215 START-UP BASICS FOR NON-BUSINESS MAJORS (3)
Introduces students to important business concepts that will help them to run a business. Helps to prepare non-business major students with knowledge and skills needed for upper level courses in entrepreneurship. Topics covered include economics, understanding business financial measures, types of financing available to entrepreneurs and data analyses.

ENTR 345 ENTREPRENEURSHIP AND SOCIETY (3)
Entrepreneurship and the creation of new ventures continue to have an amazing impact on economies and societies. Discover why and how this is happening by examining how entrepreneurship has evolved, by historical examples in multiple cultures, and how the past shapes entrepreneurship today. Prerequisites: BUAD Major, Junior Standing.

ENTR 355 ENTREPRENEURSHIP FOUNDATIONS AND PATHWAYS (3)
Introduces the entrepreneurial process including a focus on the identification and evaluation of opportunities. Discusses the importance of innovation, creating a business concept and business models. Develop business ideas and evaluate them for potential formation of a new venture. Not open to students who have successfully completed MNGT 455.

ENTR 401 CONSULTING WORKSHOP (3)
Series of modules that addresses various aspects of the consulting experience and involves actual consulting interventions. Prerequisites: ENTR 355 and major/senior standing.

ENTR 402 FAMILY BUSINESS MANAGEMENT (3)
Distinctive strategies, structures, and skills required to lead closely-held and family firms through change and growth. The agency relationship between ownership and management has specific dynamics and strategic challenges when facing change and growth. Prerequisites: ENTR 355 and senior/major standing.

ENTR 403 INTERNATIONAL ENTREPRENEURSHIP (3)
Exposure to the processes and challenges associated with a business entering foreign markets. Through working with tangible clients, students will develop the skills to develop a persuasive business plan, identify key resources for entrepreneurial success, manage client-consultant relations and learn numerous other diverse skills utilized in international consulting. Prerequisites: ENTR 355 and senior/major standing.

ENTR 410 BUSINESS PLAN COMPETITION (3)
Focuses on developing a business plan for a successful new venture. Topics include opportunity evaluation, feasibility analysis, creating persuasive pitches for the business idea, competitive analysis, profiling the target market, developing financial forecasts and presentation of a business plan in a competitive style format. Prerequisite: ENTR 355.

ENTR 498 ENTREPRENEURSHIP AND NEW VENTURE MANAGEMENT (3)
Provides students the opportunity to apply concepts, research techniques, analytical thinking, report writing, and negotiation skills. The course is case-based in which the students will consider problems from the perspective of entrepreneurs, small business managers and consultants. The cases, based on actual organizations, will contain complex problems relevant to entrepreneurship. Prerequisites: ENTR 355 and senior standing.

Management Courses

MNGT 361 LEADERSHIP AND MANAGEMENT (3)
Experience how leadership interacts with strategy, organizational culture, and overall organizational performance effectiveness. Course topics include: decision making; leader emergence, team building; power; ethics; conflict management; motivation; and communication. Prerequisite: junior/senior standing.

MNGT 375 INTERNATIONAL BUSINESS: THEORY AND PRACTICE (3)
The global dimensions and interdependencies of business: political environments, cultural context, international firms' strategies and market entry. Elements of international finance including international monetary systems, foreign exchange and global trade theory. Prerequisite: junior major standing.

MNGT 381 HUMAN RESOURCE MANAGEMENT (3)
Techniques and issues in acquiring, developing, motivating, and maintaining a competent work force. Topics include equal employment opportunity, human resource planning, recruitment and selection, training and development, performance evaluations, motivation, compensation and benefits, labor relations, and safety and health. Prerequisites: junior major standing, MNGT 361.

MNGT 391 DEVELOPING MANAGEMENT AND TEAM BUILDING SKILLS (3)
Essential managerial and team building skills needed for success in organizations. Designed to help students master skills using a five-step active learning model containing steps of skill assessment, skill learning, skill analysis, skill practice, and skill application. Topics include creating a team, planning and communicating in a team, leading a team, gaining power and influence, developing self-awareness, managing stress, creative problem-solving, motivation, and effective team performance. Not open to students who have successfully completed MNGT 415. Prerequisites: MNGT 361, Junior and BUAD major standing.

MNGT 395 MANAGEMENT OF ORGANIZATIONAL BEHAVIOR (3)
Organizational behavior as a means to understand, explain, and improve human behavior and interactions: job performance, work motivation, job attitudes, trust and justice, work teams, power/politics and influence, leadership stress/ well-being at work, career management, decision making, and organizational effectiveness. Not open to students who have successfully completed MNGT 421. Prerequisites: MNGT 361; junior major standing.

MNGT 423 LEADERSHIP: SELF-ORGANIZATION IN THE FIRM (3)
Covers self-organizing systems, leadership in a complex system, pursuing a personal discovery process and growing new knowledge and innovation. Provides an understanding of how self-organization can be an alternative to command-and-control hierarchies; and how parallel principles of spontaneous order operate at the level of the organization and at the level of the individual. Prerequisites: MNGT 361; senior & BUAD major standing.
MNGT 425 ORGANIZATION THEORY AND DEVELOPMENT (3)
Analysis and design of learning organizations emphasizing real life situations, including internal and external organizational environments, knowledge management, innovation and change, organizational growth and life cycles, size and complexity, intergroup relations and conflict, values and culture, and decision making processes. Prerequisites: senior major standing, MNGT 361.

MNGT 433 COMPENSATION AND BENEFITS (3)
The role of compensation administration in HRM, including procedures for designing and administering a compensation system, the special aspects of pay-for-performance systems as well as indirect compensation (benefits). Prerequisites: senior major standing, MNGT 381.

MNGT 435 TRAINING, DEVELOPMENT, AND PERFORMANCE MANAGEMENT (3)
An in-depth coverage of key functional areas of human resource management including training, development, and performance management from strategic perspectives. Students will learn how to sustain a competitive advantage by managing an organization’s people, rather than its product or technology. The content includes: review of theoretical frameworks, review of empirical researches, development and implementation of programs, and other contemporary issues in training, development and performance management. Prerequisites: MNGT 361; MNGT 381.

MNGT 438 MULTINATIONAL MANAGEMENT AND CULTURE (3)
Global strategy, management, and organization of multinational enterprises; cultural differences and their influence on business interactions, modes of entry and ethics. Global alliances, structure, control systems, staffing and leadership. Prerequisites: MNGT 361 and MNGT 375; senior major standing.

MNGT 452 STAFFING AND RETENTION (3)
Staffing and retention process in organizations, including job analysis, legal compliance, recruitment, selection, matching the person with the organization, and retaining valuable employees. Prerequisites: senior major standing, MNGT 361; MNGT 381.

MNGT 453 CONFLICT RESOLUTION IN BUSINESS (3)
Resolving disputes in business operations through negotiation, mediation, and arbitration as alternatives to litigation. Buyer/seller disputes, management salary negotiations, service contractor disputes, and real estate issues. Prerequisites: senior major standing, MNGT 361.

MNGT 463 ORGANIZATIONAL LEADERSHIP (3)
An array of leadership theories, research findings and practical applications covering participatory leadership, followership, power and influence, contingency perspectives, and leadership in decision making groups, charismatic and strategic leadership in organizations. Prerequisites: major standing, MNGT 361.

MNGT 465 LEADERSHIP, LEARNING, AND CHANGE (3)
Based on the idea that the deeper we go into the exploration of organizational leadership, learning and change, the more we need to deal with the dimensions of sense-making, connection-building, choice-making, vision-inspiring, reality-creating roles of leaders. Involves a series of workshops designed to help students lead, learn, and change from within. Readings, assignments, and web forum interactions are designed to inspire practices of deep reflection. Prerequisites: MNGT 395; senior and BUAD major standing.

MNGT 466 LEADING ACROSS CULTURES (3)
Focuses on leadership challenges and dilemmas characteristic of culturally diverse organizations, especially multinational corporations. Students will practice effective identification and management of the cultural components of organizational and business dynamics. Distinguishing the challenges of global from multinational leadership is a theme. Topics include cultural value awareness, cross-cultural communication skills and cross-cultural leadership skills, including strategic planning, organizational design and creating and motivating a globally competent workforce. Prerequisites: MNGT 395, senior, BUAD major standing.

MNGT 470 SPECIAL TOPICS IN MANAGEMENT (3)
Course content varies with each topic. In-depth study of contemporary business issues as they affect current management practices. May be repeated for a maximum of 6 units provided a different topic is covered. Prerequisite: consent of instructor. Special permit only.

MNGT 481 STRATEGIC MANAGEMENT (3)
Capstone course in BUAD major. Develops strategic thinking skills that integrate and build on the concepts and practices from functional business courses. Students will practice in-depth analysis of industries and competitors, and work to understand how managers must develop and implement strategies that generate sustainable value for all stakeholders by positioning the organization successfully in its competitive environment. Course includes a major competitive case study. Prerequisites: senior standing, completion of FIN 331, MKTG 341/ MKTG 342, MNGT 361, MNGT 365/EBTM 365, and BUSX 301.

MNGT 482 BUSINESS ETHICS AND SUSTAINABILITY (3)
Intended to help students understand different perspectives on ethical problems and to introduce students to different processes and techniques that will be helpful in reaching sound judgments. Course topics will include ethical reasoning, stakeholder analysis, corporate social responsibility and environmental sustainability. Prerequisites: junior/senior standing, BUSX 301. Core: Ethical Issues & Perspectives.

MNGT 483 STRATEGIC HUMAN RESOURCE MANAGEMENT (3)
The critical role of human resource management in achieving an organization’s strategic objectives. Techniques for developing a holistic, integrated approach towards the various human resource functions aligned with the organization’s strategy, and comparison and contrast of traditional human resource management models. Prerequisites: MNGT 381; Senior standing.

MNGT 491 DIRECTED READINGS-MANAGEMENT (1-3)
Assigned readings in selected areas of management. A total of 6 units for any combination of Directed GPA, completion of all 200- and 300-level management core requirements, and a special permit.

MNGT 494 STUDY ABROAD IN MANAGEMENT (3)
Student must be a BUAD major and have junior standing. Student must be registered in an approved study abroad program and obtain consent of the department chair.

MNGT 495 INDEPENDENT RESEARCH-MANAGEMENT (1-3)
Directed research in specific areas of management. A total of 6 units for any combination of Directed Readings, Independent Study, and Internship is allowed in the Management area of study. Prerequisites: consent of the instructor, a minimum of 3.00 cumulative GPA, completion of all 200- and 300-level management core requirements, and a special permit.
**MNGT 497 MANAGEMENT INTERNSHIP (1-3)**
Students are required to work in government or industry for a minimum of 120 hours to gain practical experience in the application of management concepts. All positions have been reviewed and approved by management faculty. A total of 6 units for any combination of Directed Readings, Independent Study, and Internship is allowed in the Management area of study. Prerequisites: consent of the instructor, a minimum 3.00 cumulative GPA, completion of MKTG 341/MKTG 342, MNGT 361 and FIN 331, and special permit.

**MNGT 498 PRACTICUM IN MANAGEMENT (3)**
Synthesis of Management knowledge, skills and attitudes through professional responsibilities in employment, internship or comparable experience. Prerequisite: senior standing.