

# BUMO - MANAGEMENT AND ORGANIZATION

---

## **BUM0702 Managerial Staffing (3 Credits)**

Aimed at increasing an understanding of the legal, technical, and practical issues involved in organizational staff forecasting, and hiring and termination procedures.

**Credit Only Granted for:** BMGT783 or BUM0702.

**Formerly:** BMGT783.

## **BUM0704 Problems and Applications in Human Resource Management (3 Credits)**

Applications in the design, implementation, and evaluation of human resource management programs. Experiential learning activities and simulations.

**Prerequisite:** BUSI663.

**Credit Only Granted for:** BMGT761 or BUM0704.

**Formerly:** BMGT761.

## **BUM0714 Competitive and Collaborative Negotiation (2 Credits)**

Increase negotiating self-confidence and improve capacity to achieve win-win solutions to organizational problems. Improve effectiveness at finding creative solutions to conflict.

**Corequisite:** BUM0715.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BUM0714 or BMGT700.

## **BUM0715 Advanced Negotiation Challenges (2 Credits)**

Practice negotiations using multiple media (email, phone). Multiple party negotiations. Cross-cultural negotiations.

**Corequisite:** BUM0714.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

## **BUM0720 Understanding Organizational Change (2 Credits)**

Develops the fundamental change knowledge and skills of MBA students who plan to work with organizations as change agents, whether internally as managerial employees or externally as outside consultants. Draws on literatures from organizational behavior, human resource management and strategic management to identify models as prescriptions of change.

**Prerequisite:** BUSI664 or BUSI662.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

## **BUM0722 Organizational Behavior: A Multicultural Perspective (3 Credits)**

Study of organizational behavior from a multicultural perspective.

**Credit Only Granted for:** BMGT765 or BUM0722.

**Formerly:** BMGT765.

## **BUM0725 Networks and Influence (2 Credits)**

Focuses on networks, social capital, and influence as they relate to operating effectively in organizations. It draws heavily on emerging literature related to social capital and networks, but also integrates concepts from persuasion, communication, and motivation literatures to aid your efforts to build a successful track record for yourself and your organization.

**Restriction:** Must be in Business and Management (Master's) program.

**Credit Only Granted for:** BUM0725 or BULM732.

## **BUM0727 The Entrepreneur and the Entrepreneurial Team (3 Credits)**

The entrepreneur and the entrepreneurial team: the entrepreneur and the team as it relates to innovation, change, power, and risk-taking. Entrepreneurs and their teams from a variety of different firms present and discuss their views on leadership.

**Prerequisite:** Completion of MBA core requirements; and permission of BMGT-Robert H. Smith School of Business.

**Credit Only Granted for:** BMGT781 or BUM0727.

**Formerly:** BMGT781.

## **BUM0732 Entrepreneurship and New Ventures (2 Credits)**

Provides an introduction to important tools and skills necessary to create and grow a successful new venture. Integrates research findings from a range of different practical and intellectual perspectives, including psychology, sociology, economics, strategic management, and history into practical, hands on lessons for an entrepreneur. Class projects provide the foundations for new, real businesses.

**Credit Only Granted for:** BUM0732 or BUSI660.

**Formerly:** BMGT780.

## **BUM0743 Technology Transfer Commercialization Strategies (3 Credits)**

Viewing technology as a strategic resource of the firm, students develop an understanding of the processes, risks, and rewards of technology commercialization. Student teams are organized to review and select a technological innovation and then determine its commercial viability in the market place.

**Restriction:** Must be in Business and Management (Master's) program.

**Credit Only Granted for:** BMGT785 or BUM0743.

**Formerly:** BMGT785.

## **BUM0744 Creation of High Potential Ventures (3 Credits)**

This course focuses on the real life experiences of high profile technology entrepreneurs. Guest entrepreneurs and book review reveal patterns of personal preparation, strategic decision-making, and action that have produced ventures with high value-added and significant regional and national impact.

**Restriction:** Must be in Business and Management (Master's) program.

**Credit Only Granted for:** BMGT787 or BUM0744.

**Formerly:** BMGT787.

## **BUM0748 Business Plan Review (3 Credits)**

Evaluation of real business plans submitted to the Dingman Center for Entrepreneurship. Practicing venture capitalist and professors focus on business plan critique and writing skills, venture capitalist screening practices, and the structure of electronic commerce. Past business plan reviews are analyzed according to the business model, target market, competitive advantages/threats, stage of development, management team and financial status. Real investment decisions are made on the basis of student recommendations. Subject companies are contacted and evaluated.

**Repeatable to:** 6 credits.

**Formerly:** BMGT796.

## **BUM0751 Implementing Strategy: Organizing to Compete (2 Credits)**

Organizational dynamics of competitive advantage. Impact of alternative organizational structures, planning and control systems, human resource management practices, and executive leadership styles on the implementation of archetypically different strategies.

**Prerequisite:** Must have completed or be concurrently enrolled in BUSI690. And must have completed MBA core requirements; or permission of BMGT-Robert H. Smith School of Business.

**BUM0752 Strategic Growth for Emerging Companies (2 Credits)**

Explores the key elements of mastering the move from being a successful small company to achieving industry significance. Supplemented by readings, video and guest speakers, the course highlights the application of practical lessons leading to strategic growth and subsequent emergence as a player.

**Restriction:** Must be in Business and Management (Master's) program.

**BUM0753 Emerging Business Formation (2 Credits)**

Business formation issues, legal obligations that affect entrepreneurial activities, the spectrum of financing methods available to emerging businesses, creating management and organization and a practical application of the tools through practical projects.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**BUM0754 Global Strategy (2 Credits)**

Focuses on the "strategic" and "organizational" questions that a company must address as it globalizes its footprint. Among the questions that will be addressed are: What are the potential benefits, costs, and risks associated with going abroad? What differentiates a "global" from a "multidomestic" industry? What are the sources of competitive advantage in a global context?

**Credit Only Granted for:** BUSI674, BUM0754, or BMGT710.

**BUM0756 Industry Analysis (2 Credits)**

Conceptual framework and analytical tools for understanding the dynamics of industry structure. Impacts of past and future attractiveness of the industry on profitability. Developing and applying frameworks to devise competitive strategies in uncertain industries.

**Recommended:** BUSI690.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BMGT792 or BUM0756.

**Formerly:** BMGT792.

**BUM0757 Competitor Analysis (2 Credits)**

Understanding of the dynamics of how competitors interact in the marketplace. Understanding economic and behavioral motivations of industry players to design more effective strategies.

**Recommended:** BUSI690.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**BUM0758 Special Topics in Management and Organization (1-4 Credits)**

Selected advanced topics in the various fields of graduate study in management and organization.

**Restriction:** Permission of BMGT-Robert H. Smith School of Business.

**Repeatable to:** 9 credits if content differs.

**Formerly:** BMGT798.

**BUM0759 Independent Study in Management and Organization (1-6 Credits)**

Independent study for Masters students in management and organization.

**Repeatable to:** 6 credits if content differs.

**Formerly:** BMGT708.

**BUM0761 Creativity for Business Leaders and Entrepreneurs (2 Credits)**

Examines the concept of creativity as it applies in today's and tomorrow's complex business environment. An overview of the cognitive foundations of creativity, examines many of the preconceived notions about creativity in business and discusses multiple ways in which creativity can help business leaders and entrepreneurs to succeed. Topics include creativity techniques for groups and individuals, creativity as a foundation to recognize business opportunities and develop innovative products and services, selecting ideas and making them stick, mental and organizational obstacles to creativity as well as an overview of electronic tools to increase creative capability.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BUSI661 or BUM0761.

**Formerly:** BUSI661.

**BUM0767 Cross-Cultural Communication and Teamwork (2 Credits)**

Provide managers a sound basis for developing such competencies. Specifically, we will develop an understanding of key cultural differences, and how these differences influence the management of individuals, groups, and organizations.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)) ; or permission of BMGT-Robert H. Smith School of Business.

**Credit Only Granted for:** BUSI667 or BUM0767.

**Formerly:** BUSI667.

**BUM0794 Essentials of Negotiation (2 Credits)**

This highly experiential course will improve students' negotiation skills and capacity to acquire and effectively use bargaining power. By using a variety of assessment tools, feedback sources, skill-building exercises, and exercise debriefings, the class will increase students' negotiating self-confidence and improve their capacity to claim value and achieve win-win solutions to individual, team, and organizational problems. The course is designed to enhance students' negotiating self-confidence and improve students' analytical and decision-making skills (e.g., understanding bargaining zones, knowing when an agreement can be made and when to walk away; learning how to prepare for negotiations), interpersonal skills, creativity (e.g., identifying creative solutions to conflict), and persuasive abilities.

**Restriction:** Must be in Business and Management (Master's) program.

**Credit Only Granted for:** BUM0794 or BUAC723.

**BUM0796 Leadership and Human Resource Management for Accountants and Auditors (3 Credits)**

Develops the concepts, frameworks, and skills that are important to be effective leaders and to successfully manage human resources. Topics for discussion include: Creating a motivating and empowering environment; leadership attributes, power and effective influence; building effective decision-making; strategic management of human resources; specification of the skills and competencies requisite for job success; recruiting and selecting employees to fit the job and the organization; measuring, appraising and improving performance. All of the topics selected for discussion are critical ones that every professional needs to know, regardless of functional area (not just HR professionals), and will help students become more effective consultants, managers and leaders.

**Restriction:** Must be in Business and Management (Master's) program.

**Credit Only Granted for:** BUM0796 or BUAC725.