

# MANAGEMENT DEPARTMENT

**The Management Department oversees concentrations in Human Resource Management, Leadership and Innovation, and Team and Project Management, as well as minors in Human Resource Management and Management.**

## Concentration in Human Resource Management (HRM)

### Objectives

- To develop skills to become proactive HR managers with an understanding of the contemporary issues and challenges in HRM including cultural, ethical, global, legal, and political considerations in HRM.
- To thoroughly understand critical human resource processes, including but not limited to staffing, performance appraisal, compensation, training and development, employment relations, collective bargaining, and dispute resolution.
- To practice effective written and oral skills consistent with the business and professional environment in the practice of HRM.
- To incorporate a global perspective in human resource management decision making.

The main purpose of the concentration in Human Resource Management is to develop students for managerial positions in the HRM area in organizations. Managing human capital in organizations has grown in importance as many firms now recognize that human capital can be a source of competitive advantage in the global marketplace. The HRM function is now considered a key to delivering outstanding organizational performance and in this context, well-trained HRM professionals are in great demand.

The HRM concentration at Bryant University provides comprehensive insight in understanding and managing human capital in local and global organizations. Students will develop a complete understanding of all the different Human Resource (HR) functions such as recruitment, selection, placement, and orientation of employees; training and career development; employment law and labor relations; management of performance appraisal, compensation, and benefit programs; and development of personnel policies and procedures for a domestic and an international work-force. Students are required to do an HR internship in an organization.

The curriculum aims to provide an integrated understanding through development of knowledge and real-world experience that will enable students to prepare for professional certification examinations such as Professional in Human Resources, Senior Professional in Human Resources, and Global Professional in Human Resources, which are offered by the Society of Human Resource Management.

## Concentration in Leadership and Innovation

### Objectives

- To help students develop their leadership capabilities
- To help students become successful members and leaders of high performing teams
- To help students to be able to manage in volatile environments
- To help students understand the process of innovation
- To help students learn to analyze internal capabilities, structure and culture of an organization and become effective managers
- To help students apply ethical standards to business decision
- To help students develop their entrepreneurial skills

The world of business today is marked by increased technological changes, globalization and growing diversity. One of the most significant skill sets, therefore, is the ability to manage and lead under conditions of uncertainty. The Leadership and Innovation concentration is designed for students to develop a comprehensive understanding and skill sets to address this urgent need. The concentration will enable students to analyze internal and external business organizations and make high quality decisions on the basis of that. They will learn the principles of design thinking and become leaders who can tap into the full creative potential of their teams and organizations for effective problem solving. This program examines the intellectual foundations of innovation and leadership and by the large number of practice oriented classes, enables students to translate theory into practice. Through a wide range of courses, students will explore concepts in organizational behavior to develop a foundational understanding of human behavior in organizations, concepts of firm strategy and processes of innovation, power and influence, team building and conflict resolution. In all these and through other specialized courses, they will have the opportunity to develop and enhance their leadership skills. A large number of electives will also allow them to develop skills in areas of project and human resource management as well.

## Concentration in Team and Project Management

### Objectives

- To develop skills to work on, lead and manage teams to implement strategic change.
- To develop negotiation and interpersonal skills.
- To develop communication skills to present clear and direct solutions to corporate problems.
- To develop critical thinking and analytical abilities to quickly and correctly interpret key business metrics.
- To help students understand the importance of social consciousness and civic responsibility.
- To develop the skills required to collect and analyze data, prepare analytical reports, develop detailed project plans, coordinate resource procurement, manage budgets, and make crucial staffing decisions.
- To understand how different cultures and backgrounds impact a project.

The main purpose of the concentration in Project and Team Management is to prepare students to manage teams and projects in a very dynamic business environment. Organizations must be innovative and agile, and In these courses, you will develop project management judgment through

the use of case studies and small projects and will learn to solve realistic project problems using Microsoft Project for Windows. There is a need to rapidly introduce new project or services to the market place. World-class organizations succeed, in part, because of their ability to manage change, and it is the task of the project managers to make those changes happen.

Project Management is used in a variety of business environments to manage complex, non-routine, one-time endeavors. It has been an essential tool in projects as diverse as restructuring the management processes of the United States Army, the reconstruction of California's highway system after an earthquake, the management of software solutions to the Y2K problems, and the new product development of wireless phones. These problems all require planning, directing, and controlling resources to meet the technical requirements, cost targets, and time constraints of a project. Project managers use a set of tools and techniques to manage resources to meet the project objectives.

The concentration courses focus on these tools and techniques, with attention to both the quantitative and the qualitative aspects of project management. In these courses, you will develop project management judgment through the use of case studies and small projects and will learn to solve realistic project problems using Microsoft Project for Windows. In Project Management I, topics include project scheduling, time-cost trade-offs, budgeting, cost control, and project monitoring, as well as project organization, team development, and risk management. In Project Management II, student teams will work on a major project with a company. Students will also prepare to sit for the Certified Associate in Project Management exam given through the Executive Development Center, so that students graduate with not only a concentration in Team and Project Management, but also a professional certification.

## Management Minor

The increasing demand for management skills at all levels of various organizations led to the creation of a management minor at Bryant University. The objective of the minor is to allow both business and liberal arts students to gain an understanding of complex managerial issues that corporations are facing today.

## Human Resource Management Minor

Students pursuing a minor in Human Resource Management explore all different facets of managing people in organizational contexts. Students will explore all the HR functions and learn about the legal implications of managing people. They will also be able to study in-depth the challenges of developing employee compensation and training policies as well as managing people in a global setting.

### Faculty

#### Department Chair

Dr. Diya Das

#### Distinguished Professor

V.K. Unni

#### Professor

Roger L. Anderson

#### Professor

Madan Annavarjula

#### Professor

Lori Coakley

#### Professor

Eileen Kwesiga

#### Professor

Harsh K. Luthar

#### Professor

Michael Roberto

#### Professor

Christopher Roethlein

#### Professor

John Visich

#### Professor

Shirley A. Wilson

#### Associate Professor

Diya Das

#### Associate Professor

Crystal X. Jiang

#### Associate Professor

Elzotbek Rustambekov

#### Associate Professor

James Segovis

#### Assistant Professor

Kai K. Kim

#### Assistant Professor

Kathryn Ostermeier

#### Assistant Professor

Dirk Primus

#### Senior Lecturer

John Poirier

#### Senior Lecturer

Adam Rubin

#### Lecturer

T.V. Jayaraman

#### Lecturer

Samuel Kornreich

#### Lecturer

Lou Mazzucchelli

#### Lecturer

Christopher Ratcliffe

#### Lecturer

Mark Vozella

## Concentrations

- Human Resource Management Concentration (<http://catalog.bryant.edu/undergraduate/collegeofbusiness/managementdepartment/humanresourcemanagementconcentration>)

- Leadership and Innovation Concentration (<http://catalog.bryant.edu/undergraduate/collegeofbusiness/managementdepartment/leadershipandinnovationconcentration>)
- Team and Project Management Concentration (<http://catalog.bryant.edu/undergraduate/collegeofbusiness/managementdepartment/teamandprojectmanagementconcentration>)

## Minors

- Human Resource Management Minor (<http://catalog.bryant.edu/undergraduate/collegeofbusiness/managementdepartment/humanresourcemanagementminor>)
- Management Minor (<http://catalog.bryant.edu/undergraduate/collegeofbusiness/managementdepartment/managementminor>)

## Courses

### **MGT 200. Management Principles and Practice. 3 Credit Hours.**

The dominant focus of this course is to help students integrate management theories into a coherent framework for management practice. It is the intent of this course to provide novice business professionals state of the art management knowledge to act effectively and think decisively. Students will be exposed to the historical classics of Management Theory, as well as the four pillars of managerial behavior: planning, leading, organizing, and controlling.

Prerequisites: Sophomore standing

Session Cycle: Fall, Spring, Summer

Yearly Cycle: Annual.

### **MGT 201. Operations Management. 3 Credit Hours.**

In an increasingly competitive global economy, firms must produce high quality, low cost products and services. These products and services must be delivered when, where, and how customers demand them. This course introduces the most important theories and tools used to manage world class firms to achieve competitive advantage. A balance in emphasis between managerial issues and analytical techniques strengthens both critical thinking and problem solving skills. Topics covered include operations strategy, process design, quality, inventory theory, and project management.

Pre/Corequisites: MATH 201

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

### **MGT 201G. Global Dimensions of Operations Management. 3 Credit Hours.**

This course has a dual focus on both manufacturing and service operations in the global environment and is comprised of two sections. Section 1, Foundations of Operations Management, will cover core operations management concepts including Operations Strategy, Process Design and Quality Management and Tools. In Section 2, Global Operations and Supply Chain Management, the focus will be on supply chain activities and how they are integrated to form a global supply chain. Key activities include Inventory Management, Warehouse and Logistics Management, and Lean Systems. Section 2 will help students recognize and meet strategic global operations management challenges, with an emphasis on attaining global competitive advantage.

Prerequisites: BSIB Major, GFOB 100G, MATH 201 and sophomore standing

Session Cycle: Spring

Yearly Cycle: Annual.

### **MGT 203. Honors Management for Organizational Leadership. 3 Credit Hours.**

The dominant focus of Management Principles for Organizational Leadership is to increase each student's decision-making effectiveness as future leaders of modern organizations. This course will assist individuals in becoming reflective management practitioners. Students will learn how to diagnosis case situations applying state-of-the-art management knowledge so they can provide sound solutions and decisively implement them. Students will be engaged in a highly interactive, cooperative learning approach throughout the course. They will be involved in team-based projects, simulations, team exercises, and case analyses in order to develop their interpersonal skills. In addition, an important part of the course will be a study of the leading management theorists and thinkers of the past century. This study will help students learn from the "masters" in how to become leaders who can meet the demands of today's global forces. As a culminating experience, each class team will use this knowledge to consult with a university class team or organization to improve its functioning. Students receiving credit for MGT 200 cannot receive credit for this course.

Prerequisites: GFOB 100 or GFOB 100G and honors program

Session Cycle: Fall

Yearly Cycle: Annual.

### **MGT 302. Organizational Behavior. 3 Credit Hours.**

This course helps students to develop a more complete understanding of the distinctively human dimensions of management. Emphasis is placed upon the application of theory to real world problems as well as the development of interpersonal skills. Topics include such issues as motivation, leadership, group dynamics, and interpersonal communication.

Prerequisites: MGT 200 or MGT 203 and junior standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

### **MGT 312. Human Resources Management. 3 Credit Hours.**

An in-depth study of the principles of human resources management, this course emphasizes the broad functions that managers and staff personnel officers must understand in order to develop an effective working force.

Prerequisites: Sophomore standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

### **MGT 356. International Business Management. 3 Credit Hours.**

This course is designed for non-International Business majors. The International Business Management course provides an overview of the cultural, economic, legal, and political forces that shape the environment of international business. Students will develop knowledge and skills to help them manage businesses across international boundaries. This is an upper level course that emphasizes the ability for both effective oral and written communication, the application of analytical reasoning, the development of specific research skills for assessing the international context, and the use of experiential exercises to sensitize students to cultural differences.

Prerequisites: MGT 200 or MGT 203 and junior standing

Session Cycle: Spring

Yearly Cycle: Annual.

**MGT 357. Diversity in a Global Environment. 3 Credit Hours.**

Diversity in a Global Environment responds to recent demographic changes and anticipates future demographic and cultural shifts in the composition of the workforce by framing diversity as a resource to be leveraged rather than a problem to be solved. This is accomplished through lectures, discussions, films, simulations, and case studies and other interactive media.

Prerequisites: Sophomore standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 358. Global Dimensions of Human Resource Management. 3 Credit Hours.**

In this contemporary world of globalization, managing people in different forms of international ventures and work arrangements pose their own unique challenges that contribute towards the strategic decision making of the firm. This course is designed to meet the needs of managers and executives in developing successful human resource management policies and techniques in international settings. The first part of the course will focus on the specific HR challenges of managing international assignments - such as recruitment, selection, training, performance management, compensation and benefits. Second, it will move into the realm of comparative labor and industrial relations looking into the differences in union-management relations across the world. Finally the course will move into analyzing HRM issues in new, non-traditional work arrangements such as off-shored work, virtual teams and so on.

Prerequisites: Sophomore Standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 370. Managing the Nonprofit Organization. 3 Credit Hours.**

The focus of Managing the Nonprofit Organization is the development of and day-to-day management and leadership of nonprofit organizations. Students will be challenged to assess theories of nonprofit excellence, accountability, funding and sustainability, while confronting the contextual issues facing the organizations. This course will be instructed by University faculty and community leaders whose expertise will provide students with challenging academic material and practical hands-on perspectives on a rapidly changing field.

Prerequisites: MGT 200 or MGT 203 and sophomore standing

Session Cycle: Spring

Yearly Cycle: Varies.

**MGT 380. Compensation Management. 3 Credit Hours.**

The purpose of this course is to provide students with an understanding of the basic elements of an effective and equitable compensation program and how an employer's compensation program can support both operational and strategic objectives. The course will review compensation plan objectives, techniques for implementing these objectives, as well as compliance considerations required by federal law and regulation.

Prerequisites: MGT 312 and junior standing.

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 381. Cross-Cultural Management. 3 Credit Hours.**

This course emphasizes the cultural, organizational and management aspects of International Business. The primary focus is on specific issues such as leadership and motivation in a cross-cultural environment dealing with multiple cultures in multiple countries. Analysis of dealing with specific issues combines fundamentals in both organizational behavior and business, examining linkages between the two and developing analytical techniques for "real-life" problems and situations.

Prerequisites: MGT 302 and junior standing

Session Cycle: Varies

Yearly Cycle: Varies.

**MGT 382. Strategic Management of Technological Innovation. 3 Credit Hours.**

This course provides a strategy framework for high-technology, startup and multinational companies. The course is designed to help students develop strong conceptual foundations for understanding technological innovations. It will introduce concepts and frameworks for analyzing how firms can create, commercialize, and capture value from technology-based products and services. The course teaches students (a) to examine technical and managerial opportunities and challenges presented by emerging and evolving technologies in high-tech markets and organizations, (b) analyze the structure and develop managerial options available for both established and entrepreneurial organizations, and (c) develop appropriate strategies and processes for capitalizing on them. You will experience and explore creativity from individual and group perspectives through case study, hands-on learning and guest speakers from innovators and investors in industry sharing their experiences.

Prerequisites: IDEA 101 and MGT 200 or MGT 201G

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 391. Management Internship. 3 Credit Hours.**

Students in this course engage in individually supervised employment within an area of management (e.g., human resources, operations, or general management) requiring applications of management theory and principles to the work environment. Job functions should include planning, organizing, leading, and/or controlling and require the use of a variety of managerial skills (e.g., analysis, decision making, communicating, etc). Students must work at least ten hours per week on the job, meet periodically with a supervising faculty member, research related literature in the employment field, and prepare a substantive report on the work experience and on the work experience and the studies involved.

Prerequisites: Junior/Senior standing; the approval of a supervising faculty member and the department chair.

**MGT 413. Multinational Business Simulation. 3 Credit Hours.**

This course involves a semester-long computer simulation in which the participants, working together in small teams, play the management roles of competing multinational firms. Though the course heavily emphasizes finance, marketing, and production decision making, participants will need to master all aspects of running an enterprise. The course offers many noteworthy features: international scope, strategic focus, lots of written and oral communication, considerable analytic work using spreadsheets and various statistical packages, and coping with sticky ethical and environmental issues. Students will develop leadership, as well as team building skills. Senior standing is required This course is cross-listed with BUS 413, FIN 413 and MKT 413, Multinational Business Simulation.

Prerequisites: FIN 201, MKT 201 or MKT 203 and senior standing

Session Cycle: Fall

Yearly Cycle: Annual.

**MGT 440. The Design Thinking Process. 3 Credit Hours.**

In this hands-on course, you will have an opportunity to learn and apply the design thinking process while simultaneously developing an understanding of the psychological (cognitive, behavioral) principles that underlie innovative thinking, problem-solving, and gamification. This course builds explicitly upon the introduction to design thinking that you received during the IDEA program. We will learn how design thinkers embrace a "test and learn" and "build to think" philosophy toward innovation.

Prerequisites: IDEA 101 and PSY 260 and MGT 200 or IB 356 and junior standing and instructor approval

Session Cycle: Fall

Yearly Cycle: Annual.

**MGT 450. Internship: Human Resources Administration. 3 Credit Hours.**

In this supervised internship students apply the principles of human resource management in a position requiring at least ten hours per week. This course requires a written report. Students must have the approval of a supervising faculty member and the department chair.

**MGT 451. Human Resources Development. 3 Credit Hours.**

This course examines four main components of Human Resource Development (HRD); training/ individual development, performance management, and organization development and career development. HRD processes needs analysis, learning acquisition, learning transfer and evaluation are examined in detail as are the critical components of performance management, organization development and career development systems. Finally the course explores the competencies HRD practitioners need to possess in order to add value in contemporary organizations.

Prerequisites: MGT 312 and senior standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 461. Cases in Global Business Management. 3 Credit Hours.**

Many management concepts, techniques, and systems taught in North America business schools are based on the North American cultural and institutional context. These concepts techniques and systems may not work as intended in other settings and, if used improperly, can compound managers' problems. This course expands on the basic knowledge and skills acquired in MGT 356 and focuses in greater depth on how to implement strategy and operate effectively in different environmental and institutional settings in a global context. The readings, cases, and exercises have been chosen to develop both intellectual understanding and behavioral skills pertinent to the management problems arising from the interaction of people from different cultures in work settings. This course is also intended to develop, to the extent possible in a college course, an appreciation of what it is like to work with people from other cultures and to work in other countries.

Prerequisites: MGT 200 or MGT 203, MGT 356 and senior standing

Session Cycle: Fall, Spring

Yearly Cycle: Varies.

**MGT 462. Project Management I. 3 Credit Hours.**

World class organizations must manage change, and it is the task of the project managers to make those changes happen. Project Management is used in a variety of business environments to manage complex, non-routine, one-time endeavors. This course focuses on these tools and techniques, with attention to both the quantitative and the qualitative aspects of project management. Topics include scheduling, budgeting, cost control, team building and risk management. Students will deliver a consulting report to a regional organization with which they are working.

Prerequisites: MGT 201 and junior standing

Session Cycle: Fall

Yearly Cycle: Annual.

**MGT 463. Power and Influence. 3 Credit Hours.**

The goal of this course will be to help students grapple with the issues of power in modern organizations. We will explore the sources of power. Students will study the basic principles of influence to determine how friends, supervisors, family, or sales people get their way. We will evaluate different strategies and tactics for employing power effectively. We will especially focus on learning how to influence when you do not possess formal authority. Ethical issues will be analyzed to help you become more responsible to others as a steward and servant to others. By the end of the course, students will be challenged to assess their uses of power and influence. This will help you develop as a self-directed, reflective learner to handle future challenges.

Prerequisites: MGT 302 and senior standing

Session Cycle: Spring

Yearly Cycle: Annual.

**MGT 464. Employment Relations. 3 Credit Hours.**

This course will begin with developing an understanding of the historic labor movement in America and its impact on the nature of conflict resolution in the workplace. Students will then examine the broader area of employment relations management, employee rights and responsibilities, labor relations and collective bargaining, as well as management obligations under the law. Important federal laws that influence the workplace environments will be studied. Several major Supreme Court rulings will be examined for their impact on employer-employee relationships and for the obligations they impose on management.

Pre/Corequisites: MGT 312 and senior standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 465. Advanced Topics in Operations Management. 3 Credit Hours.**

This course is designed to enhance management knowledge and skills in the design, implementation, and control of operations activities. Through the use of the case method, computer applications and research assignments, students are exposed to contemporary operations management concepts including service operations, high value added processes, quality management, and materials management systems.

Prerequisites: MGT 201 and senior standing

Session Cycle: Fall

Yearly Cycle: Annual.

**MGT 475. Management Seminar. 3 Credit Hours.**

In this seminar students learn to identify and understand the trends in the sociological, technological, and managerial environments that management will face in the early twenty-first century. Students also learn to develop philosophies and styles in order to deal with such trends.

Prerequisites: Senior standing

Session Cycle: Fall, Spring

Yearly Cycle: Varies.

**MGT 476. Team Building and Conflict Resolution. 3 Credit Hours.**

The focus of this course is to develop understanding of where conflict comes from within organizations and how it can be managed effectively, and to empower students with some of the skills and strategies needed to become members and leaders of effective team units in the workplace. The successful manager of the future will be the one who knows how to create an effective team climate and how to respond to and manage organizational conflict. The focus of the course will be on the role of the manager in influencing and responding to conflict, and developing and empowering effective team units.

Prerequisites: MGT 302 and senior standing

Session Cycle: Fall, Spring

Yearly Cycle: Annual.

**MGT 477. Women and Leadership Strategies for Success and Professional Development. 3 Credit Hours.**

Women and Leadership: Strategies for Success and Professional Development focuses on the role women play in today's organization. This course specifically focuses on professional development; providing multiple opportunities to acquire the skills and competencies each individual student requires to succeed in both personal and professional endeavors in areas such as networking, negotiation, personal branding, leadership and career development.

Prerequisites: Senior standing

Session Cycle: Fall

Yearly Cycle: Annual.

**MGT 478. Strategic Human Resource Management SHRM. 3 Credit Hours.**

In this capstone course for Human Resource Management, students learn to integrate the entire HR body of knowledge and understand it within a global and a strategic framework. The HR capstone allows the students to apply the knowledge of HR they have gained taking various courses.

Prerequisites: MGT 312 and senior standing

Session Cycle: Spring

Yearly Cycle: Annual.

**MGT 480. Leadership Seminar. 3 Credit Hours.**

One of the critical issues today is the challenge of leadership. Leaders in modern organizations face a number of increasing pressures from changing social trends, breakthrough technologies, turbulent political environments, and globalization forces. In dealing with these complex changes, the question arises as to what makes an effective leader? What are the cross-cultural characteristics of admired leaders? Who are we willing to follow? How do leaders gain credibility? Why do some leaders succeed and others fail? What skills and values do leaders need to employ to help organizations change to meet today's challenges? This course will study current leadership theory and practice. The course will be highly interactive. We will use case studies, experiential exercises, film, and collaborative projects. Students will explore a variety of different types of leaders from business, religion, government, and non-profits. We also review the research on women and leadership, cross-cultural challenges.

Prerequisites: MGT 302 and senior standing

Session Cycle: Spring

Yearly Cycle: Annual.

**MGT 486. Project Management II. 3 Credit Hours.**

World-class organizations succeed, in part, because of their ability to manage change, and it is the task of the Project Managers to make change happen. Project Management is used in a variety of business environments to manage complex, non-routine, one-time endeavors. It has been an essential tool in a number of diverse projects in all types of industries. This course builds on the project management tools and techniques introduced in MGT3XX. Students will prepare Project Reports for companies with which they will work. Project will be diverse and will cover a number of disciplines. Students will also prepare and will sit for the Associate Certification in Project Management Exam offered through the Executive Development Center.

Prerequisites: MGT 462 and senior standing

Session Cycle: Spring

Yearly Cycle: Annual.

**MGT 497. Directed Study in Management. 3 Credit Hours.**

Under faculty supervision, students pursue a well defined area of interest in management. Permission of department chair is required. Senior standing is required.