

MANAGEMENT (MGT)

MGT 150 Managerial and Organizational Concepts (3 credits)

This course examines basic managerial functions of planning, organizing, motivating, leading, and controlling. Emphasis is also given to the behavior of individual and groups within organizations.

Course Rotation: NYC: Fall, Spring, and Summer. PLV: Fall and Spring. Online: Summer.

MGT 208 Travel and Tourism Management (3 credits)

This course provides an overview of the travel industry field and related businesses including an examination of the close linkages between hotel, food, recreation, transportation and other industries affected by tourism. Special attention will be given to the travel industry network, domestic and international travel and tourism trends, the impact of government and public policy on tourism, travel destination planning, and development, and the effects of travel and tourism on infrastructure and native cultures.

Course Rotation: NYC: Fall, Summer. PLV : TBA

MGT 216 Venture Initiation and Entrepreneurship (3 credits)

This course examines the nature and environment of entrepreneurship. Students learn to recognize and develop entrepreneurial skills by examining and analyzing the strategies employed by practicing entrepreneurs in creating and building new ventures. Particular attention is given to the criteria used in assessing the feasibility of new venture ideas and opportunities. Each student is required to develop a personal entrepreneurial strategy identifying areas of personal strength and areas where growth is needed in order to achieve individual goals of creating and building a new business venture.

Course Rotation: NYC: Fall and Spring. PLV: Fall.

MGT 222 Organizational Behavior (3 credits)

Taking an interactive approach, this course deals with people in business enterprises and attempts to familiarize students with organizational relations including superior-subordinate relations, formal and informal group interactions; interpersonal and inter-group conflict; cooperation, discipline, motivation, authority, job satisfaction, communications and change.

Course Rotation: NYC: Fall, Spring, and Summer. PLV: Fall and Spring.

MGT 225 Business Applications of Data Analysis (3 credits)

This course covers business applications of data analysis and time series forecasting. Students will learn how to use the data to make informed decisions in various functions of business. In addition, students will learn how to make business forecasts based on time series data. Spreadsheets and add-ins will be used for all the analyses.

Course Rotation: s: NY:Spring

MGT 226 Business Analytics (3 credits)

This course acquaints the student with the business analytics: use of data and quantitative models to aid in business decision making. The course covers all three major areas of analytics: descriptive, predictive and prescriptive. In addition, students will learn tools for effective project management. The topics include descriptive statistics, pivot table, data visualization, regression, forecasting, linear optimization, Monte Carlo simulation, and project scheduling. Emphasis is on (1) data analysis and modeling of business problems, (2), implementation of the models on Microsoft Excel, and (3) interpretation and effective communication of the results.

Course Rotation: Fall, Spring, and Summer.

MGT 227 Introduction to SQL for Business (2 credits)

This course introduces the concept of relational databases where many organizations store data, and covers SQL used to retrieve the information relevant to formulate useful insights for decision making. The topics include relational model and data modeling with entity-relationship diagram, as well as retrieving information from single and multiple tables, sorting and formatting data, and creating a database with tables. NYC Spring

MGT 230 Operations Management, Automation, Purchasing for Service Organizations (3 credits)

MGT 235 Arts and Entertainment Management (3 credits)

The study of non-profit and for-profit arts organizations, particularly those in the performing arts. The course covers organizational structure, the board of trustees, marketing, human resources, planning, financing, fund raising, and evaluation. The course also addresses major trends taking place in the field and career opportunities.

Prerequisites: Sophomore standing required.

MGT 240 International Management (3 credits)

This course identifies areas of similarities and differences in terms of cultures and sub-cultures, legal, political, and social systems, as well as economic order. The effect of environmental factors on multinational business operations is explored. Special attention is given to the opportunities and problems which different environments afford management of international business.

Course Rotation: NYC: Fall, Spring, and Summer. PLV: Fall and Spring.

2 Management (MGT)

MGT 262 Human Resources Management (3 credits)

This course analyzes the strategies, problems, and procedures used in assessing human potential, abilities, and performance. Students learn to develop and use methods to select personnel and evaluate their performance. Topics include selection and recruitment procedures, job analysis, performance appraisal systems, training and counseling procedures and their assessment and compensation systems.

Course Rotation: NYC: Fall, Spring, and Summer. PLV: Fall and Spring.

MGT 280 The Health Care Environment (3 credits)

This course is designed to introduce future managers in the health care field to the structure, operation and financing of the American health care system. It examines the major industry participants; how health care services are allocated and financed; the factors that influence the cost and quality of care; and opposing positions on the future of health care reform.

Course Rotation: Fall.

MGT 281 Management Consulting (3 credits)

MGT 292T Environmental Issues in Management (3 credits)

MGT 294 Management Science Seminar (3 credits)

MGT 299A Topics: International Management Environments-Latin America (3 credits)

MGT 299B Topics: International Management-East Asia (3 credits)

MGT 299C International Management: Central and Eastern Europe (3 credits)

MGT 299D Topic: International Management Decisions (3 credits)

MGT 299H The Year 2000: Global Management Trends (3 credits)

MGT 299M Topics in Management: Year 2000: Global Management Trends (3 credits)

MGT 299P Topics in Management: Captains of Industry (3 credits)

MGT 299R Topic: Management and the Family Business (3 credits)

MGT 299S Topics: US in the Global economy, Government and Business Strategy (3 credits)

MGT 306 Service Management (3 credits)

This course explores the history and evolution of the service economy and the theories and strategies for development of quality services. The focus will be on benchmarks of service management and the provider/client relationship. Topics will include operations, marketing, strategy, information technology and organizational issues in services. Emphasis will be on service management in the hospitality and tourism industry.

Course Rotation: Spring;NY

MGT 307 Hotel Management (3 credits)

This course examines the role of management in the hotel industry. The basic managerial functions of planning, organizing, and controlling will be examined. Special attention will be given to the issues of staff planning and scheduling, productivity analysis, international standards and practice, and policy formulation.

Course Rotation: NYC: Fall. PLV: Spring.

MGT 309 Restaurant and Foodservices Management (3 credits)

This course introduces the student to the management issues associated with the planning, operation, control and service quality assurance of foodservice establishments. The course emphasizes management techniques in different types of food services in hotels, restaurants, and institutions.

Course Rotation: NYC: Spring. PLV: Fall.

Prerequisites: MGT 250 and junior standing.

MGT 310 Standards of Safety in Hospitality and Tourism (2 credits)

A combination of lecture, field trip, and web assisted assignments featuring safety issues in hospitality and tourism which include risk management, crisis management, security management and safety management. A focus on food safety management will provide the students an opportunity to gain certification in the ServeSafe Curriculum which focuses on food safety and provides a competitive advantage in hospitality and tourism enterprises. Students will be required to pass the food safety test as part of the course.

Course Rotation: NYC: Spring.

Prerequisites: Junior standing and any Biology course with a lab component or any Chemistry course with a lab component (BIO 123 or CHE 101 or CHE 110 are recommended). Students will pay an exam registration fee of approximately \$25 for national food safety certification exam.

MGT 311 Hospitality and Tourism Technology and Design (3 credits)

This course is designed to familiarize students with management of design issues: facilities, psychological, operational, and technological. The focus is on changes in the business model and customer relations in hospitality and tourism.

Course Rotation: NYC: Spring

Prerequisites: MGT 307 and junior standing.

MGT 312 Event Management (3 credits)

This course introduces students to the principles, concepts, and steps involved in planning and executing successful events. Students will discuss definitions and categories of event planning and current issues and trends of event management. Strategies will be introduced to develop meaningful, well organized conferences, meeting and special events, including how to effectively procure, organize, implement and monitor the products and services that bring an event to life. Students will learn different aspects of organizing and managing special events: choosing the best venue: preparing and managing the budget; scheduling and staffing; coordinating food and beverage, décor, entertainment, and themes.

Course Rotation: NY;Fall

MGT 313 Cruise Industry Management (3 credits)

In depth assessment of the management of the global cruise industry and its impact on the tourism industry. Students will develop a business plan that considers the management, marketing, organizational structure, operations, regulations, financial issues and sustainability of this global industry. Students will also explore the environmental, economic and cultural/social impacts of the cruise industry.

Course Rotation: Fall;NY

MGT 315 Small Business Management (3 credits)

Managerial problems involved in planning, organizing, coordinating and controlling a small business firm's total operation are analyzed. Utilizing the case study approach, emphasis is placed on the concepts of management, accounting, finance, law, and marketing as they specifically apply to the small business sector of the economy.

Course Rotation: NYC: Fall. PLV: Spring.

MGT 317 Human Capital in Entrprnrshp (3 credits)**MGT 318 Management and the Family Business (3 credits)**

This course reviews the unique management, personal and interpersonal issues associated with a family owned and operated firm. Topics of discussion include dynamics of family interaction and the family business culture; gender and ethnicity issues; continuity and succession planning; and professionalizing the family business. Case research and discussion are utilized, and current publications from family business management literature are reviewed.

Course Rotation: TBA.

MGT 319 International Entrepreneurship (3 credits)

This course introduces entrepreneurship by examining various aspects of starting new ventures that are focused on international markets. The key success factors in creating a new internationally oriented business will be examined from the perspective of an entrepreneur. This approach includes business started in the U.S. that target foreign markets as well as businesses started in various other countries by entrepreneurs (e.g. China, India, Brazil, etc.).

Course Rotation: NY: Fall, PL: Spring.

MGT 320 Entrepreneurial Implementation (3 credits)

The Entrepreneurship Implementation is a practicum for students who want to actively engage in the entrepreneurial start-up business process. It is designed to offer students direct experience with entrepreneurship and exposure to the entrepreneurial mindset in a supportive environment. Class meetings are held in the Entrepreneurship Lab and will focus on understanding and evaluating the steps necessary in order to launch a new business venture. In addition to lectures, presentations and other interactions with the professor, students will work with entrepreneurs and practicing professionals in the field of entrepreneurship. Students wishing to enroll in this course must have a clearly defined business concept (commercial or social) and be committed to its implementation.

Course Rotation: NYC: Fall.

Prerequisites: Junior standing and above.

MGT 323 Organizational Behavior and the Virtual Enterprise (4 credits)

Organizational Behavior and Culture addresses human behavior and interpersonal skills in organizational settings and cultures. Using an interactive approach, this course deals with people in organizations and developing people centered organizations. Students are introduced to concepts of organizations at the individual, team or group and organizational level. Relationships between organizational members will include issues of management and leadership, superior- subordinate relations, communication, formal and informal group interactions;interp ersonal and intergroup conflict; cooperation, discipline, motivation, job satisfaction, and change. Understanding these issues leads to an understanding of major organizational outcomes i.e., performance, satisfaction, absenteeism and turnover and processes that managers can use to positively influence these outcomes. Theory and practice will be integrated as students learn about and experience working as a virtual student on a virtual project team within a virtual organization (the class). The course is personalized so that each student has first hand experience with the concepts presented. The course will use multiple delivery methods including individual on-line learning, collaborative distance learning tools as well as telephone and video.

MGT 323A Organizational Relations and Behavior for ADP Student (4 credits)

MGT 330 Business and Society (3 credits)

An interdisciplinary introduction to contemporary social and ethical problems which businesses face. This course deals with the relationship of the corporation to other social and political institutions in America and with international changes affecting American businesses.

Course Rotation: NYC: Fall and Spring. PLV: Fall.

MGT 339 Multinational Organizations (3 credits)

MGT 341 Comparative Management Systems (3 credits)

This course examines management systems in various parts of the world including Western Europe, Eastern Europe, Latin America, the Middle East, Africa, and Asia. Specific management systems in selected countries are discussed in detail. The implications for international management are analyzed.

Course Rotation: NYC: Fall and Spring. PLV: Fall.

Prerequisites: MGT 250 and junior standing.

MGT 342 The Human Dimension in International Management (3 credits)

This course examines people management issues in an international context from the perspective of the line manager. Topics traditionally included under human resources management and organizational behaviors are covered. Issues related to managing people in an international setting and personnel concerns of international operations are emphasized.

Course Rotation: NYC: Fall.

MGT 343 International Management Environments: Asia (3 credits)

This course provides an overview of how business is done in Asia. Students will learn about the economic, cultural, and political influences on business. A general description of the region will be given along with specific focus on the differences among individual countries and cultures.

Course Rotation: NYC: Spring '06, Fall '07, Spring '09

Prerequisites: MGT 340 and junior standing.

MGT 344 International Management Environments: Latin America (3 credits)

This course provides an overview of how business is done in Latin America including Mexico, the Caribbean, Argentina, Chile, and Brazil. Students will learn about the economic, cultural, and political influences on business. A general description of the region will be given along with specific focus on the differences among individual countries.

Course Rotation: NYC: Spring. PLV: Fall '08, Spring '10, Fall '11.

Prerequisites: MGT 340 and junior standing.

MGT 345 International Management Environments: Europe (3 credits)

This course provides an overview of how business is done in Central, Eastern, and Western Europe. Students will learn about the economic, cultural, and political influences on business. A general description of the region will be given along with specific focus on the differences among individual countries.

Course Rotation: NYC: Spring. PLV: Spring '09, Fall '10, Spring '12.

MGT 347 International Management Field Study (3 credits)

The International Management Field Study provides students with the unique opportunity to visit other countries and regions of the world and to learn about the cultures, subcultures, legal, political, and socio systems, economic order, and work settings of the area visited. Students will meet with foreign managers, educators, and government officials, as appropriate, to discuss issues affecting the practice of management in the region visited. In addition, students may participate in various local business or cultural events as a means of gaining a more personal understanding of the evolution and practice of management in that region. The field study component of the course will generally take place during intersession, spring break, or summer.

Course Rotation: Fall

Prerequisites: MGT 250, junior standing and permission of Instructor. Not open to students who have taken MGT 396E. New Core: Fulfills 3 credits in Area of Knowledge I. Service Learning Component. Note: MGT 347 may be used as a substitute for one of the following requirements: MGT 308 for the Hospitality and Tourism Management (HTM) and Business Management Concentrations and either MGT 344 or MGT 349 for International Management majors.

MGT 347A Intrntnl Mgmt Fld Stdy: Tourism Destination Planning in Florence and the Mugello Region, Italy (3 credits)

This course offers the unique opportunity for students to see how science and business can work together in developing a very successful tourism industry in the Tuscany region of Italy. The course focuses on the principles of business development, environment, ecology, and sustainability of ecotourism and agrotourism in Florence and the Mugello territories of Italy.

MGT 347B International Management Field Study: China (3 credits)

This International Field Study course will be about understanding and managing in different cultures, doing business across cultures, and managing multi-national business affairs in the context of the USA and China. We will study cases and hear from expert and then go visit China. The trip will include visits to Beijing and Shanghai (and Hong Kong, if time permits), including companies and cultural sites such as the Great Wall and Forbidden City.

Prerequisites: Junior standing required.

MGT 347R Economic Competitiveness and Leadership: Field Study to Russia and Finland (3 credits)

This course will explore the theme of "Economic Competitiveness and Leadership". We will study the characteristics of international business and financial markets and evaluate the associated risks and benefits within the framework of changing global economic conditions, devoting special attention to Europe and regional integration. We will further consider these characteristics and trends within the context of global competitiveness and modern leadership challenges. Students will have the opportunity to meet with political and business leaders and learn more about the business culture in these countries.

MGT 348 International Management Internship (6 credits)

This course requires students to apply international management knowledge gained through course work in an appropriate organizational setting. Students will be required to keep a journal and complete a paper.

Course Rotation: Fall and Spring.

Prerequisites: MGT 340, junior standing in the International Management major and a minimum CQPA of 3.00. Permission of the MGT/MGS Department Chair or International Management Program Chair is required.

MGT 349 International Management Seminar (3 credits)

A seminar for International Management majors. Students are expected to draw upon their regional concentrations within the International Management program to analyze and discuss current international issues. Topics covered may vary from semester to semester depending upon the instructor's expertise and the current global environment.

Course Rotation: NYC: Spring. PLV: TBA.

MGT 350 Operations and Supply Chain Management (3 credits)

This course covers business operations, the processes that transform inputs into the production and delivery of finished goods and services. It will cover both managerial insights and analytical skills for designing, analyzing, and improving the operations process and supply networks. The topics include performance metrics of operations processes, process flow analysis, queueing analysis for service systems, six sigma quality, inventory models, and supply chain management. Case studies and experiential exercises will be used to illustrate the concepts, and Microsoft Excel will be used for hand-on practice.

MGT 351 Introduction to Programming for Data Science (3 credits)

This course provides an introduction to programming with Python, and shows how to use Python to retrieve, manipulate and visualize data. No prior programming experience is assumed. Topics include data structures in Python, control flow statements such as if-then-else and for loops, functions, accessing data from the web and databases, review of datamining libraries, and visualizing data. Fall NYC

MGT 353 Predictive Analytics (3 credits)

This course covers the data analysis techniques used to predict the future in the context of business applications. The techniques include multiple regression, logistic regression and classification trees as well as cluster analysis and factor analysis. The applications include developing effective marketing strategies, predicting employee turnover, auditing, credit approval decisions and others. Students will implement the techniques with a statistical programming language such as R, Python or SAS.

Course Rotation: NYC: Fall.

Prerequisites: MAT 117 (or 134 or 144 or 234), MGT 226 (or MGT 355 or ECO 240), and junior standing.

MGT 354 Quality Assurance and Total Quality Management (3 credits)

This course focuses on the design and management of quality for manufacturing, service, and public sectors to achieve global competitiveness. Emphasis is placed on new techniques for managing quality. Topics include statistical quality control, total quality management, concurrent engineering, Taguchi designs, benchmarking, ISO 9000, quality function deployment, quality philosophies of Deming, Juran, Crosby, Taguchi, Ishikawa and others, environmental quality, reliability, availability, and maintainability, Malcolm Baldrige Quality Award and Deming Prize.

Course Rotation: NYC: Offered every three semesters: Spring '07, Fall '08 Spring '10 PLV: TBA.

MGT 355 Management Science and Production Management Concepts (3 credits)

This course acquaints the student with the management science approach to the solution of business problems in general and production problems in particular. Problems involving the business as a whole, as well as such areas as inventory control, production scheduling, quality control and decision analysis are considered. Topics include linear programming, integer programming, queueing theory, decision theory, probability concepts, and simulation.

Course Rotation: Fall, Spring, and Summer.

Prerequisites: MAT 104 or MAT 137, MAT 117 or MAT 134 or MAT 234, MGT 250 and junior standing.

MGT 356 Simulation and Risk Analysis (3 credits)

Monte Carlo simulation is a versatile approach for modeling business uncertainty and managing risk. In this course, students will learn how to use Monte Carlo simulation to improve decision making in a variety of business functions including strategy, operations, marketing, and finance. Students will use Microsoft Excel with VBA and a simulation software such as @RISK. Applications include risk analysis for a new product, investing, option pricing, inventory ordering decisions, customer lifetime value estimation, and yield management. NYC Fall

MGT 357 Project Management for Business (3 credits)

This course covers topics in management of business projects. Students will learn the specific skills that are required to effectively manage projects across a variety of business disciplines. The topics include project selection, scope management, team building, cost management, project scheduling, quality management, and risk management. Computer software such as Microsoft Project will be used. After this course, students will be eligible to sit for the Certified Associate in Project Management (CAPM) exam.

Course Rotation: NYC: Spring. PLV: TBA.

Prerequisites: MGT 355 and junior standing.

MGT 358 Logistics and Materials Management (3 credits)

MGT 359 Productivity in Business: Meaning/Measure/Improvement (3 credits)

MGT 363 Training and Development (3 credits)

This course analyzes the strategies, problems, issues, and practices involved in human resources training and development from various perspectives. Topics stressed include training and development methods, program design, effectiveness evaluation, training, and development research, learning theory, career planning, executive development, and the implementation of effective training systems.

Course Rotation: NYC: Fall. PLV: Spring.

MGT 364 Organizational Theory and Development (3 credits)

This course examines the nature and problems of organizations from a macro-perspective. Planned approaches to organizational change will also be considered. Topics include structural, technological, and behavioral approaches to change, models of change, intervention methods, change agent behavior and management of change.

Course Rotation: NYC: Fall. PLV: Spring

MGT 365 Managerial Negotiations (3 credits)

This course develops student's negotiation and conflict management skills. Negotiations are a primary part of social life in general and organization life in particular. Since almost everyone involved in organizations engages in some kind of negotiations (with bosses, peers, suppliers, clients, etc.) this course promises to be relevant and helpful for a variety of management students.

Course Rotation: NY: Spring; PL: Spring.

MGT 366 Leadership Principles and Practice (3 credits)

This course explores the research and theories of effective leadership. The following topics are studied from the perspective of both the leader and group members: asserting authority, building commitment, gaining power, introducing change, handling confrontation and lateral relations.

Course Rotation: NYC: Spring. PLV: Offered every three semesters: Fall '09, Spring '11, Fall '12.

Prerequisites: MGT 322 and junior standing. New Core: Fulfills 3 credits in Area of Knowledge I. Service Learning Component.

MGT 370 Managing Creativity (3 credits)

Arts and entertainment organizations depend on creativity to survive and thrive. This course explores the elements of creativity and how to facilitate the creative process, not only in others but in ourselves. Students will learn how the design of work and organizations affects creative processes and outcomes. Leadership skills will be identified and developed that can facilitate creativity in arts and entertainment organizations, whether they are non-profit or for-profit.

Course Rotation: NY: Spring

MGT 371 Managing Entertainment Projects (3 credits)

The basic structure of many arts and entertainments organizations is project based. This type of work design creates unique challenges for attracting and managing resources, facilitating transfer and learning across projects, and production management. The course will examine methods and strategies for facilitating the efficiency and effectiveness of project-based teams.

Course Rotation: NY;Fall

MGT 372 Managing Stakeholder Relationships in the Arts (3 credits)

This course provides an overview and analysis of how art organizations are governed and sustained. It pays particular attention to the challenges and rewards of managing relationships with various stakeholders, from board members to artists, and from major donors to ticket buyers. We look at the benefits that the arts bring to communities and, conversely, the ways in which communities help to maintain a vibrant arts scene. The course covers the shared elements found in most arts organization and businesses, while also examining specific segments of the industry, such as theater, dance, music and the visual arts.

Course Rotation: NY: Spring.

MGT 373 Technology Innovation and the Arts (3 credits)

Digital technology has influenced all aspects of the arts and entertainment value chain, from idea creation, to production, distribution, and exhibition. This course examines the challenges and opportunities created by technology innovation.

Course Rotation: NY; Fall

MGT 374 New Venture Creation for the Arts and Entertainment Industry (3 credits)

This course examines the nature and environment of entrepreneurship within the Arts and Entertainment industry. Students learn to recognize and develop opportunities to create new ventures by analyzing the strategies employed by practicing entrepreneurs operating with many areas of the arts and entertainment field. These may include: film production studios, record labels, one-person shows, comedy clubs, comedy troupes, podcasts, radio shows, opera productions, ateliers, art exhibitions, and one-act-plays. Particular attention is given to the criteria successful entrepreneurs use in assessing the feasibility of new venture ideas and opportunities.

Course Rotation: Spring; NY

MGT 375 Management in the Business of Music (3 credits)

This course examines the landscape of the business of music from historical development to fundamental understanding of the industry's ecosystem ranging from managers and players, deals and financing, agreements and publishing rights to emerging trends.

Course Rotation: Fall; NY

MGT 376 Management in the Business of Performing Arts (3 credits)

The performing arts industry offers a multi-billion business. This survey course will introduce the students to the landscape of the business of performing arts. The course will help students develop practical skills for management including from understanding the roles of managers & other players in the organization, audience engagement and development, contract, deals & financial statements analysis, issues associated with performing arts organizations, to developing strategies to cope with emerging trends. This course will examine the industry's ecosystem including the role of management in handling its managers and artists, how contracts with union and artists are assessed, how music copyrights are inspected, and how radical changes in trends are affected its internal and external environments.

Course Rotation: NYC: Spring

MGT 381 The Business of Health Care (3 credits)

Discussion and analysis of the economic models controlling health care markets with subsequent investigation of the complex federal, state, and local policies and policy-making processes that result from those models in U.S. healthcare systems.

Course Rotation: Spring

MGT 382 Strategic Analysis in Healthcare (3 credits)

The course develops techniques for analyzing and evaluating the performance of health care services and organization. Economic theory, policy analysis, operations research and management techniques are introduced as tools. This course assumes that continuous improvement is achievable through a program of on-going meaningful analysis.

Course Rotation: NYC, PLV: Fall

MGT 383 Health Care Operations and Administration (3 credits)

This course seeks to develop managerial competence in the areas of leadership, professionalism, knowledge of the health care environment, and business skills and knowledge. These competencies are essential skills necessary for managers practicing in the medical practice environment. Practice managers must be prepared to manage the whole practice and staff. The proactive manager must be prepared to assume strategic and operational responsibility for the practice.

Course Rotation: Spring.

MGT 386 Optimization Models (3 credits)

This advanced course is a continuation of the optimization topics introduced in MGT 226. Students will learn how to build prescriptive analytics models on the computer to arrive at the optimal decisions in business. Topics include linear programming, network models, integer programming, nonlinear programming and goal programming. Some of the application areas covered are portfolio optimization, employee scheduling, data envelopment analysis (DEA), resource allocation, and supply chain management.

MGT 388 Data Mining for Business (4 credits)

This course provides an overview of data mining tools for extracting patterns from large data sets. Emphasis is on framing the business problem and communicating the results. Model implications, impact, and assumptions are discussed as they pertain to various business problems. Topics include classification, variable selection, association rules, clustering, neural network, and decision trees. Applications include customer retention, market segmentation, credit management, fraud detection, and recommender systems. NYC Fall, Spring

MGT 390 Honors Project in Management (3 credits)**MGT 391 Management Simulation (3 credits)**

MGT 393 Hospitality and Tourism Management Internship (3 credits)

Internship experience in the hospitality and tourism industry requiring students to apply knowledge learned in Hospitality and Tourism Management courses to practical work experiences in the field. Students identify, gauge and develop the skills needed in future careers. Students are required to complete 400 hours of work experience, keep a log of their internship activities, and prepare a final report/presentation.

Course Rotation: NYC: Fall, Spring, Summer.

Prerequisites: MGT 307, MGT 309, minimum GPA of 2.50, and approval of the Director of Hospitality and Tourism Management Program.

MGT 394A Management Internship (6 credits)

Management majors with strong academic records may apply to undertake a carefully planned work experience, under the supervision of a faculty advisor, which will demonstrate the practical application of their classroom training. Students are required to maintain a log of their internship activities and complete a paper which integrates work assignments with the study of management. Interested students should contact the Management and Management Science Department.

Course Rotation: Fall, Spring, and Summer.

MGT 394B Management Science Internship (6 credits)

Management Science majors with strong academic records may apply to undertake a carefully planned work experience, under the supervision of a faculty advisor, which will demonstrate the practical application of their classroom training. Students are required to maintain a log of their internship activities and complete a paper which integrates work assignments with the study of Management Science. Interested students should contact the Management and Management Science Department.

Course Rotation: Fall and Spring.

Prerequisites: MGT 355, junior standing and a minimum CQPA of 3.00. Permission of the MGT/MGS Department Chair/Undergraduate Program Chair required.

MGT 395 Independent Study in Management (1-9 credits)

With the approval of the appropriate faculty member, the department chair, and the academic dean, students may select a topic for guided research that is not included in the regular course offerings. The student meets regularly with the faculty member to review progress. A research project or paper must also be submitted.

Course Rotation: TBA.

Prerequisites: MGT 250, Junior Standing, and a minimum CQPA of 3.00.

MGT 395A Independent Study in Management (A) (1-9 credits)

MGT 395B Independent Study in Management (B) (1-9 credits)

MGT 395C Independent Study in Management (C) (1-9 credits)

MGT 396 Special Topics in Management (3 credits)

This course offers the opportunity to study special topics in management. Please refer to the current schedule of classes for announcement of courses offered under this title.

Course Rotation: TBA.

MGT 396A Topic: Gender Diversity Issues in Organizations (3 credits)

MGT 396B Topic: Managing an Internet-Based Business (3 credits)

MGT 396C Topic: Corporate Ethics and Public Policy (3 credits)

MGT 396D Topic: Culture/Politics/Business in Chile and Argentina (3 credits)

MGT 396E Topic: Ecotourism and International Business (3 credits)

This course offers the opportunity to study special topics in management. Please refer to the current schedule of classes for announcement of courses offered under this title.

MGT 396F Seminar: From Descartes to Wall Street (3 credits)

MGT 396H Seminar: Aesthetics and Creativity in Managing Everyday Life (3 credits)

This seminar will compare time, space, creativity and aesthetics across cultures and illustrate applications to the management of everyday life. One of the readings will be John Kao's *Jamming: The Art and Discipline of Business Creativity*, comparing creative brainstorming in organizations to jam sessions. Other readings will touch base with artists as well as management theorists dealing with creativity such as Edward De Bono. Students will do a project that represents their own vision of style, time, space and being.

MGT 396J United Nations Millennium Development Goal: Brazil (3 credits)

A global civic engagement opportunity to study and understand the UN Millennium Development Goals for 2015 with an application to the Brazilian Atlantic Rainforest. Involves study of Brazil, assessment of goals, planning and working with businesses and community agencies in Brazil. Required planning meetings to be held during the summer prior to trip in August and follow up classes during fall.

Prerequisites: MGT 250, junior standing, and permission of Instructor required. Contact Dr. Claudia Green at cgreen@pace.edu or 212-618-6574 for further information.

MGT 396K International Management Environments: Europe: Travel to London (3 credits)

This is an expanded travel version of MGT 345 and students majoring in International Management with a concentration in Europe may take this course to satisfy their MGT 345 requirement. This course is part of a six credit comprehensive travel/study experience in London, England. Students will enroll in MGT 396K (3 credits) and a linked Summer course taught at the Foundation for International Education, located in one of the best areas of London, the world famous Kensington neighborhood. MGT 396K will focus on the European Union, particularly the similarities and differences in managerial practices among European countries, both inside and outside the EU.

MGT 396L Honors Seminar: Issues in Globalization (3 credits)

Globalization - the increasing integration of economies around the world - has been a hotly debated topic over the past few years. Opponents claim that it has increased inequality within and between nations, threatened jobs and living standards, and impaired social programs. Proponents claim that globalization has enabled many countries to become integrated into the global economy and enjoy unparalleled growth, prosperity and stability. This course will explore the forces that gave rise to globalization, key issues in the current debate, and directions for relevant policy actions.

MGT 396M Topic: Ethics: From Descartes to Wall Street (3 credits)

Conflicting forces of economic performance, ethical behavior, legal compliance, and social responsibility have been recorded for centuries and remain a matter of global concern today. Organizations such as Enron, WorldCom, Adelphia, Tyco, Arthur Andersen, all provide testimony to the dire consequences resulting from a failure to match ethical behavior with economic performance. Through the use of lecture/discussions, case studies, classical and contemporary readings, videos, and experiential learning exercises, this course will explore such topics as fair competition, moral leadership, truth, power and greed, social responsibility, compassion, discrimination, cultural relativism, and civil disobedience, in the pursuit of individual and organizational prosperity.

MGT 396S Topic: Environmental Management and Sustainability (3 credits)

Is the Ecopreneur a creative free-rider or an existential manager committed to sustainability? Students will answer this question by exploring contrasting cultural views and theories of creativity, entrepreneurship, eco-design, and government eco-regulation. They will create individual green business plans for an actual start-up that is sustainable both economically and environmentally, and will 'pitch' these designs at the end of this celebration of community sustainability and learning.

MGT 396T European Field Study: France and Germany (3 credits)**MGT 396U Topic: The Hudson River Experience: Multiple Perspectives on Environmental Responsibility (3 credits)**

Many environmental issues facing the nation and planet can be studied in unique fashion through focusing on the Hudson River experiences. Through a combination of classroom, field, and experiential learning, this course will use the Hudson River Valley and region as its connecting theme and central subject. The semester will be comprised of four (4) modules taught by diverse faculty and will include business, policy, humanities, and technology. Students will gain a deep understanding of the environment in which Pace University is located and the pivotal role this region has played in local and global affairs, particularly in relation to the environment.

MGT 396V Topic: Revenue Management in Hospitality (3 credits)

Formulating tactical pricing decisions to maximize revenues for hospitality organizations. Topics include: history of revenue management, reservation systems, forecasting demand, inventory control, cost analysis, pricing, strategy, channel management, revenue management tactics, and applications.

Course Rotation: Fall; NY

MGT 396Z Special Topic: Seminar in Sports and Entertainment Business (3 credits)

An interdisciplinary seminar designed to provide business majors in any field with a broad managerial perspective of the sports and entertainment world. Use of case study methods to explore marketing, strategic, financial, and legal aspects of managing sports and entertainment entities.

Course Rotation: Spring

MGT 397A Topic: Management in the Business of Performing Arts (3 credits)

The performing arts industry offers a multi-billion business. This survey course will introduce the students to the landscape of the business of performing arts. The course will help students develop practical skills for management including from understanding the roles of managers & other players in the organization, audience engagement and development, contract, deals & financial statements analysis, issues associated with performing arts organizations, to developing strategies to cope with emerging trends. This course will examine the industry's ecosystem including the role of management in handling its managers and artists, how contracts with union and artists are assessed, how music copyrights are inspected, and how radical changes in trends are affected its internal and external environments.

Course Rotation: NY: Fall and Spring

MGT 397B Topics: Theory to Practice an AEM Immersion in Preparing for the Workplace (3 credits)

Complete preparation to launch an arts and entertainment career, Students will be immersed in resume preparation, personal branding, interview techniques and social media marketing, as well as be introduced to the skills and requirements necessary for specific positions. Daily interactive class lectures, expert guest speakers, behind the scenes visits to media/entertainment organizations, and attendance at live performances in theater, TV and NFP cultural business. Dates: June 8, 2019- June 15, 2019 1 week Immersion course- 42 hours

Course Rotation: NYC: Summer.

MGT 397C Topics: The Business of Television from Broadcast to Streaming (3 credits)

This course provides an in-depth examination of the television business, from its evolution in the 1940's through its past and present technological and economic disruption. Special attention is paid to Television Production and Distribution, Cable and Satellite, and Internet Streaming, with particular emphasis given to the various business models and practices, as well as underlying economic traits characterizing these media industries.

Course Rotation: NYC: Fall

MGT 399 Special Topics in Management (3 credits)

MGT 399A Topic: Gender Issues in Business (3 credits)

MGT 399R Topic: Management and the Family Business (3 credits)

MGT 416 Business Plan Development (3 credits)

This is the senior-level course for the entrepreneurship concentration. This course builds on lessons learned in prior entrepreneurship concentration courses. Students taking this course should have a strong interest (or involvement) in starting their own business. Students will be required to write a comprehensive business plan.

Course Rotation: NY: Spring, PL: Fall.

Prerequisites: MGT 316 and senior standing.

MGT 457 Applied Decision Theory (3 credits)**MGT 458 Production and Supply Chain Management (3 credits)**

This course covers the design and management of the flow of materials and information starting from raw materials through production and distribution until the finished goods or services reaches the customer. Special emphasis is on integration of analytical techniques for optimization of the entire supply chain. Topics include inventory reduction, requirements planning, production scheduling, purchasing decisions, logistics, reengineering, and quality and productivity issues.

Course Rotation: NYC: Fall.

MGT 462 Advanced Human Resources Management Applications (3 credits)

This course is an overview of advanced applications in five human resources management (HRM) functions: Staffing, Performance Management, Compensation and Benefits, Career Management, and Human Resources Planning. Students will examine these functions within the context of the wider HRM function and its strategic impact on the overall organizations.

Course Rotation: NY: Spring, PL: Fall.

Prerequisites: MGT 362.

MGT 470 Entertainment Management Seminar (3 credits)

This course takes a hands-on, project based approach to learning. Utilizing information and techniques gained from lectures, field trips, guest speakers and case analyses, students will have the opportunity to work on actual theatre or entertainment productions, or will engage in a semester-long project, developing a project plan for a theatre company, or other arts, sports or entertainment organization.

Course Rotation: NY: Spring.

Prerequisites: Listed prerequisites, and senior standing. Student must be a Management major with a concentration in Arts and Entertainment Management.

MGT 480 Advanced Study in Health Care Management (3 credits)

: This course is designed to introduce future managers in the health care field to the structure, operation and financing of the American health care system. It examines the major industry participants; how health care services are allocated and financed; the factors that influence the cost and quality of care; and opposing positions on the future of health care reform.

Course Rotation: Spring.

MGT 485 Long-Range Planning (3 credits)

This course considers concepts in strategic planning and methods of developing long-range plans in business and non-business organizations. Topics will include methods of forecasting economic, technological, social, and political developments and their impact on the organization as well as analysis of the organization's competitive environment. The problems of planning in small and large organizations will be analyzed and compared. Techniques for developing long-range plans and supporting programs will be discussed.

Course Rotation: NYC: Spring.

Prerequisites: MGT 250, MAT 117 or MAT 134 or MAT 234 and senior standing.

MGT 489 Seminar in Management (3 credits)

Current issues related to planning and organization strategy, the changing business environment, and management theory will be discussed in this course. A review of recent management literature and individual research by students will provide the basis for discussion.

Course Rotation: TBA.

Prerequisites: MGT 322 and 9 additional credits of 300 or 400-level management courses and senior standing in the Management major.

MGT 489A Seminar: Developing Managerial Effectiveness (3 credits)

MGT 489B Seminar in Management: Environment Issues (3 credits)

MGT 490 Business Strategy (3 credits)

This is an advanced course in management and should be taken as a capstone course during the student's senior year. Utilizing the case approach and an Internet-based business simulation, the student will be required to apply all the concepts of management, accounting, production, marketing, economics, and finance. The course covers a large number of companies engaged in a wide variety of strategic activities. Emphasis is placed on policy formulation, top management decision-making, and the integration of corporate, business-unit and department strategy programs.

Course Rotation: Fall, Spring, and Summer.

Prerequisites: Senior standing in the BBA program and completion of the Business Core.

MGT 491 Entrepreneurial Policies and Practices (3 credits)

MGT 492S Seminar: Developing Managerial Effectiveness (3 credits)

MGT 492T Seminar: Environmental Issues in Management (3 credits)

MGT 495 Business Honors Program Senior Thesis in Management (3 credits)

The Business Honors Program (BHP) provides students with the unique opportunity to pursue advanced study of a topic in their major area under the direction of a faculty mentor. The focus of the project can be either scholarship (research) or leadership (application) oriented. It should address an important and/or current issue in the discipline while allowing the student flexibility for the manifestation of his or her unique interests and objectives. Successful completion of the senior thesis is required of all BHP students. The outcome of the project will be a written report and presentation. Abstracts of completed projects will be published in appropriate outlets.

Course Rotation: Fall and Spring.

Prerequisites: Senior standing in the Management program and one 300-level Management or Management Science course (excluding MGT 355). Approval of Director or Associate Director of Business Honors Program required.