MANAGEMENT (MGT)

MGT 301. Organizational Behavior. 3 Credit Hours.
An introductory study of the individual, group and organizational determinants of behavior in organizations. Topics include motivation, individual differences, group dynamics, organizational design and structure, leadership, power and influence, and managing conflict and change. Cases and experiential exercises will be key vehicles for the students to apply the concepts and to discover which ones will be personally valid and useful.

MGT 404. Talent Management: Performance and Retention. 3 Credit Hours.
This course examines the theory, problems and techniques in personnel planning, recruiting, and selecting employees. Sourcing and vetting candidates, attracting the best talent, hiring for job fit, onboarding and building an engaged workforce are explored through readings, case studies and class projects.
Prerequisite: HRM 301.

Cross-listed Courses: HRM 404

MGT 450. Personal & Interpersonal Dimensions of Leadership. 3 Credit Hours.
An advanced course aimed at the in-depth analysis of small group behavior and interpersonal relationships as they occur in organizations. Experiential exercises, cases and group work will help in building the skills to effectively deal with the dynamics of small groups and work relationships. Not open to students who have taken IRL 360.
Prerequisite: MGT 301.

MGT 451. Group Skills and Team Leadership. 3 Credit Hours.
Students will integrate sociological and social psychological theory and research with experimental learning on the dynamics of groups and the behavior of individuals in those groups. The focus is on how individuals can facilitate interpersonal communication to enhance their own effectiveness and that of the group. The goal is to create a learning laboratory where students become participants in learning how to make a group work.
Prerequisite: MGT 301 or permission of department chair.

MGT 452. Organizational Development. 3 Credit Hours.
This course explores the goals, values and processes of bringing about change for the individual, the group and the large system. Students will explore the meaning of change for themselves, as well as study a range of techniques such as action research, team building and appreciative inquiry. Small groups also will design and conduct a change project in order to better grasp the complexities of personal and organizational development.
Prerequisite: MGT 301 or HRM 301.

Cross-listed Courses: HRM 452

MGT 454. Effective Supervision. 3 Credit Hours.
Effective Supervision is a practical course in how to lead others in organizations. From delegation and performance measurement to correcting unwanted behaviors, you will learn how to address workplace issues with efficiency and effectiveness. Course topics include interpersonal communications, motivation, delegation and negotiating conflict. The class is highly experiential, and will provide useful tools for your first supervisory experience.
Prerequisite: MGT 301.

Cross-listed Courses: HRM 454

MGT 455. Leadership: Classic Perspectives from Literature/Film. 3 Credit Hours.
Our greatest texts and films have much to teach us about the theory and practice of managerial leadership. In this course, an understanding of managerial leadership is developed by comparing, contrasting and ultimately connecting the leadership themes in classic pieces of literature and film with the themes facing leaders in contemporary business organizations.
Prerequisite: MGT 301.

MGT 457. Managing Multicultural Connections. 3 Credit Hours.
This course will explore the Human Resources implications of culture and multicultural communication from the conceptual, practical and human resources perspective. Students will inquire into their own culture and values, explore case studies, and engage in rich discussions with a number of speakers who have experience doing business outside our borders.
Prerequisite: MGT 301.

Cross-listed Courses: HRM 457

MGT 458. Effective Presentation and Facilitation. 3 Credit Hours.
This class will offer the skills to develop, design and deliver presentations using a model of competency assuring the diverse skills necessary for success. The second part of the class will expand the model and explore facilitation skills, offering tools and tactics to facilitate a positive group process to achieve desired results. The class will also cover presentation media, handling challenging participants and in depth audience analysis. The course will be rich with examples, and opportunities to present to a supportive and critical audience.
Prerequisite: MGT 301; Senior standing or permission of department chair.

Cross-listed Courses: HRM 458

MGT 459. The Case for Leadership. 3 Credit Hours.
The case-study method encourages students to think through the largest issues in leadership-everything from ethics to new business models to conflict resolution, they are also particularly useful when considering the application of leadership theory. Learning about leadership should not just be reading about what others have done but reflecting on their experiences and examining moments in our lives when we have been faced with similar inflection points. This course examines leadership through teaching cases focused on effective communication, values-based decision-making, reflection and conflict resolution in order to gain application of a case study approach and related theories of leadership. through guided discussion, in-class exercises and establishing a practice of weekly reflective writing, we will explore hard decisions to help refine our own values and standards and to expand our understanding of leadership that today's world demands.
Prerequisite: Senior standing.

MGT 460. Managing Systems Projects. 3 Credit Hours.
This course focuses on introductory project management processes, technology, and tools, utilizing the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) and the Software Engineering Institute's (SEI's) Capability Maturity Model Integration (CMMI) processes and nomenclature. Students examine the processes and theory of project management as well as industry case studies and will utilize project management software in support of their management activities. Guest speakers and field research provide students with access and information from industry and academia. Students are engaged in a semester-long project. Initially, they are required to identify the project scope and team charter for their project; subsequent assignments require them to prepare a business case, work breakdown structure, cost estimate, and final project documentation for their project.
Prerequisite(s): MIS 201 or permission of department chair/program director.
Cross-listed Courses: MIS 460, CSC 460, RMI 462

MGT 471. Organizational Learning. 3 Credit Hours.
The purpose of this course is for the students to identify, organize and prioritize essential theories, concepts, knowledge and skills related to organizational learning and knowledge management. using modeling, discussion, and other active strategies, students will apply knowledge and skill to develop and present practical assessments, plans, and evaluations used in the learning and development profession.
Cross-listed Courses: HRM 471

MGT 495. Leadership Dialogue. 3 Credit Hours.
Since early humans began forming tribes, leadership has been seen as a gift, a talent, a product of happenstance or birth. We create theories of great leadership in the hopes that one day we will find the magic formula for The Great Leader and be able to replicate it for a better community, a better business, a better world. This course offers students a unique opportunity to engage with leaders in the Greater Le Moyne community of alumni, board members, and friends. each week, a senior leader from across sectors will share their story, and students will have the opportunity to engage with them with questions and conversation. Senior hospital administrators, government officials, CEO's and not for profit leaders are among those who will be sharing ideas and counsel.
Prerequisite: Senior Standing.

MGT 601. Org Dynamics: Leadership. 3 Credit Hours.
A study of the individual, interpersonal, group and organizational and environmental factors that interact with the culture of an organization and together determine the quality of life and performance. Readings, cases, experiential exercises and group projects will be used to help students understand the concepts and discover which are personally valid for them.
Cross-listed Courses: LDR 601

MGT 703. Leadership and Culture. 3 Credit Hours.
The course studies the variations in management and leadership styles across national settings. Factors such as political and economic systems, technology, history and social forces are examined for their relationship to leadership style. Case studies on leadership are extensively used.
Cross-listed Courses: LDR 703

MGT 705. International Business Leadership. 3 Credit Hours.
Given today's extensive and intensive global interaction, a lack of understanding or misunderstanding of why our trading partners (or antagonists) behave as they do makes it difficult to successfully deal with them. A key to such an understanding (or avoidance of misunderstanding) is to obtain a better grasp of their antecedents and of how their business systems evolved. This course seeks to address that need. It traces the history of the business systems of Britain, Germany, Japan, and where relevant, those of emerging nations such as China, India and Mexico. We attempt to place matters in proper perspective and to gain a greater awareness of what our implicit and explicit beliefs are, why we espouse them, often unshakably, and in what light our ideologies, policies and actions might be perceived by the Japanese, Germans, Britons or Chinese.
Prerequisite: MGT 601.

MGT 706. Leadership, Management & Humanities. 3 Credit Hours.
This course will examine models of leadership drawn from classic works of literature and film. Leadership topics will include charisma, crisis management, cultural diversity, ethics, female leadership, goalsetting, the language of leadership, motivation, servant leadership, strategy, team building and transformation leadership. We will discuss the practical and theoretical foundations for these leadership models by examining cases based on the following literary and film texts: All the King's Men, Antigone, The Bridge Over the River Kwai, Citizen Kane, Gandhi, Glengarry Glen Ross, Glory, Heart of Darkness, Henry V, The Iliad, A Jury of Her Peers, The Major of Casterbridge, Moby Dick, Norma Rae, The Odyssey, Twelve O'Clock High and Twelve Angry Men.
Cross-listed Courses: LDR 706

MGT 708. Lessons in Leadership. 3 Credit Hours.
This course explores the primary ideas, values and competencies required for modern corporate and community leadership. This course will also challenge students to use what they have learned in readings and discussions to analyze both themselves and well known leaders.
Prerequisite: MGT 601.

MGT 711. Leading Organizational Change. 3 Credit Hours.
This course will tackle three basic questions: What is an organization? What is change? and How to lead organizational change? We will explore the evolving role of leadership, various metaphoric and systems views of organizations and the values and methods of organizational change and development. Student teams will also design and conduct organizational inquiries.
Prerequisite: MGT 501.

Cross-listed Courses: LDR 711

MGT 712. Career Self-Assessment. 3 Credit Hours.
This course will cover a wide range of issues and theories of adult and career development and will involve the students in small group and class discussion as they process an extensive set of self assessment instruments and activities intended to culminate in both short- and long-term career and life plans.

MGT 715. The Emotionally Intelligent Leader : Exploring Emotional and Social Competence in Leaders. 3 Credit Hours.
The concept of Leadership has been examined and dissected since ancient times, in search of a replicable process which could be somehow infused to create great leaders. From classic theories to situational explorations, the power to lead can create a better town, a more successful company, a more equitable world. In the 1990's a new voice joined the chorus of Leadership influence as Daniel Goleman spoke to the ideas of emotional intelligence- the ability to identify, assess and control emotions. This course will explore the writings, papers and presentations of Daniel Goleman in a blended format, inviting students to assess their own strategies as colleagues and leaders have a better understanding of the human side of leadership.
Prerequisite: MGT 601 or permission of instructor.

Cross-listed Courses: LDR 715

MGT 721. Chaos in Health Care: Directing the Evolution. 3 Credit Hours.
This introductory course explores the interconnectedness of the Health Care System in America. The class uses a multi approach system to investigate the business and social forces that generate the need for creative and revolutionary approaches to healthcare, exploring the field both within the traditional walls of healthcare institutions; and in the outpatient and home care settings. The class will explore emerging trends which are changing this landscape. Attention will be paid to the new practices in health care insurance, and how it impacts delivery systems.

MGT 722. The Strategic and Creative Leader. 3 Credit Hours.
This course is one of two leadership courses in the certificate program which invite students to explore the practices of exceptional leaders in the Health Care field. The design of the course supports and guides the student's ability to discover, explore and assess issues in their field and to recognize opportunities which will continue to maximize their strengths as health care leaders. Conversations with numerous leaders in the health care community highlight this unique class which will enhance the student's netwwork and introduce a diverse palette of leadership thought and action.
Cross-listed Courses: LDR 722

MGT 723. Making Leadership Contagious. 3 Credit Hours.
This course is one of two leadership courses in the certificate program which invite students to explore the practices of exceptional leaders in the Health Care field. The design offers a highly introspective approach to each student's leadership style, capacity and development opportunities. Through a series of leadership instruments, highlighted by the Situational Leadership Assessment, students will take part in a reflective journey of what it means to be a leader in the health care field.

MGT 724. The Process of Health Care: Patient Centered Management. 3 Credit Hours.
This course surveys the unique, systematic directives and outcomes within the process of Health Care delivery. Students will explore focus, alignment, expectations, evaluation and incentives which lead to optimum patient care. Leaders must drive the vision which promises timely access, quality care and patient satisfaction in a turbulent environment.

MGT 725. The Business of Healthcare: Connecting the Dots. 3 Credit Hours.
The concept of healthcare within a business model was foreign until recent decades, when costs of health services came to the forefront for organizations committed to providing the best possible care in the face of diminishing resources. This course seeks to explore ethical principles, sound personal and company values, and socially responsible management practices in the interests of responsible and feasible health care delivery as students build a business model for the health care organization.