MANAGEMENT AND LEADERSHIP

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The mission of the management and leadership major is to prepare young students for both the people and leadership challenges inherent in modern organizations. We believe that leadership is primarily an art, rather than a science, and involves the exercise of substantial judgment, creativity, and style. Educating leaders requires significant attention to both general principles and theories, and the development of the individual. This development includes building interpersonal and small group skills, gaining awareness of one’s strengths, weaknesses and values, and becoming motivated to learn continuously from experience.

Each offering in the leadership major is designed to address the issues of leadership, ethics, system dynamics and cultural diversity as it focuses on its primary content area. Additionally, to build the behavioral competencies central to leadership, the courses in this major will employ a variety of engaging and interactive activities including case studies, role plays, simulations, group projects and presentations and class discussions. In the Ignatian tradition, students will also learn to carefully reflect on these experiences.

Finally, it is our view that students’ growth as leaders does not begin, nor does it end at Le Moyne College; the seeds were planted long ago and their maturity will occur decades after college. Our transitional role is to create a context where students can safely acquire the requisite theory, values, skills and sense of self that will sustain their specific leadership journeys.

Students may choose any five of the approved electives (only 2 entrepreneurship options are allowed.)

The list of BUS/MGT electives includes:

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<th>Code</th>
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<th>Credit Hours</th>
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<td>Personal &amp; Interpersonal Dimensions of Leadership</td>
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Student Learning Outcomes in Management and Leadership

Students who graduate from this program will be able to:

• Understand relevant theories that underlie organizational actions.
• Become active, morally responsible agents in choosing pathways and creating outcomes in life and work.
• Understand the importance of interpersonal relationships and teams, as participants, leaders and change agents.
• Identify and evaluate the usefulness and relevance of resources to support their professional work.
• Management and Leadership Major (B.S.)
• Management and Leadership Dual Majors (B.S.)
• Business Administration Minor
• Entrepreneurship Minor

Business Administration (BUS)

BUS 150. Globalization in World of Differences. 3 Credit Hours.
The course provides an overview of the process underlying globalization, its impact on different nations, and the role technology, national policies, and corporate strategies play in a world of increasing interdependencies and coverage. Local customs and identities, however, continue to thrive. These are studied with special attention paid to certain regions, thus grappling with the paradox of simultaneous globalization and localization. Case studies, role-plays and guest speakers help cast light on the breathtaking diversity in the “global village”.

Fulfills Core Requirement(s): DIV (Diversity) and CE (Cultural Elective).

BUS 399. Independent Study. 1-3 Credit Hours.

A student who wishes to pursue an independent study project for academic credit must submit, prior to registration, a proposed plan of study that includes the topic to be studied and the goal to be achieved, the methodology to be followed, schedule of supervision, end product, evaluation procedure and the number of credits sought. The proposal must be approved by the supervising faculty member, the department chair and the dean of management. It will be kept on file in the office of the dean of management. Ten hours work per week for each credit. Hours and credit to be determined by the student and department chair.
BUS 400. International Business. 3 Credit Hours.
The purpose of this course is to provide students with a foundation of the basic concepts and tools for the conduct of international business. Consideration is given to the managerial and operational opportunities and problems of the company operating internationally. Emphasis is on behavioral aspects and environmental factors influencing and affecting the use of international business strategies, the development of an international orientation. The role of international business as a contributor to the company's overall business objective achievement is stressed.
Prerequisite: senior standing in business or permission of the instructor.
Cross-listed Courses: PGS 400

BUS 436. Introduction to Government Contracting Law, Compliance, Ethics. 3 Credit Hours.
This course provides an introduction to the legal and regulatory framework for doing business with the federal government. The course of study will center on the requirements of the Federal Acquisition Regulation (FAR), the Truth in Negotiations Act (TINA), the treatment of unallowable costs and the Defense Contract Audit Agency (DCAA) auditing standards will be provided. Current topics on special and emerging issues, including new TINA and FAR requirements; rules applicable to nonprofit associations, universities, hospitals, and state and local governments; incurred cost-electric (ICE);cost accounting issues in privatization projects and commercial item acquisitions; and the impact of procurement reform and streamlining will also be covered.
Prerequisite: Intro Accounting.
Cross-listed Courses: ACT 436, LAW 436, ACT 536, BUS 536, LAW 536

BUS 470. Business Policy. 3 Credit Hours.
This is a capstone course and studies the management planning functions, integrating principles and operating philosophies; strategy formulation and implementation. The case study method is used, and a computerized management game is introduced.
Prerequisite: senior business or accounting majors only.

BUS 490. Business Internship. 1-12 Credit Hours.
Participation in a real-world learning experience. The intern reports as required to a faculty member and evaluates the experience and relates it to his or her academic program. Forty-two hours of approved work experience is required to generate one credit.
Prerequisite: permission of the department chair.

BUS 499. Independent Study (Honors). 3 Credit Hours.
This course is intended for honors students and is required for the honors degree in business administration. The student conducts an independent research project under the guidance of one member of the faculty in the department. A written and oral presentation of the research project is evaluated by the Honors Committee.
This course may be taken only by permission of the department.

BUS 501. Business Communications. 3 Credit Hours.
This course provides students with the technical skills and necessary theoretical knowledge of communication arts as applied to specific business situations. Topics include use of presentation formats, appropriate rhetorical constructions, communications theory, technical writing and documentation.

BUS 530. Government Contract Accounting, 3 Credit Hours.
Basic cost accounting concepts and the cost accumulation process are presented. This course provides guidance on accounting for, recovering and monitoring costs at each step of government contract performance, from bidding to closeout. An understanding of the Federal Acquisition Regulation (FAR), the Truth in Negotiations Act (TINA), the treatment of unallowable costs and the Defense Contract Audit Agency (DCAA) auditing standards will be provided. Current topics on special and emerging issues, including new TINA and FAR requirements; rules applicable to nonprofit associations, universities, hospitals, and state and local governments; incurred cost-electric (ICE);cost accounting issues in privatization projects and commercial item acquisitions; and the impact of procurement reform and streamlining will also be covered.
Prerequisite: Intro Accounting.
Cross-listed Courses: ACT 430, BUS 430, ACT 530
BUS 536. Introduction to Government Contracting Law, Compliance, Ethics. 3 Credit Hours.
This course provides an introduction to the legal and regulatory framework for doing business with the federal government. The course of study will center on the requirements of the Federal Acquisition Regulations, and will include a study of several related statutes, as well as the regulatory compliance and business ethics requirements of doing business with the federal government. Guest speakers and case studies provide students with access and information from industry and academia.
Prerequisites: ACT 201 or ACT 203 or LAW 200 or permission of the instructor.

Cross-listed Courses: ACT 436, BUS 436, LAW 436, ACT 536, LAW 536

BUS 537. Capstone Course: Cases in Government Contracting Law, Compliance, and Ethics. 3 Credit Hours.
This course is the capstone course in the Government Systems Contracting certificate at Le Moyne. It requires the student to synthesize knowledge about the legal and regulatory framework for doing business with the federal government through a series of case studies of law, compliance and ethics. Course material focuses on cases derived from requirements of the Federal Acquisition Regulations, and related statutes. Guest speakers from industry and government will discuss regulatory compliance and business ethics requirements topics with students during class.
Prerequisites: BUS 536, ACT 536, LAW 536 or permission of instructor.

Cross-listed Courses: ACT 437, BUS 437, LAW 437, ACT 537, LAW 537

BUS 601. Business Ethics. 3 Credit Hours.
This course will be conducted in seminar style. It will explore and analyze ethical considerations involved in managerial decision making. Topics to be considered are the ethical dimension in managerial dilemmas in such topics as advertising, working conditions, environmental pollution, work force reduction and supplier relations. The relationship of management to the rule of law will be considered in such topics as business involvement in the formation of law as well as business use of the legal and political process. Managerial response to such personal ethical and legal issues as affirmative action, product safety and sexual harassment will be considered. The ethical and social responsibility of management and employees will be explored in the context of profit motive and the implementation of ethical change in a business setting.

BUS 602. Business Law. 3 Credit Hours.
This course will survey the legal techniques used to control business behavior. The role of courts, legislatures and regulatory agencies, as well as common, statutory and regulatory law, will be viewed both from the historical and the current perspective. Specific topics will include contracts, commercial paper, agency, partnerships, corporations, antitrust and securities.

BUS 603. International Business. 3 Credit Hours.
This course seeks to provide an in-depth understanding of diverse aspects of international business including international politics, culture, economics, finance, technology, marketing, ethical decision-making, strategic planning and management, and human resource development in a global environment. Decision-making in, and challenges facing multinational enterprises are given special attention.

BUS 750. Strategic Management. 3 Credit Hours.
The content and process of the capstone course have been designed to provide a rigorous, integrative experience of all areas of management in a variety of environments. Through lectures and discussions of articles, students are exposed to seminal theory on a given topic. In addition, topic specific, integrative thinking and communication skills are developed throughout the discussions of the articles and cases. Among others, topics will include competitive strategy and formulation, industry analysis, globalization or management, manufacturing as a competitive strategy, horizontal and vertical integration, computer integrated manufacturing and capacity expansion.

BUS 790. Special Topics in Business. 3 Credit Hours.
Courses in this series (BUS 790-794) offer an in-depth exploration of specific issues within the field of business, as well as topics of current interest to students and instructors.
Prerequisite: Permission of instructor.

BUS 795. Internship. 1-6 Credit Hours.
This designates credit for approved experiential programs in consultation with the MBA committee.

BUS 799. Independent Study. 1-6 Credit Hours.
This designates individual study programs approved by the MBA committee.

Entrepreneurship & Innovation (ENI)

ENI 120. Starting A Business. 3 Credit Hours.
This course will cover the most important topics to consider when starting or operating a business. These topics include formulating an idea, writing a business plan, accounting/finance issues, organizing the business, required licenses/permits, communication tools, marketing/sales strategies, best management practices, operations and sustainability issues. The instructor will be an individual experienced in creating a new business. This course is intended as an introduction to those topics, and students do NOT need to be business majors. This course will not count towards business major requirements.

ENI 210. Entrepreneurship I: What's the Big Idea?. 3 Credit Hours.
This introductory course focuses heavily on Customer Discovery, understanding the fundamentals of entrepreneurship and how to appropriately test and assess new entrepreneurial opportunities. It is designed to help students answer the following four fundamental questions: So What? Who Cares? Why You? and Why Now? Whether you aspire to start your own entrepreneurial effort with a team, work in a community library or school, or within a large business (such as a Google or Twitter), or small business, you have an important role to play in our economy as an innovator. No ideas are required to register for this course.

ENI 311. Entrepreneurship II: Idea to Startup. 3 Credit Hours.
This course is designed to help students complete the exploratory phase of their entrepreneurial endeavor. That is, students will learn how to transition from Customer Discovery to Customer Validation and, when appropriate, to Customer Growth. This will include a more refined business model and the development of a minimal viable product or service. It will provide students with the tools needed to launch the business and/or become a strong applicant for the Student Sandbox. The only requirements for this course are the answers to the following four questions regarding your idea: So What? Who Cares? Why You? and Why Now?
Prerequisites: ENI 210 or MGT 310.
ENI 312. Entrepreneurship 3: Le Moyne Student Sandbox. 3 Credit Hours.
The purpose of this course is to learn how to manage early-stage companies and innovation based firms by doing it. Various types of innovation, such as Product, Process, Managerial, Business Model, and Technological innovation (and the appropriate timing for each) are learned through the effort of trying to launch and/or grow one's own business. The formation of forward looking teams, the development of a flexible structure, and fostering a creative culture are bought into focus. Agility of response while maintaining stability in ongoing operations is emphasized. This course seeks to provide an effective framework for use by innovative managers in early stage organizations or in mature firms that are seeking to be innovative.

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 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 instructor.

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.

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: Senior standing or permission of instructor.

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 instructor.
Cross-listed Courses: MIS 460, CSC 460
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.

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.

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, goal-setting, 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. Prerequisite: MGT 501.

MGT 707. 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 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.

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.

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 healthcare 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 network and introduce a diverse palette of leadership thought and action.

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.