

# Department of Management

All graduate programs in Management are accredited by AACSB International—The Association to Advance Collegiate Schools of Business—and conform to recommended guidelines.

- Master of Business Administration Degree – Entrepreneurship Concentration (p. 1)
- Doctor of Philosophy Degree in Business Administration with an Emphasis in Organization and Management Studies (p. 1)

## Master of Business Administration Degree – Entrepreneurship Concentration

This concentration is designed to offer the opportunity for qualified graduate students, primarily with a nontechnical background, to study business administration while developing special expertise in the creation, launch and management of new business ventures.

Admission to the concentration in Entrepreneurship requires a personal statement detailing the student's proposed involvement in an entrepreneurial venture and may require a personal interview upon the request of the Graduate Programs Committee.

Students choosing to concentrate in entrepreneurship must complete the 24 semester credit hours of courses that constitute the M.B.A. Core and 12 semester credit hours as follows:

### A. Required courses

ENT 5113	Entrepreneurship	3
FIN 5853	Entrepreneurial Financial Management	3

### B. Elective courses

Students must complete an additional 6 semester credit hours of graduate courses. The Graduate Programs Committee must approve the 6 elective hours.

**Total Credit Hours** 12

## Doctor of Philosophy Degree in Business Administration with an Emphasis in Organization and Management Studies

The College of Business offers opportunities for advanced study and research leading to the Doctor of Philosophy degree in Business Administration with an emphasis in Organization and Management Studies. See Ph.D. in Business Administration requirements (<http://catalog.utsa.edu/graduate/business/#degreestext>) in this catalog for a detailed description of the general requirements for the Doctoral degree. The Doctoral Studies Committee of the Department of Management will advise students admitted to the program who pursue a Ph.D. in Business Administration with an emphasis in Organization and Management Studies.

To satisfy the Major Area Coursework for the Organization and Management Studies emphasis, a student must complete:

### A. Required Courses:

MGT 7013	Seminar in Organizational Behavior	3
MGT 7023	Seminar in Organization Theory	3

MGT 7033	Seminar in Human Resource Management	3
MGT 7043	Foundations of Strategy	3
B. Three directed electives:		
MGT 7053	Empirical Approaches to Strategy	3
MGT 7073	Seminar in Organization and Management Studies	3
MGT elective		3
<b>Total Credit Hours</b>		<b>21</b>

## Entrepreneurship (ENT) Courses

### ENT 5113. Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. An introduction to entrepreneurship, with an emphasis on identifying, evaluating and developing new venture opportunities. Topics may include opportunity identification and evaluation, startup strategies, business valuation, business model and business plan development, financing the venture, and exit strategies. Case studies and guest lectures by entrepreneurs and venture capital partners provide a real-world perspective. The major deliverable of this course is usually an early stage business model of a venture of the student's choosing.

### ENT 5213. Social Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Social enterprises are entities—both private and nonprofit—created and managed to achieve a social good. Social enterprise is becoming increasingly popular as competition increases for scarce resources from philanthropy and government. The focus is on 'social enterprise' models and the entrepreneurs who create them and explored through a combination of lecture, case study and projects. The course objective is to cultivate needed skills and knowledge for building and leading social enterprises. It will also be valuable to those interested in consulting to social enterprises, planning to serve as an advisor in an organization, or funding social efforts or nonprofit organizations.

### ENT 5313. Global Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. Addresses various aspects of entrepreneurship in the global environment. Explores the opportunities that entrepreneurs create, the challenges they encounter, and the ways in which they conduct business across national borders and cultures. All topics are covered from an international perspective and may include: entrepreneurial opportunity identification and evaluation; market analysis and intelligence; joint ventures and partnerships; agents, value added resellers and representatives; regulations, laws and customs; regional and cultural issues; financing foreign ventures; and choice of domestic and international legal entities.

### ENT 6953. Independent Study. (0-0) 3 Credit Hours.

Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the Master's degree.

**ENT 6971. Special Problems in Entrepreneurship. (1-0) 1 Credit Hour.**

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Example topics cover the gamut of subjects important to technology entrepreneurs: venture capital, mergers and acquisitions, leveraged buyouts, negotiating technology contracts, valuation of innovative technology, understanding the sustainable energy sector, understanding the materials sector, understanding the information technology sector, new product development, and intellectual property law for entrepreneurs.

**ENT 6972. Special Problems in Entrepreneurship. (2-0) 2 Credit Hours.**

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Example topics cover the gamut of subjects important to technology entrepreneurs: venture capital, mergers and acquisitions, leveraged buyouts, negotiating technology contracts, valuation of innovative technology, understanding the sustainable energy sector, understanding the materials sector, understanding the information technology sector, new product development, and intellectual property law for entrepreneurs.

**ENT 6973. Special Problems in Entrepreneurship. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a Master's degree. Example topics cover the gamut of subjects important to technology entrepreneurs: venture capital, mergers and acquisitions, leveraged buyouts, negotiating technology contracts, valuation of innovative technology, understanding the sustainable energy sector, understanding the materials sector, understanding the information technology sector, new product development, and intellectual property law for entrepreneurs.

## Management (MGT) Courses

**MGT 5003. Conceptual Foundations of Management. (3-0) 3 Credit Hours.**

This course examines the evolution and development of conceptual frameworks for understanding managerial work and organizational processes within the context of changing environments. An integrated strategic management perspective is emphasized.

**MGT 5043. Management and Behavior in Organizations. (3-0) 3 Credit Hours.**

The course focuses on factors affecting individual and group behavior in organizations. It includes organizational behavior topics such as motivation, perception, job attitudes, job design, leadership, and individual differences. It also includes organizational theory topics such as organizational structure, design, culture, and environmental influences.

**MGT 5093. Leadership. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5043 or consent of instructor. An advanced course in organizational behavior that examines traditional and contemporary perspectives on leadership and the group process toward which leadership is directed. The course includes applications of leadership theory to contemporary organizational problems.

**MGT 5153. Social Issues in Business. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5043. Focuses on the forces surrounding the secularly oriented, technologically energized, and scientifically administered business sector of Western society. Develops an understanding of the underlying and basic forces that have fostered and shaped business. Emergence of the social responsibility ethic is examined.

**MGT 5183. Global and Comparative Management. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5043 or consent of instructor. Examination of management challenges facing multinational and international business. Includes the study of organization options, political risk and strategy, staffing, communication, multicultural negotiations, and cross-cultural behavior and management. Emphasis on different countries' approaches to competing, notably East Asia, Mexico, and Europe.

**MGT 5253. Ethics and Globalization. (3-0) 3 Credit Hours.**

This course explores the differing standards of permissible behavior of companies attempting to remain competitive in a global marketplace. How leaders make responsible decisions in conflicting environments is examined through interactive learning experiences that include group discussions, group projects, self-directed evaluations and problem-solving exercises. Students will have the opportunity to gain an understanding of the strengths and weaknesses of their own personal values and beliefs as well as the importance of accountability for responsible leadership. In addition, students will be provided with foundations for ethical reasoning laying the groundwork for responsible decision-making.

**MGT 5633. Effective Negotiating. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5043, an equivalent, or consent of instructor. An advanced course on the theory and processes of negotiation as it is practiced in a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by the manager and professional.

**MGT 5643. Management of Personnel and Human Resources. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5043 or consent of instructor. Management's approach to and the techniques for handling the human resources in an organization. An examination of the primary management activities involved in the procurement, development, utilization, and maintenance of its human resources. Course focuses on behavioral and social science findings as they relate to the policy and practice of managing the employment relationship.

**MGT 5813. Strategic Human Resources Management. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5643 or consent of instructor. An examination of the overall role and functions of human resource management in relation to an organization's strategic planning process. Emphasis is on human resource issues of strategic importance to an organization's top management. Course focuses on the broader issues of human resource management policy, practice, and trends.

**MGT 5903. Strategic Management and Policy. (3-0) 3 Credit Hours.**

Prerequisite: Completion of the M.B.A. Core courses or consent of instructor. A course intended to integrate material taken in the M.B.A. program, as well as to broaden the horizons of the student beyond the focus on the firm. The macroeconomic aspects of the economy and contemporary problems and trends of business are covered. Students who earn a grade of "B" (3.0) or better in this course will satisfy the comprehensive examination requirement. A student who receives a grade of "B-," "C+," or "C" may still satisfy this requirement by successfully passing a comprehensive examination as set out in this catalog.

**MGT 6123. Healthcare Strategic Management. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5003, an equivalent, or consent of instructor. Strategic management of healthcare organizations involves both making good decisions about where you want your organization to go and deciding how to get there. This course will focus on both direction issues and execution issues. Students will do case studies of current healthcare organizations. (Same as BOH 6123. Credit cannot be earned for both MGT 6123 and BOH 6123.).

**MGT 6133. Organizational and Managerial Issues in Healthcare Delivery. (3-0) 3 Credit Hours.**

Prerequisite: MGT 5003, an equivalent, or consent of instructor. An analysis of the organizational and managerial implications of clinical issues in the delivery of healthcare. Students have the opportunity to examine quality of care issues and concerns related to patient care that affect how healthcare organizations are managed. (Same as BOH 6133. Credit cannot be earned for both MGT 6133 and BOH 6133.).

**MGT 6923. Healthcare Management Internship. (0-0) 3 Credit Hours.**

Prerequisites: Graduate standing, 15 semester credit hours of graduate work, and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student's Graduate Advisor of Record. Supervised full- or part-time off-campus work experience and training in healthcare management. Individual conferences and written reports required. (Same as BOH 6923. Credit cannot be earned for both MGT 6923 and BOH 6923.).

**MGT 6943. Management Internship. (0-0) 3 Credit Hours.**

Prerequisites: Graduate standing, 15 semester credit hours of graduate work, and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student's Graduate Advisor of Record. Supervised full- or part-time off-campus work experience and training in management. Individual conferences and written reports required.

**MGT 6953. Independent Study. (0-0) 3 Credit Hours.**

Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but no more than 6 hours, regardless of discipline, will apply to the degree.

**MGT 6961. Comprehensive Examination. (0-0) 1 Credit Hour.**

Prerequisite: Approval of the appropriate Graduate Program Committee to take the Comprehensive Examination. Independent study course for the purpose of taking the Comprehensive Examination. May be repeated as many times as approved by the appropriate Graduate Program Committee. Enrollment is required each term in which the Comprehensive Examination is taken if no other courses are being taken that term. The grade report for the course is either "CR" (satisfactory performance on the Comprehensive Examination) or "NC" (unsatisfactory performance on the Comprehensive Examination).

**MGT 6971. Special Problems. (1-0) 1 Credit Hour.**

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when topics vary, but not more than 6 hours, regardless of discipline, will apply to the degree.

**MGT 6973. Special Problems. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when topics vary, but not more than 6 hours, regardless of discipline, will apply to the degree.

**MGT 7013. Seminar in Organizational Behavior. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. Critical examination of the theory and research pertaining to individual and group behavior within the context of a larger work organization system.

**MGT 7023. Seminar in Organization Theory. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. Critical examination of the theory and research pertaining to the relationships of organization structure and processes to complex environmental conditions. Multiple theoretical paradigms will be examined.

**MGT 7033. Seminar in Human Resource Management. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. A critical examination of research examining human resource management philosophies, policies, programs, practices, and processes in the context of internal and external environments and organizational performance.

**MGT 7043. Foundations of Strategy. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. A critical examination of the theoretical foundations of corporate strategy, especially the relationship between strategy and organizational performance.

**MGT 7053. Empirical Approaches to Strategy. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. A critical examination of the empirical foundations of corporate strategy. Emphasis will be placed on the design of empirical studies of strategy.

**MGT 7073. Seminar in Organization and Management Studies. (3-0) 3 Credit Hours.**

Prerequisite: Consent of instructor. Organized course offering the opportunity for specialized study not normally available as part of the regular course offerings. This seminar may be repeated for credit when topics vary, but not more than 6 hours will apply to the Doctoral degree. Topics can include: International Management, Knowledge Management, Ethics, or Strategic Management of Human Capital among others.

**MGT 7211. Doctoral Research. (0-0) 1 Credit Hour.**

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

**MGT 7212. Doctoral Research. (0-0) 2 Credit Hours.**

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

**MGT 7213. Doctoral Research. (0-0) 3 Credit Hours.**

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

**MGT 7214. Doctoral Research. (0-0) 4 Credit Hours.**

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

**MGT 7215. Doctoral Research. (0-0) 5 Credit Hours.**

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

**MGT 7216. Doctoral Research. (0-0) 6 Credit Hours.**

May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 24 hours may be applied to the Doctoral degree.

**MGT 7311. Doctoral Dissertation. (0-0) 1 Credit Hour.**

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

**MGT 7312. Doctoral Dissertation. (0-0) 2 Credit Hours.**

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

**MGT 7313. Doctoral Dissertation. (0-0) 3 Credit Hours.**

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

**MGT 7314. Doctoral Dissertation. (0-0) 4 Credit Hours.**

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

**MGT 7315. Doctoral Dissertation. (0-0) 5 Credit Hours.**

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.

**MGT 7316. Doctoral Dissertation. (0-0) 6 Credit Hours.**

Prerequisite: Admission to Candidacy for the Doctoral degree in business. May be repeated for credit upon approval of the Doctoral Studies Committee, but not more than 12 hours may be applied to the Doctoral degree.