Department of Management

The Department of Management offers an undergraduate degree program with a major in management. Within the management degree, a track in human resource management may also be pursued. The field of management is important to the success of modern organizations. The management courses that are a part of this degree help build understanding of the management process of planning, organizing, leading, and controlling. Courses that focus on these core functions, as well as other skill areas such as ethics and teamwork, position Management graduates for a variety of organizational settings and careers.

To be effective, organizations require engaged and productive employees. The track in human resource management focuses on the effective management of human resources in organizations. Courses in the track focus on key functions such as selection, performance management, and compensation, among others.

Department Honors

The Department of Management offers the opportunity for certain of its outstanding students to achieve the designation of Honors in Major and provides the opportunity for advanced study under close faculty supervision.

The Department Undergraduate Programs Committee (UPC) bases selection for honors designation on the student’s academic performance and recommendation. To be eligible for the designation, students must have a minimum overall grade point average of 3.0 at UTSA and a minimum grade point average of 3.5 in their major at UTSA. To enroll in honors thesis courses and to graduate with the honors designation, these minimum grade point averages must be maintained. Students applying for Honors in Major are expected to enroll in the appropriate honors thesis course during their final two semesters. The supervising faculty sponsor from the student’s discipline and the UPC must approve the completed thesis. Students interested in this program should contact the Department Chair for additional information. Department honors can be completed thesis. Students interested in this program should contact the Department Chair for additional information. Department honors can be sponsored from the student’s discipline and the UPC must approve the thesis course during their final two semesters. The supervising faculty

Bachelor of Business Administration
Degree in Management

The minimum number of semester credit hours required for the Bachelor of Business Administration (B.B.A.) degree in Management is 120, at least 39 of which must be at the upper-division level.

All candidates seeking this degree must fulfill the Core Curriculum requirements, the Common Body of Knowledge (CBK) requirements, and the degree requirements, which are listed below.

Core Curriculum Requirements (42 semester credit hours)

Students seeking the B.B.A. degree in Management must fulfill University Core Curriculum requirements in the same manner as other students. The courses listed below satisfy both degree requirements and Core Curriculum requirements; however, if these courses are taken to satisfy both requirements, then students may need to take additional courses in order to meet the minimum number of semester credit hours required for this degree.

MAT 1033 should be used to satisfy the core requirement in Mathematics. ECO 2023 should be used to satisfy the core requirement in Social and Behavioral Sciences.

All degrees in the College of Business require 120 hours. If students elect to take a course that satisfies both a Core and COB requirement, students may need to take an additional course to meet the 120 hours.

Core Curriculum Component Area Requirements

First Year Experience Requirement 3
Communication 6
Mathematics 3
Life and Physical Sciences 6
Language, Philosophy and Culture 3
Creative Arts 3
American History 6
Government-Political Science 6
Social and Behavioral Sciences 3
Component Area Option 3
Total Credit Hours 42

Common Body of Knowledge (CBK)

All students seeking a B.B.A. degree in the College of Business must complete the following Common Body of Knowledge (CBK) courses in addition to the Core Curriculum.

ACC 2013 Principles of Accounting I 3
ACC 2033 Principles of Accounting II 3
COM 1053 Business and Professional Speech 3
or COM 1063 Digital Business Communication
ECO 2013 Introductory Macroeconomics 3
ECO 2023 Introductory Microeconomics (satisfies Social and Behavioral Sciences Core Curriculum requirement) 3
FIN 3013 Principles of Business Finance 3
GBA 2013 Legal, Social and Ethical Issues in Business 3
IS 1403 Business Information Systems Fluency 3
IS 3003 Principles of Information Systems for Management 3
MAT 1033 Algebra with Calculus for Business (satisfies Mathematics Core Curriculum requirement, Actuarial Science majors must take MAT 1214 in lieu of MAT 1033) 3
MGT 3003 Business Communication and Professional Development 3
MGT 3013 Introduction to Organization Theory, Behavior, and Management 3
MGT 4893 Management Strategy (taken in semester of graduation) 3
MKT 3013 Principles of Marketing 3
MS 1023  Business Statistics with Computer Applications I  3  
(Actuarial Science majors must take STA 3003 in lieu of MS 1023)

MS 3043  Business Statistics with Computer Applications II  3  
(Actuarial Science majors must take STA 3513 in lieu of MS 3043)

MS 3053  Management Science and Operations Technology  3

Note: Students must have earned at least 31 hours to enroll in any 3000 and 4000 level courses listed above.

In addition to the Core Curriculum requirements and requirements from the College of Business Common Body of Knowledge (CBK), all candidates for the degree must complete the following degree requirements.

Gateway Course

Students pursuing the B.B.A. degree in Management must successfully complete the following Gateway Course with a grade of “C-” or better in no more than two attempts. A student who is unable to successfully complete this course within two attempts, including dropping the course with a grade of “W” or taking an equivalent course at another institution, will be required to change his or her major.

MAT 1033  Algebra with Calculus for Business

Degree Requirements (without track)

A. Major Requirements  15

MGT 3023  Understanding People and Organizations
MGT 3613  Managing Human Resources
MGT 4213  Designing Organizations
MGT 4923  Leading Organizations and Making Decisions
MGT 4943  Managing Teams and Avoiding Conflict

B. Support work in major  6

6 semester credit hours of upper-division Management electives 1

C. Additional Support Work  9

Option 1: Complete a Business Competency (9 semester credit hours in a competency)

Option 2: Complete 9 semester credit hours of upper-division business courses

D. Free Electives  3

3 semester credit hours of free electives.

Total Credit Hours  33

1  The department recommends MGT 4933 Internship in Management and/or ENT 3123 Innovation and Entrepreneurship.

2  The department recommends a Business Competency or Immersions.

Degree Requirements for Human Resource Management (HRM) Track

A. Major requirements  15

MGT 3023  Understanding People and Organizations
MGT 3613  Managing Human Resources
MGT 4213  Designing Organizations
MGT 4923  Leading Organizations and Making Decisions
MGT 4943  Managing Teams and Avoiding Conflict

B. Support work in major - HRM Track  12

Select four courses from the following:

- MGT 4413  Performance Management
- MGT 4613  Compensating Employees
- MGT 4623  Staffing Organizations
- MGT 4663  Training and Developing Employees
- MGT 4803  Managing Human Resources for Competitive Advantage

C. Additional support work  3

3 semester credit hours of upper-division business courses

D. Free Electives  3

3 semester credit hours of free electives

Total Credit Hours  33

Students who choose the HRM track may have the designation indicated on their transcript. The track designation will not appear on the diploma.

Course Sequence Guide for B.B.A. Degree in Management

This course sequence guide is designed to assist students in completing their UTSA undergraduate business degree requirements. This is a term-by-term sample course guide. Students must satisfy other requirements in their catalog and meet with their academic advisor for an individualized degree plan. Progress within this guide depends upon such factors as course availability, individual student academic preparation, student time management, work obligations, and individual financial considerations. Students may choose to take courses during Summer terms to reduce course loads during long semesters.

Recommended Four-Year Academic Plan

First Year

Fall

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIS 1203</td>
<td>3</td>
<td>Academic Inquiry and Scholarship (core)</td>
</tr>
<tr>
<td>MAT 1033</td>
<td>3</td>
<td>Algebra with Calculus for Business (core)</td>
</tr>
<tr>
<td>WRC 1013</td>
<td>3</td>
<td>Freshman Composition I (Q) (core)</td>
</tr>
<tr>
<td>American History (core)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Life &amp; Physical Sciences (core)</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Spring

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECO 2023</td>
<td>3</td>
<td>Introductory Microeconomics (core and CBK)</td>
</tr>
<tr>
<td>IS 1403</td>
<td>3</td>
<td>Business Information Systems Fluency (CBK)</td>
</tr>
<tr>
<td>COM 1053 or 1063</td>
<td>3</td>
<td>Business and Professional Speech (CBK)</td>
</tr>
<tr>
<td>WRC 1023</td>
<td>3</td>
<td>Freshman Composition II (Q) (core)</td>
</tr>
<tr>
<td>American History (core)</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Second Year

Fall

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 2013</td>
<td>3</td>
<td>Principles of Accounting I (CBK)</td>
</tr>
<tr>
<td>ECO 2013</td>
<td>3</td>
<td>Introductory Macroeconomics (CBK)</td>
</tr>
<tr>
<td>MS 1023</td>
<td>3</td>
<td>Business Statistics with Computer Applications I (CBK)</td>
</tr>
</tbody>
</table>
Course Sequence Guide for B.B.A. Degree in Management with Human Resource Management Track

This course sequence guide is designed to assist students in completing their UTSA undergraduate business degree requirements. This is a term-by-term sample course guide. Students must satisfy other requirements in their catalog and meet with their academic advisor for an individualized degree plan. Progress within this guide depends upon such factors as course availability, individual student academic preparation, student time management, work obligations, and individual financial considerations. Students may choose to take courses during Summer terms to reduce course loads during long semesters.

Recommended Four-Year Academic Plan

First Year

**Fall**
- AIS 1203 Academic Inquiry and Scholarship (core) 3
- MAT 1033 Algebra with Calculus for Business (core and CBK) 1 3
- WRC 1013 Freshman Composition I (Q) (core) 3
- American History (core) 3
- Life & Physical Sciences (core) 3

**Spring**
- ECO 2023 Introductory Microeconomics (core and CBK) 1 3
- COM 1053 or 1063 Business and Professional Speech (CBK) 3
- IS 1403 Business Information Systems Fluency (CBK) 3
- WRC 1023 Freshman Composition II (Q) (core) 3
- American History (core) 3

Second Year

**Fall**
- ACC 2013 Principles of Accounting I (CBK) 3
- ECO 2013 Introductory Macroeconomics (CBK) 3
- MS 1023 Business Statistics with Computer Applications I (CBK) 3
- Language, Philosophy & Culture (core) 3
- Creative Arts (core) 3

**Spring**
- MGT 4213 Designing Organizations (major) 3
- MGT 4923 Leading Organizations and Making Decisions (major) 3
- Component Area Option (core) 3
- Upper-division Business elective (3XXX or 4XXX level) or Business Competency Course (support work) 3

**Fourth Year**

**Fall**
- MGT 4893 Management Strategy (CBK) 3
- MGT 4943 Managing Teams and Avoiding Conflict (major) 3
- Business or non-business elective (free elective) 3
- Upper-division Business elective (3XXX or 4XXX level) or Business Competency Course (support work) 3

**Spring**
- ACC 2033 Principles of Accounting II (CBK) 3
- MS 3043 Business Statistics with Computer Applications II (CBK) 3
- MGT 3003 Business Communication and Professional Development (CBK) 3
- MGT 3013 Introduction to Organization Theory, Behavior, and Management (CBK) 3
- Life & Physical Sciences (core) 3

Total Credit Hours: 120.0

1 College of Business students should take MAT 1033 and ECO 2023 to satisfy both Core Curriculum and CBK requirements.
Entrepreneurship (ENT) Courses

ENT 3123. Innovation and Entrepreneurship. (3-0) 3 Credit Hours.
Prerequisites: ACC 2013 and ECO 2023 or consent of instructor.
Department Chair and Dean of the College. This course introduces students to entrepreneurship, its importance to our economy and society and its role in bringing new ideas to market. Course provides an overview of the basic concepts of entrepreneurship focusing on the nature, environment, and risks of new business formation. Topics include opportunity recognition, innovation, market assessment, intellectual property, and financing the product or service idea.

ENT 4123. Commercialization and Enterprise Planning. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003, MGT 3013, and a declared major in the College of Business or approval of Department Chair and Dean of the College. This course offers students a step-by-step instruction in how to develop a business plan for commercialization or enterprise development. The students will learn to present and defend their plan as Venture Capitalists would expect from a pitch. The course emphasizes the plan components, format, marketing and financial projections. Generally offered: Fall, Spring.

ENT 4223. Managing the Entrepreneurial Team. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003, ENT 4123, and a declared major in the College of Business or approval of Department Chair and Dean of the College. This course examines how to recruit, manage and lead an entrepreneurial team. Particular emphasis will be placed on improving students communications and collaboration skills in a cross-functional team context. Students will also explore evolving, collaborative approaches employed by companies to accelerate innovations by using customers, suppliers, partners and other organizations outside the four walls of a company.

ENT 4623. Tools and Objectives of the Social Enterprise. (3-0) 3 Credit Hours.
Prerequisite: Declared major in the College of Business or approval of Department Chair and Dean of the College. This course investigates the distinctive characteristics of the social enterprise and social entrepreneurs. Examines the role of innovation, the for-profit and not-for-profit models of the social enterprise as well as the corporate structure known as the “B Corporation.” Develops ability to evaluate, plan and manage a social enterprise.

ENT 4723. Essentials of Global Entrepreneurship. (3-0) 3 Credit Hours.
Prerequisite: Declared major in the College of Business or approval of Department Chair and Dean of the College. This course examines the importance of the entrepreneurial venture in a changing world; explores the economic, political, cultural and technological differences in operating a business in a global versus a domestic environment; and introduces the concepts related to emerging economy entrepreneurs.

ENT 4873. Managing Startups. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003, ENT 4123, and a declared major in the College of Business or approval of Department Chair and Dean of the College. Examines how and why entrepreneurs develop and/or grow a business as facilitated by the objectives and resources of the entrepreneur. Topics include differences between a commercial and social enterprise, developing a strategy formulation, and the development of a sustainable competitive advantage in global and social enterprise. (Formerly titled “Entrepreneurship”).

ENT 4883. Managing the Emerging Enterprise. (3-0) 3 Credit Hours.
Prerequisites: MKT 3013, ENT 4123, and a declared major in the College of Business or approval of Department Chair and Dean of the College. Focuses on the startup and operation of small businesses. Examines the accounting, finance, management, and marketing functions as they pertain to entrepreneurial endeavors. Develops overall managerial awareness and analytical skills in small business problem solving. (Formerly MGT 4883. Credit cannot be earned for both ENT 4883 and MGT 4883.) (Formerly titled "Small Business Management.") Generally offered: Fall.
ENT 4903. Business Venture Practicum. (3-0) 3 Credit Hours.
Prerequisites: ENT 4123, a declared major in the College of Business and permission from the instructor. This practicum will allow students to gain valuable experience. Drawing on resources from the College of Business, local business, entrepreneurs, and the broader business community, this practicum will give students the chance to solve real world entrepreneurship problems through competition, consultation, or other applied and comprehensive projects. Formerly titled "Practicum in Small Business and Entrepreneurship." Generally offered: Fall, Spring.

ENT 4911. Independent Study. (0-0) 1 Credit Hour.
Prerequisites: ENT 4873, a 3.0 College of Business grade point average and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. See academic advisor for required forms. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor’s degree.

ENT 4912. Independent Study. (0-0) 2 Credit Hours.
Prerequisites: ENT 4873, a 3.0 College of Business grade point average and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. See academic advisor for required forms. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor’s degree.

ENT 4913. Independent Study. (0-0) 3 Credit Hours.
Prerequisites: ENT 4873, a 3.0 College of Business grade point average and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. See academic advisor for required forms. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor’s degree.

ENT 4933. Internship in Entrepreneurship. (0-0) 3 Credit Hours.
Prerequisites: ENT 4873 and 9 additional semester credit hours of Entrepreneurship (ENT) courses, a 2.5 UTSA grade point average, and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. See academic advisor for additional requirements and required forms. The opportunity for entrepreneurial work experience. Requires a semester-long experience in private business or a not-for-profit enterprise and a written component. Opportunities and output requirements are developed in consultation with a faculty advisor and the Department Chair and require approval of both. Internship may be repeated once (for a total of 6 semester credit hours), provided the internships are with different organizations.

ENT 4951. Special Studies in Entrepreneurship. (1-0) 1 Credit Hour.
Prerequisites: ENT 4873 and a declared major in the College of Business or approval of Department Chair and Dean of the College. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor’s degree.

ENT 4952. Special Studies in Entrepreneurship. (2-0) 2 Credit Hours.
Prerequisites: ENT 4873 and a declared major in the College of Business or approval of Department Chair and Dean of the College. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor’s degree.

ENT 4953. Special Studies in Entrepreneurship. (3-0) 3 Credit Hours.
Prerequisites: ENT 4873 and a declared major in the College of Business or approval of Department Chair and Dean of the College. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor’s degree. Generally offered: Spring.

Management (MGT) Courses

MGT 3003. Business Communication and Professional Development. (3-0) 3 Credit Hours.
Prerequisites: COM 1043 or COM 1053 or COM 1063, WRC 1023, and classified as a prebusiness or declared major in the College of Business or approval of Department Chair and Dean of the College. This course examines basic interpersonal communication processes within written and oral channels, with practical applications for the business environment. Issues regarding cross-cultural communication, crisis communication, and ethical considerations in business are discussed. The course emphasizes three areas: 1) planning, researching, organizing, writing, editing, and revising business-related documents; 2) planning, organizing, and delivering oral presentations in a business setting; and 3) preparing for professional success in the business world, including career planning, networking, job searching, résumé preparation, and job application and interviewing. Written assignments are required. (Formerly MGT 3043. Credit cannot be earned for both MGT 3003 and MGT 3043.) Generally offered: Fall, Spring, Summer.

MGT 3013. Introduction to Organization Theory, Behavior, and Management. (3-0) 3 Credit Hours.
A study of the complex role managers play in creating and maintaining organizations. Organization theory and behavior are explored within the context of changing technological, social, and political/legal environments and the internationalization of the economy. Some introduction to strategic analysis, planning, and decision making. Attention is given to the ethical dimensions of management and social responsibility. Generally offered: Fall, Spring, Summer.

MGT 3023. Understanding People and Organizations. (3-0) 3 Credit Hours.
Prerequisite: MGT 3013 with a grade of "C-" or better. A critical examination of behavioral theory as it relates to the management of individuals, dyads, and groups in organizations. Investigation of the organization as an open system of tasks, structures, tools, and people in states of continuous change. Generally offered: Fall, Spring, Summer.
MGT 3123. Organizational Communication. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 with a grade of "C-" or better, and a declared major in the College of Business or approval of Department Chair and Dean of the College. Theory and research in organizational communication. The course will examine the barriers to effective organizational communication; group communication and decision making; and information flows through the formal and informal networks of organizations. The course will also stress the means of evaluating organizational communication effectiveness. (Same as COM 3893. Credit cannot be earned for both MGT 3123 and COM 3893.) Generally offered: Fall, Spring, Summer.

MGT 3253. Interpersonal Communication. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. Theory and research of communication in personal and professional settings. The course stresses the social context of communication and emphasizes skills, knowledge, and motivation of verbal and nonverbal interactions. (Same as COM 3383. Credit cannot be earned for both MGT 3253 and COM 3383.) Generally offered: Fall, Spring, Summer.

MGT 3613. Managing Human Resources. (3-0) 3 Credit Hours.
Prerequisites: MGT 3013 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. Analysis of how organizations attract, motivate, develop, and retain employees, and how they interact with organizations representing employees. Designed to provide students with an opportunity to understand the functional areas of human resource management and the integration of these functions into an effective and efficient human resource management system. Generally offered: Fall, Spring, Summer.

MGT 4023. Business Plan. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. This course requires students to work in a team where they propose a new business and develop a business plan for the business. The teams will learn to present and defend their plan and will compete in a business plan competition at the end of the semester. The course emphasizes development of the skills necessary to identify, value, and exploit entrepreneurial opportunities for the creation of wealth.

MGT 4073. International Management. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. A study of business and management practices in a global context. Topics include an introduction to international management, the role of the cultural, legal, and political environments in shaping management decision making, current developments in forming global business strategies, organizational designs, cross-cultural staffing, global communications and managerial control methodologies. Emphasis on thinking globally and competitively. Generally offered: Fall, Spring, Summer.

MGT 4083. Comparative International Management Practices. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013, with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. The study of management practices of other countries, including their cultural, social, political and legal, and industrial economic perspectives. Emphasis on different international regions at different times and their impact on American and global management practices. Generally offered: Fall, Spring.

MGT 4103. Introduction to Healthcare Management. (3-0) 3 Credit Hours.
Prerequisite: Junior or senior standing, or consent of the instructor. This course will provide students with an understanding of the skills, knowledge and abilities needed to be successful leaders in the dynamic, complex and rewarding field of healthcare management. Topics include the economic, regulatory, political and social framework of the healthcare industry, as well as the roles and expectations of managers in planning, organizing, coordinating and overseeing the delivery of healthcare services. A broad spectrum of healthcare organizations and settings will be included with emphasis on practical relevance and interaction with local healthcare organizations.

MGT 4213. Designing Organizations. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003, MGT 3013, and MGT 3023 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. Study of the antecedents and consequences of organizational design and structure. Emphasis on the implications for managing behavior in a rapidly changing global environment. Generally offered: Fall, Spring, Summer.

MGT 4413. Performance Management. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 or consent of the instructor. This course examines the effective management of people in the contemporary workplace. Types of performance criteria and the development of each will be covered. Diagnosis of the causes of performance and the evaluation of performance will be examined. Providing feedback, dealing with feedback, and approaches to improving performance will be addressed. Contextual factors such as organizational strategy, hiring practices, and the legal framework will also be considered. The course will emphasize both conceptual understanding and application.

MGT 4433. Introduction to Business Negotiations. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 or consent of the instructor. This course will provide students with an understanding of the skills, knowledge and abilities needed to be successful negotiators in management and organizations. Topics include dyadic negotiation, multi-party negotiation, dispute resolution, and persuasion and influence. A broad spectrum of organizational and business settings will be used for students to experience and learn theory and practical skills when negotiating.

MGT 4613. Compensating Employees. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3613 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. Analyzing, developing, implementing, administering, and performing ongoing evaluation of a total compensation and benefits system for all employee groups consistent with organizational goals. (Formerly MGT 3623. Credit cannot be earned for both MGT 4613 and MGT 3623.) Generally offered: Fall.

MGT 4623. Staffing Organizations. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3613 with a grade of "C-" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. Planning, developing, implementing, administering, and performing ongoing evaluation of recruiting, hiring, orientation, and organizational exit to ensure that the workforce will meet the organization’s goals and objectives. Generally Offered: Fall.
MGT 4643. Human Resources Law. (3-0) 3 Credit Hours.
Prerequisites: BLW 3013 and MGT 3003 with a grade of "C" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. An analysis of historical and contemporary laws in the United States that affect the human resource management function. Integration of labor and employment law with the social and economic forces shaping the current labor-management environment.

MGT 4663. Training and Developing Employees. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3613 with a grade of "C" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. The processes of ensuring that the skills, knowledge, abilities, and performance of the workforce meet the current and future organizational and individual needs through developing, implementing, and evaluating activities and programs addressing employee training and development, change and performance management, and the unique needs of particular employee groups. Generally offered: Spring.

MGT 4803. Managing Human Resources for Competitive Advantage. (3-0) 3 Credit Hours.
Prerequisites: A grade of "C" or better in MGT 3003, MGT 3613, and one of the following: MGT 4613, MGT 4623, or MGT 4663; and a declared major in the College of Business or approval of Department Chair and Dean of the College. Analysis of how human resource management might aid in developing competitive advantage and what might be done to fulfill this potential. Emphasis is on the processes and activities used to formulate HR objectives, practices, and policies to meet the short-range and long-range organizational needs and opportunities, to guide and lead the change process, and to evaluate the contributions of human resources to organizational effectiveness. (Formerly titled "Strategic Human Resources Management.") Generally offered: Spring.

MGT 4893. Management Strategy. (3-0) 3 Credit Hours.
Prerequisites: FIN 3013 and MGT 3003; College of Business declared major in semester of graduation. Students are also required to meet all University regulations related to good academic standing and maintain a minimum grade point average of 2.0 in UTSA College of Business courses. Permission given through the academic advisor before registration. A study of the analytic tools and processes involved in the formulation and implementation of strategic choices in realistic organizational settings. Students are required to integrate their functional knowledge and understanding of the global environment with the concepts and principles of strategic management to determine effective ways to resolve complex problems concerning the relationship between the total organization and its environment. Creative analytical skills and effective communication in light of current management thinking are emphasized. Generally offered: Fall, Spring, Summer.

MGT 4913. Independent Study. (0-0) 3 Credit Hours.
Prerequisites: A 3.0 College of Business grade point average, MGT 3003 and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. See academic advisor for required forms. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor’s degree.

MGT 4923. Leading Organizations and Making Decisions. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 with a grade of "C" or better and a declared major in the College of Business or department or instructor approval. This is an advanced course focusing on traditional and contemporary perspectives on leadership. Because the leader is seen as a decision maker, individual and organizational issues surrounding effective decision making are also addressed in detail. Generally offered: Fall, Spring, Summer.

MGT 4933. Internship in Management. (0-0) 3 Credit Hours.
Prerequisites: MGT 3003, a 2.5 UTSA grade point average, 9 semester credit hours of management courses, and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. See academic advisor for additional requirements and required forms. The opportunity for managerial work experience. Requires a semester-long experience in private business or a public agency and a written component. Opportunities and output requirements are developed in consultation with a faculty advisor and the Department Chair and require approval of both. Internship may be repeated once (for a total of 6 semester credit hours), provided the internships are with different organizations. Generally offered: Fall, Spring, Summer.

MGT 4943. Managing Teams and Avoiding Conflict. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 and MGT 3013 with a grade of "C" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. This is an advanced course focused on building the skills necessary to work effectively as part of a team. Conflict resolution techniques and effective negotiation techniques are examined in detail. (Previously titled Managing Effective Teams and Resolving Conflicts.) Generally offered: Fall, Spring, Summer.

MGT 4951. Special Studies in Management. (1-0) 1 Credit Hour.
Prerequisites: MGT 3003 with a grade of "C" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor’s degree.

MGT 4953. Special Studies in Management. (3-0) 3 Credit Hours.
Prerequisites: MGT 3003 with a grade of "C" or better and a declared major in the College of Business or approval of Department Chair and Dean of the College. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor’s degree. Generally offered: Spring.

MGT 4993. Honors Thesis. (0-0) 3 Credit Hours.
Prerequisite: MGT 3003. Enrollment limited to students applying for Honors in Management. Supervised research and preparation of an honors thesis. May be repeated once for credit with advisor’s approval.