

# DEPARTMENT OF MANAGEMENT

## Mission Statement

The department's mission is to be known for exceptionally strong programs built by award-winning teachers and scholars who are experts in strategic management, human resource management, organizational behavior, international management, organization theory, and ethics.

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.

- B.B.A. degree in Management (p. 1)
- B.B.A. degree in Management (Human Resource Track) (p. 2)

## 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.

MAT 1053 and MAT 1133 should be used to satisfy the core requirement in Mathematics (020) and the core requirement in the Component Area Option (090). ECO 2023 should be used to satisfy the core requirement in Social and Behavioral Sciences (080).

MAT 1133 and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

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 (<http://catalog.utsa.edu/undergraduate/bachelorsdegreeregulations/degreerequirements/corecurriculumcomponentarearequirements/>)

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
<b>Total Credit Hours</b>	<b>42</b>

### 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
or IS 1413	Excel for Business Information Systems	
IS 3003	Principles of Information Systems for Management	3
MAT 1133	Calculus for Business (satisfies Mathematics Core Curriculum requirement, Actuarial Science majors must take MAT 1214 in lieu of MAT 1133)	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 (Actuarial Science majors must take STA 3003 in lieu of MS 1023)	3
MS 3043	Business Statistics with Computer Applications II (Actuarial Science majors must take STA 3513 in lieu of MS 3043)	3
MS 3053	Management Science and Operations Technology	3

**Note: Students majoring in Accounting, Actuarial Science, Economics, Finance, Management Science, Business Analytics, and Statistics and Data Science are strongly encouraged to select IS 1413 Excel for Business Information Systems.**

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 by taking an equivalent course at another institution, will be required to change his or her major.

MAT 1053	Mathematics for Business	3
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### Degree Requirements (without track)

<b>A. Major Requirements</b>	<b>15</b>
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>B. Support Work in Major</b>	<b>6</b>
6 semester credit hours of upper-division Management electives <sup>1</sup>	
<b>C. Additional Support Work <sup>2</sup></b>	<b>9</b>
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	
<b>D. Free Electives</b>	<b>3</b>
3 semester credit hours of free electives.	
<b>Total Credit Hours</b>	<b>33</b>

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

<sup>2</sup> The department recommends a Business Competency or Immersions.

### Degree Requirements for Human Resource Management (HRM) Track

<b>A. Major requirements</b>	<b>15</b>
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>B. Support work in major - HRM Track</b>	<b>12</b>
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	
<b>C. Additional support work</b>	<b>3</b>
3 semester credit hours of upper-division business courses	
<b>D. Free Electives</b>	<b>3</b>

3 semester credit hours of free electives

<b>Total Credit Hours</b>	<b>33</b>
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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

<b>First Year</b>		
<b>Fall</b>		<b>Credit Hours</b>
MAT 1053	Mathematics for Business (core)	3
WRC 1013	Freshman Composition I (core)	3
AIS 1203	Academic Inquiry and Scholarship (core)	3
	American History (core)	3
	Life & Physical Sciences (core)	3
	<b>Credit Hours</b>	<b>15</b>
<b>Spring</b>		
MAT 1133	Calculus for Business (core and CBK) <sup>1</sup>	3
WRC 1023	Freshman Composition II (core)	3
ECO 2023	Introductory Microeconomics (core and CBK) <sup>1</sup>	3
IS 1403 or IS 1413	Business Information Systems Fluency (CBK) or Excel for Business Information Systems	3
ACC 2013	Principles of Accounting I (core)	3
	<b>Credit Hours</b>	<b>15</b>
<b>Second Year</b>		
<b>Fall</b>		
MS 1023	Business Statistics with Computer Applications I (CBK)	3
COM 1053 or COM 1063	Business and Professional Speech (CBK) or Digital Business Communication	3
ECO 2013	Introductory Macroeconomics (CBK)	3
IS 3003	Principles of Information Systems for Management (CBK)	3
ACC 2033	Principles of Accounting II (CBK)	3
	<b>Credit Hours</b>	<b>15</b>
<b>Spring</b>		
MS 3043	Business Statistics with Computer Applications II (CBK)	3

MGT 3003	Business Communication and Professional Development (CBK)	3
MKT 3013	Principles of Marketing (CBK)	3
MGT 3013	Introduction to Organization Theory, Behavior, and Management (CBK)	3
FIN 3013	Principles of Business Finance (CBK)	3

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Credit Hours	15
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**Third Year****Fall**

MS 3053	Management Science and Operations Technology (CBK)	3
MGT 3023	Understanding People and Organizations ((major))	3
MGT 3613	Managing Human Resources (major)	3
GBA 2013	Legal, Social and Ethical Issues in Business (CBK)	3
Government-Political Science (core)		3

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Credit Hours	15
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**Spring**

MGT 4943	Managing Teams and Avoiding Conflict (major)	3
MGT 4213	Designing Organizations (major)	3
Upper-division Business elective or Business Competency course (additional support work)		3
Free elective (other support work)		3
Government-Political Science (core)		3

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Credit Hours	15
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**Fourth Year****Fall**

Upper-division Management elective (3XXX or 4XXX level) (support work in major)		3
MGT 4923	Leading Organizations and Making Decisions (major)	3
Upper-division Business elective (3XXX or 4XXX level) or Business Competency course (additional support work)		3
Creative Arts (core)		3
American History (core)		3

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Credit Hours	15
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**Spring**

Upper-division MGT elective (3XXX or 4XXX level) (support work in major)		3
MGT 4893	Management Strategy (CBK)	3
Upper-division Business elective (3XXX or 4XXX level) or Business Competency course (additional support work)		3
Life & Physical Sciences (core)		3
Language, Philosophy & Culture (core)		3

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Credit Hours	15
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Total Credit Hours	120
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## Course Sequence Guide for B.B.A. Degree in Management with Human Resource Management (HRM) 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**

<b>Fall</b>		<b>Credit Hours</b>
AIS 1203	Academic Inquiry and Scholarship (core)	3
MAT 1053	Mathematics for Business (core)	3
WRC 1013	Freshman Composition I (core)	3
American History (core)		3
Life & Physical Sciences (core)		3

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Credit Hours	15
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**Spring**

COM 1053 or COM 1063	Business and Professional Speech (CBK) or Digital Business Communication	3
ECO 2023	Introductory Microeconomics (core and CBK) <sup>1</sup>	3
IS 1403 or IS 1413	Business Information Systems Fluency (CBK) or Excel for Business Information Systems	3
MAT 1133	Calculus for Business (core and CBK) <sup>1</sup>	3
WRC 1023	Freshman Composition II (core)	3

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Credit Hours	15
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**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

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Credit Hours	15
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**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

<sup>1</sup> MAT 1133 and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

Life & Physical Sciences (core)		3
	Credit Hours	15
<b>Third Year</b>		
<b>Fall</b>		
IS 3003	Principles of Information Systems for Management (CBK)	3
MGT 3023	Understanding People and Organizations (major)	3
MGT 3613	Managing Human Resources (major)	3
MS 3053	Management Science and Operations Technology (CBK)	3
Government-Political Science (core)		3
	Credit Hours	15
<b>Spring</b>		
GBA 2013	Legal, Social and Ethical Issues in Business (CBK)	3
FIN 3013	Principles of Business Finance (CBK)	3
MGT 4923	Leading Organizations and Making Decisions (major)	3
HRM Track Course (support work in major)		3
Government-Political Science (core)		3
	Credit Hours	15
<b>Fourth Year</b>		
<b>Fall</b>		
MGT 4943	Managing Teams and Avoiding Conflict (major)	3
MKT 3013	Principles of Marketing (CBK)	3
HRM Track Course (support work in major)		3
HRM Track Course (support work in major)		3
American History (core)		3
	Credit Hours	15
<b>Spring</b>		
MGT 4213	Designing Organizations (major)	3
MGT 4893	Management Strategy (CBK)	3
HRM Track Course (support work in major)		3
Upper division business course (additional support work)		3
Business or non-business elective (free elective)		3
	Credit Hours	15
	Total Credit Hours	120

<sup>1</sup> MAT 1133 and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

## Entrepreneurship (ENT) Courses

**ENT 3123. Innovation and Entrepreneurship. (3-0) 3 Credit Hours.**  
Prerequisites: ACC 2013 and ECO 2023. 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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**ENT 4123. Commercialization and Enterprise Planning. (3-0) 3 Credit Hours.**

Prerequisite: MGT 3013. 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. Differential Tuition: \$126.

**ENT 4623. Tools and Objectives of the Social Enterprise. (3-0) 3 Credit Hours.**

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. Differential Tuition: \$126.

**ENT 4723. Essentials of Global Entrepreneurship. (3-0) 3 Credit Hours.**

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. Differential Tuition: \$126.

**ENT 4873. Managing Startups. (3-0) 3 Credit Hours.**

Prerequisite: ENT 4123. 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.") Differential Tuition: \$126.

**ENT 4883. Managing the Emerging Enterprise. (3-0) 3 Credit Hours.**

Prerequisite: ENT 4123. 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. Differential Tuition: \$126.

**ENT 4903. Business Venture Practicum. (3-0) 3 Credit Hours.**

Prerequisite: ENT 4123. 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. Differential Tuition: \$126.

**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. Differential Tuition: \$42.

**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. Differential Tuition: \$126.

**ENT 4933. Internship in Entrepreneurship. (0-0) 3 Credit Hours.**

Prerequisites: ENT 4873 and 6 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. Differential Tuition: \$126.

**ENT 4953. Special Studies in Entrepreneurship. (3-0) 3 Credit Hours.**

Prerequisite: ENT 4873. 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. Differential Tuition: \$126.

**Management (MGT) Courses****MGT 3003. Business Communication and Professional Development. (3-0) 3 Credit Hours.**

Prerequisites: COM 1043 or COM 1053 or COM 1063 or WRC 1023, and classified as a business studies student or declared major in the College of Business, or approval of Department Chair and Dean of the College. This course examines basic professional and communication skills, with practical applications for the business environment. The course emphasizes two areas: 1) applying analytical thinking and related skills to the formulation of communications in support of business decision processes; and 2) developing professional competencies, with special emphasis on career readiness. Written assignments are required. (Formerly MGT 3043. Credit cannot be earned for both MGT 3003 and MGT 3043.) Generally offered: Fall, Spring, Summer. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**MGT 3123. Organizational Communication. (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. 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. Differential Tuition: \$126.

**MGT 3253. Interpersonal Communication. (3-0) 3 Credit Hours.**

Prerequisites: 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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**MGT 4073. International Management. (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. 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. Differential Tuition: \$126.



**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**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. Differential Tuition: \$126.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**MGT 4933. Internship in Management. (0-0) 3 Credit Hours.**

Prerequisites: MGT 3003, a 2.5 UTSA grade point average, 6 semester credit hours of management courses, and permission in writing from the instructor, the Department Chair, and the Dean of the College of Business. This opportunity for managerial work experience requires a semester-long experience in a private business or with a public agency. A written report is required. 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, and Summer. Differential Tuition: \$126.

**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. Differential Tuition: \$126. Course Fee: DL01 \$75.

**MGT 4951. Special Studies in Management. (1-0) 1 Credit Hour.**

Prerequisites: 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. Differential Tuition: \$42.

**MGT 4953. Special Studies in Management. (3-0) 3 Credit Hours.**

Prerequisites: 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. Differential Tuition: \$126.