

# DEPARTMENT OF MANAGEMENT

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<http://mays.tamu.edu/mgmt>

**Head:** W. Boswell

**PhD Advisor:** L. Tihanyi

**MS Advisor:** R. Chandler

The Department of Management offers graduate studies leading to MS and PhD degrees and coursework supporting the Mays Business School's MBA degree.

The MS degree program in human resource management consists of 37 credit hours, and up to 6 additional credit hours depending on prior completion of necessary preparatory coursework. The PhD program emphasizes coursework in organizational behavior/human resource management and strategic management.

Additional information, including specific departmental requirements, may be obtained by contacting the master's student advisor or the doctoral student advisor in the Department of Management.

## Faculty

Barrick, Murray R, Distinguished Professor  
Management  
PHD, University of Akron, 1988

Bierman, Leonard, Professor  
Management  
JD, University of Pennsylvania Law School, 1978

Boivie, Steven R, Associate Professor  
Management  
PHD, University of Texas at Austin, 2006

Boswell, Wendy R, Professor  
Management  
PHD, Cornell University, 2000

Buenger, Victoria L, Clinical Professor  
Management  
PHD, Texas A&M University, 1990

Call, Matthew L, Assistant Professor  
Management  
PHD, University of South Carolina, 2016

Cannella Jr, Albert A, Professor  
Management  
PHD, Columbia University, 1991

Courtright, Stephen H, Associate Professor  
Management  
PHD, University of Iowa, 2012

Deshong, Tery D, Executive Professor  
Management  
DJ, The University of Tulsa, 1991

Devers, Cynthia E, Associate Professor  
Management  
PHD, Michigan State University, 2003

Dwivedi, Priyanka, Assistant Professor  
Management  
PHD, The Pennsylvania State University, 2017

Eden, Lorraine A, Professor  
Management  
PHD, Dalhousie University, Canada, 1976

Flint, Gerald David, Clinical Professor  
Management  
PHD, Texas A&M University, 1997

Griffin, Ricky W, Distinguished Professor  
Management  
PHD, University of Houston, 1978

Hailey, Camille E, Senior Lecturer  
Management  
JD, South Texas College of Law, 1993

Howard, Michael D, Assistant Professor  
Management  
PHD, University of Washington, 2012

Ireland, Robert D, Distinguished Professor  
Management  
PHD, Texas Tech University, 1977

King-Metters, Kathryn H, Executive Professor  
Management  
PHD, Capella University, 2007

Koopman, Joel E, Assistant Professor  
Management  
PHD, Michigan State University, 2014

Lester, Richard H, Clinical Professor  
Management  
PHD, Texas A&M University, 2003

Paetzold, Ramona L, Professor  
Management  
JD, Indiana University, 1990  
PHD, Indiana University, 1979

Panina, Daria, Clinical Associate Professor  
Management  
PHD, Rutgers University, 2002

Pustay, Michael W, Professor  
Management  
PHD, Yale University, 1973

Schleicher, Deidra J, Associate Professor  
Management  
PHD, Pennsylvania State University, 1998

Swim Jr, Keith D, Clinical Associate Professor  
Management  
JD, Texas Tech University, 1980

Tihanyi, Laszlo, Professor  
Management  
PHD, Indiana University - Bloomington, 1996

Watt, John D, Clinical Associate Professor  
Management  
PHD, Kansas State University, 2002

Welch, Ben D, Clinical Professor  
Management  
PHD, Texas A&M University, 1990

Wesson, Liesl S, Senior Lecturer  
Management  
MS, Texas A&M University, 1992

Wesson, Michael J, Associate Professor  
Management  
PHD, Michigan State University, 2002

Withers, Michael C, Assistant Professor  
Management  
PHD, Arizona State University, 2011

Zapata, Cindy P, Associate Professor  
Management  
PHD, University of Florida, 2008

Zardkoohi, Asghar, Professor  
Management  
PHD, Virginia Polytechnic Institute and State University, 1977

## Masters

- Master of Science in Entrepreneurial Leadership (<http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/business/management/entrepreneurial-leadership-ms>)
- Master of Science in Human Resource Management (<http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/business/management/ms>)

## Doctoral

- Doctor of Philosophy in Management (<http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/business/management/phd>)

## Certificates

- Entrepreneurship Certificate (<http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/business/management/entrepreneurship-certificate>)

## Courses

### MGMT 602 Markets and Public Policy

#### Credits 3. 3 Lecture Hours.

Theoretical underpinnings of business decision making; function and structure of markets; effects of public policy on business activities; includes: antitrust; securities; labor discrimination; products liability.

**Prerequisite:** Graduate classification.

### MGMT 610 Business and Public Policy

#### Credits 3. 3 Lecture Hours.

Role of business organizations in the United States and other countries; topics pertaining to the external political and social environment of business and the implications for business managers including market failures and political failures as well as equity and ethical issues; case studies with business/government problems.

**Prerequisite:** Graduate classification.

### MGMT 611 Microfoundations of Business Behavior

#### Credits 1 to 3. 1 to 3 Lecture Hours.

A multi-disciplinary analysis of the foundations of business behavior discussing business interaction with customers under alternative market conditions and interaction with suppliers, investors, employees and other stakeholders, considered in the context of alternative legal, political and social institutional arrangements. Classification 6 students may not enroll in this course.

**Prerequisites:** Enrollment is limited to BUAD classification 7.

### MGMT 612 Business Applications of Price Theory

#### Credits 3. 3 Lecture Hours.

Application of price theory framework to decisions facing managers. Topics include political, legal and regulatory environments of business; corporate governance and antitakeover regulations; principal-agent problems in large corporations.

**Prerequisite:** Doctoral classification.

### MGMT 613 Managerial Macroeconomics

#### Credits 1 to 3. 1 to 3 Lecture Hours.

Analysis of domestic and global macroeconomic issues from a managerial perspective; analysis of current and historical macroeconomic events at the national and global levels; analysis of business cycles and monetary and fiscal policies; managerial decisions in the context of changing macroeconomic environment.

**Prerequisite:** Enrollment is limited to BUAD classification 7.

### MGMT 614 Managing People in Organizations

#### Credits 1 to 3. 1 to 3 Lecture Hours.

Procurement and management of people in organizations including human resource management principles and analysis of how organizations function; performance appraisal, compensation, training, leadership, group dynamics, decision-making, control mechanisms and organizational change processes. Classification 6 students may not enroll in this course.

**Prerequisite:** Enrollment is limited to BUAD classification 7.

### MGMT 618 Corporate Strategy and the Political Environment of Business

#### Credits 1 to 3. 1 to 3 Lecture Hours.

Formulation and implementation of corporate strategy with consideration of the political environment of business. Classification 6 students may not enroll in this course.

**Prerequisites:** Enrollment is limited to BUAD classification 7.

### MGMT 620 Managing Human Resources

#### Credits 3. 3 Lecture Hours.

Survey of human resource management; formulation and implementation of human resource strategy addressed for areas including planning, recruitment, selection, job choice, training, development, appraisal, compensation, benefits, labor relations, international human resource issues and legal compliance.

**Prerequisite:** Graduate classification.

**MGMT 621 Research Methods for HR Professionals****Credits 3. 3 Lecture Hours.**

Direct experience in formulation of HRM issues as hypotheses and selection and implementation of appropriate research designs and statistical tools to evaluate such hypotheses; properties of appropriate criteria, measures, designs and statistical tests in context of contemporary HRM issues; ethical issues in HRM research.

**Prerequisite:** STAT 651 or equivalent; graduate classification.

**MGMT 622 Organizational Staffing****Credits 3. 3 Lecture Hours.**

Foundations and operating aspects of recruitment, selection and placement in various types of organizations; coverage of scientific and legal issues affecting human resource selection decisions from a managerial perspective; examination of the usefulness of various methods used in job analysis, selection, and performance appraisal; introduction to "job match" from various perspectives.

**Prerequisite:** Graduate classification.

**MGMT 623 Compensation Management****Credits 3. 3 Lecture Hours.**

Strategic and technical considerations in the management of employee compensation in organizations; including job evaluation systems, legal issues, comparable worth, rewards as a consideration in motivation and satisfaction, wage levels and structures, merit ratings, individual and group incentives and benefit plans.

**Prerequisite:** Graduate classification.

**MGMT 624 Seminar in Human Resources****Credits 3. 3 Other Hours.**

Seminar on theory and research in human resource management; includes: planning, search and decision theory, organizational entry and socialization, staffing theories, validity generalization, utility theory, performance measurement and evaluation, reward systems, organizational justice and employee rights, employee development and employee withdrawal.

**Prerequisite:** Doctoral classification or approval of instructor.

**MGMT 625 Human Resource Development****Credits 3. 3 Lecture Hours.**

Examination of training, education and development within organizations from both a strategic and operational perspective; analysis of needs, program design and methods, program implementation and evaluation, including transfer or learning issues; legal and ethical human resource development issues; implications and practices of human resource development for enhancing global competitiveness.

**Prerequisite:** Graduate classification.

**MGMT 626 Teams in Organizations****Credits 3. 3 Lecture Hours.**

Cutting edge thinking on leading in team-based organizations including the organizational changes required to move to a team-based structure and the organizational factors required to create successful work teams.

**Prerequisite:** Graduate classification.

**MGMT 627 Talent Management****Credits 3. 3 Lecture Hours.**

Understanding the role of talent management in careers; procedures for talent management to drive organizational success for HRM; identify, analyze and apply evidence-based approaches for developing leadership talent; leadership problem analysis.

**Prerequisite:** Graduate classification.

**MGMT 628 Contemporary Human Resource Management Issues****Credits 3. 3 Lecture Hours.**

Application of human resource theory to contemporary human resource management issues; impact of these issues for the organization and on the strategic role of the human resource professional; guest speakers; student projects.

**Prerequisite:** Second-year enrollment in the Master of Science in management program or approval of instructor.

**MGMT 629 Financial Analysis Modeling in HR****Credits 3. 3 Lecture Hours.**

Direct financial analysis techniques in context of HRM professionals; define, identify, and analyze common financial statement reports; apply financial concepts into HR operational decision making; business application modeling; Microsoft Excel functionality.

**Prerequisite:** Graduate classification.

**MGMT 630 Behavior in Organizations****Credits 3. 3 Lecture Hours.**

Organizational behavior theory, research and applications; focuses on the individual and group levels of analysis; includes: learning principles, perceptions, attitudes and job satisfaction, work motivation, job design, group properties and processes, leadership, conflict, communication, personality influences on work attitudes and behaviors, work-life issues and job stress.

**Prerequisite:** Graduate classification.

**MGMT 632 Technology Commercialization****Credits 3. 3 Lecture Hours.**

Focus on technology, process of evaluating raw technology viability, converting raw technology into commercially viable products and services; includes model on Small Business Innovation Research (SBIR) grant program; develops competencies skills to evaluate technology's commercial viability; brings viable technologies to commercial success.

**Prerequisite:** Graduate classification.

**MGMT 633 Organizational Change and Development****Credits 3. 3 Lecture Hours.**

Organizational change theory, processes and models; the role of change agents; organizational diagnosis and intervention; culture, process, strategy, structure and technology changes in organizations; evaluation research on organizational change; problems and issues in organizational change.

**Prerequisite:** Graduate classification.

**MGMT 634 Seminar In Organizational Behavior****Credits 3. 3 Other Hours.**

Theory and research in organizational behavior; includes: operant and social learning theories, work motivation, job satisfaction and affect at work, task design, absenteeism and turnover, prosocial behavior, leadership, group properties and processes and work linkages and job stress.

**Prerequisites:** MGMT 630 or equivalent; doctoral classification or approval of instructor.

**MGMT 635 Employment Regulation****Credits 3. 3 Lecture Hours.**

Overview of regulatory environment of human resource management; topics include: equal employment opportunity and affirmative action, benefits regulation, workplace safety, workers' compensation, labor relations, and international aspects of employment regulation.

**Prerequisite:** Graduate classification.

**MGMT 636 Seminar in Organization Theory****Credits 3. 3 Lecture Hours.**

Research literature in organization theory focusing on major theoretical perspectives and content areas; includes: design of organizational structure and control systems; analysis of organization-environment relations, including interorganizational relationships; managing organizational technology and innovation; information processing and decision making; and organizational culture, conflict and power.

**Prerequisite:** Doctoral classification or approval of instructor.**MGMT 637 Foundations of Entrepreneurship****Credits 3. 3 Lecture Hours.**

Process of launching a new venture; process by which opportunities can be discovered and selected; attributes of entrepreneurs and new venture teams; process of developing business plan; core entrepreneurial strategies—business level, organizational design, marketing, financial; strives to develop competencies, concepts, operational tools relevant to creating, implementing new ventures.

**Prerequisite:** Graduate classification.**MGMT 638 Strategic Entrepreneurship****Credits 1 to 3. 1 to 3 Lecture Hours.**

Emphasis on a firm's need to be both entrepreneurial (identifying opportunities in the market) and strategic (taking actions to gain a competitive advantage) in order to create value for stakeholders; includes: developing an entrepreneurial mindset; building an entrepreneurial culture; managing resources (building a resource portfolio, bundling resources to create capabilities and leveraging the capabilities to exploit the opportunities identified); creating innovations.

**Prerequisite:** Graduate classification.**MGMT 639 Negotiations in Competitive Environments****Credits 1 to 3. 1 to 3 Lecture Hours.**

Understanding prescriptive and descriptive negotiation theory as it applies to dyadic and multi-party negotiations, to buyer-seller transactions, dispute resolution, development of negotiation strategy and management of integrative and distributive aspects of the negotiation process.

**Prerequisite:** Graduate classification.**MGMT 640 Managing for Creativity and Innovation****Credits 3. 3 Lecture Hours.**

Examines factors that may foster or stifle individual, team, or organizational creative performance, and presents techniques that may improve the student's creative thinking skills.

**Prerequisite:** Graduate classification.**MGMT 643 Foundations of Managerial Law****Credits 3. 3 Lecture Hours.**

Basic legal relationships and issues encountered by managers and organizations; American legal system, administrative law, alternative dispute resolution and selected substantive areas of law (e.g., environmental protection, discrimination, negotiable instruments).

**Prerequisite:** Graduate classification.**MGMT 645 Legal and Ethical Issues in Business****Credits 1 to 3. 1 to 3 Lecture Hours.**

An overview of legal compliance programs, business ethics and social responsibility issues.

**Prerequisite:** Approval of instructor.**MGMT 650 Human Relations and Collective Bargaining in Industry****Credits 3. 3 Lecture Hours.**

Labor management relationship and human relations problems encountered during union administration; labor history; basic construction of the National Labor Relations Act; alternative dispute resolution; contemporary labor relations issues; international labor relations issues.

**Prerequisite:** Graduate classification.**MGMT 655 Survey of Management****Credits 3. 3 Lecture Hours.**

Management concepts and applications important to managers in all types and sizes of organizations; includes: strategic planning, goal setting, control and managerial ethics; decision making, organizing, human resource management, including staffing, performance appraisal and compensation; leadership, motivation, communication and group processes; achieving organizational quality and managing in a global environment.

**Prerequisite:** Graduate classification; may not be used for elective credit by a master's candidate in business administration.**MGMT 657 Entrepreneurship: The Lean Startup Approach****Credits 3. 3 Lecture Hours.**

Application of current lean startup methodologies working directly with existing student entrepreneurs and mentors in preparing for the launch of a real business at the student incubator (Startup Aggeland); act as advocates and consultants assisting with organizational structure, marketing and market validation, financial analysis and risk assessment.

**Prerequisites:** Graduate classification and approval of instructor.**MGMT 658 Managing Projects****Credits 3. 3 Lecture Hours.**

Application of management processes to complex interdisciplinary organizational environments through the study of program and project management; adoptions of traditional management theories to the project environment; master typical project management microcomputer software for project planning; resource allocation; project budgeting; and control of project cost, schedule and performance.

**Prerequisite:** Graduate classification.**MGMT 660 Global Human Resource Management****Credits 3. 3 Lecture Hours.**

Examine HRM in a global context; emphasis given to global HR functions such as international staffing, training, and compensation; focus on global HRM trends and challenges; addresses issues and choices HR managers face in multinational enterprises.

**Prerequisite:** Graduate classification.**MGMT 663/INTA 663 International Transfer Pricing****Credits 3. 3 Lecture Hours.**

Valuation of cross-border transactions between units of a multinational enterprise; includes internal and external motivations for transfer pricing, managerial and economic approaches, estimates of transfer manipulation, arm's length standard, U.S. and OECD rules and procedures, tax court cases, and ethical dilemmas.

**Prerequisite:** Graduate classification.**Cross Listing:** INTA 663/MGMT 663.

**MGMT 667/IBUS 667 Multinational Enterprises****Credits 3. 3 Lecture Hours.**

Graduate seminar in international business; multinational enterprises (MNEs) are studied from various perspectives including economics, management, entry and expansion strategies, contractual agreements, transfer pricing, impacts on home and host countries, MNE-state relations, regional integration, public policies towards MNEs.

**Prerequisite:** Graduate classification.**Cross Listing:** IBUS 667/MGMT 667.**MGMT 673 Advanced Research Methods in Management****Credits 3. 3 Lecture Hours.**

Introduces PhD students in Management to the multivariate methods commonly used in management research. Applications emphasized; journal publications; projects and critiques required.

**Prerequisite:** STAT 608.**MGMT 674/BICH 679 Building Scientific Relationships****Credit 1. 1 Lecture Hour.**

Addressing aspects of human element of scientific research; emotional and cultural intelligence, resiliency, team dynamics, leadership, effective communication with others, strategies for conflict resolution and best practices for mentoring undergraduates.

**Prerequisites:** Successful completion of one year of graduate study and affiliation with a research laboratory in the life sciences.**Cross Listing:** BICH 679/MGMT 674.**MGMT 675 Leadership in Organizations****Credits 1 to 3. 1 to 3 Lecture Hours.**

Review of research on procedures, styles and methods of leadership, supervision, management and administration; all aspects of leader role behavior, both in practice and in research; areas in need of further research. May be repeated for up to 3 hours credit.

**Prerequisite:** Graduate classification.**MGMT 676 Strategic Management Survey****Credits 3. 3 Lecture Hours.**

Management concepts and applications important to strategy; includes: concept of strategy; the environment, and performance; the role of top management teams; business-level strategies; competitive strategy and dynamics; corporate strategy formulation and implementation; mergers; acquisitions; governance and control systems; international strategies; cooperative strategies; technology strategies; corporate entrepreneurship.

**Prerequisite:** Doctoral classification or approval of instructor.**MGMT 677 Strategy Implementation****Credits 3. 3 Lecture Hours.**

Concepts, research and applications regarding issues central to strategy implementation; includes: the nature of managerial work; inertia, organizational change and adaptation; innovation; strategic leadership; power; top management teams in implementation roles; organizational cultures; the relationship between strategy and structure; executive succession; institutional contexts; governance; agency theory; boards of directors; executive compensation; use of leverage and cash flow; implementation of mergers, acquisitions, and restructuring.

**Prerequisite:** Doctoral classification or approval of instructor.**MGMT 678/IBUS 678 International Management****Credits 3. 3 Lecture Hours.**

Survey of the issues, problems, challenges and opportunities facing organizations competing in a global economy; includes: the environment of international management, international strategies, forms of organization design used by multinational firms, managing human resources in an international context, and cultural and control issues facing the international manager.

**Prerequisite:** Graduate classification.**Cross Listing:** IBUS 678/MGMT 678.**MGMT 679/IBUS 679 International Business Policy****Credits 2 to 3. 2 to 3 Lecture Hours.**

Determinants of U.S. competitiveness in international markets; the international environment of business; introduction to multinational enterprises, global competition, international organizations, protection of intellectual property; international trade regulation; strategic trade theory.

**Prerequisite:** Graduate classification.**Cross Listing:** IBUS 679/MGMT 679.**MGMT 680 Business and Corporate Strategy****Credits 3. 3 Lecture Hours.**

The nature of strategy and its relationship with performance. Business level strategies, including: product and cost differentiation, cooperation, and imitation impeding strategies. Corporate level strategies, including: diversification, mergers and acquisitions, innovation and market share. Case analyses emphasized.

**Prerequisite:** Graduate classification.**MGMT 681 Seminar****Credit 1. 1 Lecture Hour.**

Critical examination of subject matter presented in current journals, monographs and bulletins in field of management. Classification 6 students may not enroll in this course.

**Prerequisite:** Graduate classification.**MGMT 684 Professional Internship****Credits 1 to 6. 1 to 6 Other Hours.**

Directed internship in an organization to provide students with on-the-job training with professionals in organizational settings appropriate to the students' professional objectives. Classification 6 students may not enroll in this course.

**Prerequisites:** Approval of MS program coordinator and department head.**MGMT 685 Directed Studies****Credits 1 to 6. 1 to 6 Other Hours.**

Directed study on selected problems using recent developments in business research methods. Classification 6 students may not enroll in this course.

**Prerequisites:** Graduate classification and approval of instructor.**MGMT 686 Research Methods in Organizational Science II****Credits 3. 3 Lecture Hours.**

Continuation of topics introduced in Management 687; additional topics include survey research methodology, quantitative and qualitative field methods; archival data collection; measurement and methods across time; issues in peer review and publication.

**Prerequisites:** Doctoral classification and MGMT 687 or approval of instructor.

**MGMT 687 Research Methods in Organizational Science I**

**Credits 3. 3 Lecture Hours.**

Philosophy of science, theory development; survey of research methodology applicable to the study of organizational phenomena; research strategy and design; measurement and sampling issues; data collection methods; problems and issues in organizational research.

**Prerequisites:** Doctoral classification or approval of instructor; STAT 651 or equivalent.

**MGMT 689 Special Topics in...**

**Credits 1 to 4. 1 to 4 Lecture Hours. 0 to 4 Lab Hours.**

Selected topics in an identified area of management. May be repeated for credit.

**Prerequisite:** Graduate classification.

**MGMT 690 Theory of Research in Management**

**Credits 3. 3 Lecture Hours.**

Research practicum; application of research methodology learned in MGMT 687; advanced readings in research methods; fundamental skills and concepts needed to design and conduct dissertation research. Classification 6 students may not enroll in this course.

**Prerequisites:** Doctoral classification or approval of instructor; MGMT 687 or equivalent.

**MGMT 691 Research**

**Credits 1 to 23. 1 to 23 Other Hours.**

Research for thesis or dissertation. Classification 6 students may not enroll in this course.

**Prerequisite:** Graduate classification.

**MGMT 705 Strategic Human Capital**

**Credits 1 to 4. 1 to 4 Lecture Hours.**

Human resource management (HRM); staffing, performance management, work and job design; training; compensation and labor relations; employee engagement; applying human capital strategies to accomplish business objectives.

**Prerequisite:** For Master of Science in Business students only.

**MGMT 710 Crafting Business Strategy**

**Credits 1 to 4. 1 to 4 Lecture Hours.**

Analysis, decisions and actions taken by companies to create sustainable competitive advantages; environment, competitor and stakeholder analysis; strategy formulation; strategy implementation and control; corporate governance; diversification; mergers and acquisitions; innovation and market share; nature of strategy and its relationship with performance.

**Prerequisite:** For Master of Science in Business students only.