

MANAGEMENT (BS)

Chair: Robyn Brouer, PhD

Introduction

Every organization includes individuals whose job it is to coordinate and integrate the activities of employees, manage operations and lead the organization successfully into the future. These individuals are managers.

Management is the art and science of getting things done through people. Good management is necessary for the success of any company or organization. It focuses on accomplishing organizational objectives through the coordination of people and other resources, and involves such activities as planning, organizing, leading, controlling, motivating and general problem solving and decision making. Managers today face the task of leading their companies as they compete in a global marketplace by designing and managing processes that create goods and/or services and add value for customers. They do this in multiple ways. Effective managers empower the workforce to face the challenges of complex and changing environments. They also manage an organization's operational and technological systems to satisfy customers. Such processes are critical in all firms from the smallest entrepreneurial company to the largest multinational corporation. Increasingly, managers and employees also focus on the impact organizational policies and practices on people and the planet.

The management major at Canisius prepares students to perform a variety of roles in business and not-for-profit organizations. The management major and management courses are designed to give students insight into human behavior, to develop students' understanding of organizational issues and processes, and to teach students how to analyze information, make decisions and implement solutions.

The Management Department

The Management program is one of three majors offered by the Department of Management. The department also offers majors in Entrepreneurship and International Business and a variety of academic minors. With 8 full-time faculty, the department is one of the largest in the Richard J. Wehle School of Business. The department also offers a wide variety of co-curricular programs including student chapters of professional organizations, internships and research opportunities. For a more detailed description of the program, faculty, facilities, academic and co-curricular opportunities please go to the Management Program webpage (<https://www.canisius.edu/academics/programs/management>).

Management Major

The Management major provides students with a balanced education to prepare them for a variety of important organizational roles. The curriculum includes basic coursework in quantitative analytical methods, operations management, behavioral science and human resource management and strategic management.

Students may take additional specialized courses and electives to add depth in one of four management minors: Global Logistics and Supply Chain Management, Human Resource Management, International Management, or Operations Management. Alternatively, they can work with an adviser in the department to choose their electives to fit their individual interests or needs.

Qualifications

Students must maintain a 2.0 GPA in their major and a 2.0 overall GPA to graduate with a degree in management. All students must complete a minimum of 120 credit hours to graduate. Students must also maintain a 2.0 grade point average in courses credited toward completion of any minor administered by the Department of Management.

Advisement

All students should have an advisor in the major and should contact the department directly to have an advisor assigned if they do not already have one. Meetings with academic advisors are required prior to students receiving their PIN for course registration each semester. All majors should work closely with their advisor in discussing career expectations, choosing their major electives, developing their entire academic program and planning their co-curricular or supplemental academic experiences.

Double Majors

Students who wish to expand their educational opportunities may decide to declare a double major. The decision may be based on career goals or planned graduate studies. Before a student declares a double major, it is important to meet with the appropriate academic departments for advisement. Some double major combinations can be completed within the minimum 120 credit hour degree requirement, but in some cases additional course work may be required. In order to declare a double major, the student must complete the appropriate double major request form and get the signature of each department chairperson and the appropriate associate dean. Please note that students will receive only one degree, regardless of the number of majors they complete.

Management majors are encouraged to consider earning dual majors with degree programs in International Business (<http://catalog.canisius.edu/undergraduate/wehle-school-business/international-business-programs>), Entrepreneurship (<http://catalog.canisius.edu/undergraduate/wehle-school-business/entrepreneurship>), or Marketing (<http://catalog.canisius.edu/undergraduate/wehle-school-business/marketing>) based on their career goals and aspirations. Students interested in earning a dual major should speak with a departmental advisor early in the college program.

Major Experiences

The management major is designed to give students a breadth of knowledge in a variety of business functions as well as a depth of understanding in operations management and organizational behavior and human resource management. Management electives can be used by students to pursue specific topics based on their interests or career aspirations.

Management majors are strongly encouraged to become actively involved in one of the Canisius College student chapters of professional organizations that are associated with the major: APICS – the Operations Management Society and SHRM – the Society for Human Resource Management. Students pursuing Management minors are expected to be involved in the student organization associated with their minor. The student organizations provide excellent opportunities for leadership development and professional networking through such activities as touring local organizations, attending professional meetings and seminars, and hosting local professionals at campus meetings. Participation in such organizations is an important part of preparation for a career.

Management majors are also strongly encouraged to complete internships (either for credit or not for credit).

Minors in Other Disciplines

Minors provide students the opportunity to pursue additional interests but generally do not require as many courses as a major. Minors generally range from five to eight required courses. The minors page (<http://catalog.canisius.edu/undergraduate/minors>) provides a complete list of minors and provides links to each minor. Some majors and minors can be completed within the minimum 120 credit hour degree requirement, but in some cases additional coursework may be required. Students must complete the appropriate minor request form.

The Management department offers a number of minor degree programs that are intended to provide attractive supplements to the Management major. Although these minor degrees were designed with Management majors in mind, they are available to any student that has taken the appropriate prerequisite courses. A list of these minors can be found earlier on this page and by clicking the Minors tab above.

Additional Information

Internships

Internships qualifying for three hours of academic credits are available to upper-division students majoring in management. These opportunities involve a work-and-study arrangement with both workplace and faculty supervision. Many are paid. Students completing internships for credit must meet certain departmental requirements. For further information, contact the department chair or your departmental advisor. Non-credit internships are also available and can be a very important part of a student's development and career preparation.

Career Preparation

All management majors are expected to begin planning for their business careers as early as the freshman year. This planning process typically involves taking advantage of the career services offered by the Griff Center for Academic Engagement located in Old Main 016. These services include assessment tools for identifying attractive careers, resources for researching and exploring different careers, instruction in how to utilize various online tools for conducting a job search, preparation of resumes, interview skills training and other professional development services. The Griff Center staff offers a variety of workshops and seminars as well as providing one-on-one counseling and training to assist students preparing for the world of work. Finally, the Griff Center is the primary point of contact for employers seeking to hire students for internships and full-time jobs. Therefore, it is in students' best interest to work closely with the Griff Center throughout their college years to prepare for their future career.

Curriculum

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All undergraduate students must complete either the Canisius Core Curriculum (<http://catalog.canisius.edu/undergraduate/academics/curricular-information/core-curriculum>) or the All-College Honors Curriculum (<http://catalog.canisius.edu/undergraduate/academics/curricular-information/all-college-honors-program>). Many schools refer to their college-wide undergraduate requirements as "general education" requirements. We believe that the core curriculum and the honors curriculum are more than a series of required classes; they provide the basis for a Jesuit education both with content and with required knowledge and skills attributes that are central to our mission.

Free Electives

Students may graduate with more but not less than 120 credit hours. Free electives are courses in addition to the Canisius Core Curriculum or All-College Honors Curriculum and major requirements sufficient to reach the minimum of 120 credit hours required for graduation.

Major Requirements

Code	Title	Credits
Business Core		
Required courses for all business majors (http://catalog.canisius.edu/undergraduate/wehle-school-business/business-core)		49-51
Additional Major Requirements		
MGT 335	Management Science	3
MGT 336	Production/Operations Management	3
MGT 360	Organizational Behavior	3
MGT 364	Human Resources Management	3
Elective Requirements		
Management Electives (3 Courses)		9
Total Credits		70-72

Management Electives

Management majors are required to take three (3) courses that are approved as Management electives. Some courses offered by other programs may be used as management electives. Currently approved Management electives are listed below, although students are encouraged to consult their academic advisor or the advisement guide that is published each semester for any additional courses that may have been added.

Code	Title	Credits
Any MGT course that is not used to fulfill requirements for the Business Core or required courses for the Management Major (listed above)		
ECO 312	GIS and Spatial Economics	3
ENT 311	Entrepreneurship and Family Business	3
ENT 314	Social Entrepreneurship and Sustainability	3
ENT 401	Small Business Management and Entrepreneurship	3
ENT 402	Building a Business: From Idea to Venture Creation	3
ENT 414	Franchising and Entrepreneurship	3
IBUS 301	Fundamentals of International Business	3
MKT 351	Sales Management	3
MKT 471	Doing Business Emerging Mkts	3
MKT 472	Doing Business in Asia	3
MKT 474	Doing Business with Canada	3
MKT 478	Global Logistics	3

Roadmap

Recommended Semester Schedule for Management Major Course Requirements

Freshman

Fall	Spring
ENG 111	ENG 112
Select one of the following:	MAT 106 (or Free Elective if MAT 109, MAT 111 or MAT 115 taken in fall)
MAT 105 or MAT 109, MAT 111 or MAT 115	PHI 101
RST 101	ECO 102

ECO 101 (Field of Knowledge 5 Social Science) MGT 101

ISB 101

Sophomore

Fall	Spring
MKT 201	FIN 201
ACC 201	ACC 202
Field of Knowledge 4 History	Field of Knowledge 3 Arts
ECO 255 (Field of Knowledge Math)	ECO 256
Business International Requirement	Business International Requirement

Junior

Fall	Spring
MGT 335	MGT Elective or MGT minor course
MGT 336	MGT 364 (Spring only)
MGT 360 (Fall only)	Arts and Sciences Elective
Field of Knowledge 6 Science	Field of Knowledge 1 Religion
Field of Knowledge 2 Philosophy (with ethics attribute)	Arts and Sciences Elective

Senior

Fall	Spring
MGT 370	MGT 446
MGT Elective or MGT minor course	MGT Elective or MGT minor course
Free Elective	Free Elective
Arts and Sciences Elective	Arts and Sciences Elective
Core Capstone	Free Elective

Learning Goals & Objectives

Student Learning Goal 1

Management Majors will be able to solve problems in operations management.

Students will:

- Objective A: Analyze the transformations of inputs into outputs through value-added process;
- Objective B: Apply management science techniques and interpret results from such applications.

Student Learning Goal 2

Management Majors will be knowledgeable about leadership and organizations.

Students will:

- Objective A: Understand major theories of leadership;
- Objective B: Evaluate theories of motivation in the workplace;
- Objective C: Understand principles of organizational structure and design.

Student Learning Goal 3

Management majors will be knowledgeable about issues of fairness and equity in the workplace

Students will:

- Objective A: Understand concepts and practices of justice in organizations;
- Objective B: Evaluate managerial practices pertaining to employment discrimination.

Minors

Management Minors

Management (and other business major) students may choose one of the minors below in their junior or senior year and notify the registrar and their department advisor of this decision. Alternatively, they can consult with an advisor in the department to select management electives that meet their individual interests or needs. Students who are not business majors may pursue one of the Management minors to complement their major in another field, but will need to make sure they have taken certain introductory business courses (see note below). Minors available within the Management major are:

- Global Logistics and Supply Chain Management (<http://catalog.canisius.edu/undergraduate/wehle-school-business/management/global-logistics-supply-chain-glscm-minor>)
- Human Resource Management (<http://catalog.canisius.edu/undergraduate/wehle-school-business/management/human-resource-minor>)
- International Management (<http://catalog.canisius.edu/undergraduate/wehle-school-business/management/international-minor>)
- Operations Management (<http://catalog.canisius.edu/undergraduate/wehle-school-business/management/operations-minor>)

Note: Non-business majors must take MGT 101 and ECO 255 (or its equivalent) or MAT 105 (or its equivalent) prior to beginning some of the minors.

Management Minor (for Non-Business Majors)

- Management Minor (for Non-Business Majors) (<http://catalog.canisius.edu/undergraduate/wehle-school-business/management/management-minor-non-business-majors>)

Minor in Industrial/Organizational Psychology

This interdisciplinary program, which is open to management majors, helps students to understand the factors that affect human behavior in the workplace. The program covers a mix of management and psychology courses. For additional information, speak with a departmental advisor and review the course requirements listed on the page below.

- Industrial/Organizational Psychology Minor (<http://catalog.canisius.edu/undergraduate/college-arts-sciences/psychology/Industrial-Organizational-minor>)

Courses

MGT 101 Introduction to Management 3 Credits

Overview of the managerial functions and processes, including planning, organizing, leading and controlling, addressed from behavioral, economic, historical, and other perspectives.

Offered: fall & spring.

MGT 325 Operations Analysis for Business 3 Credits

Production/operations management and management science. Decision areas include Operations strategy, process management, quality management, facilities layout, inventory management, aggregate planning and just-in-time systems. Problem-solving techniques include forecasting, linear programming and decision analysis. This is NOT a MGT elective.

Prerequisite: MAT 106 or equivalent (or permission of the instructor).

Offered: fall & spring.

- MGT 334 Strategic Sourcing** 3 Credits
This course builds upon the operations management principles discovered in Operations Management and extends them to strategic sourcing and its role in global supply chain management. Strategies, concepts, and terminology pertinent to the study of strategic sourcing will be discussed. Topics to be discussed include: purchasing process, purchasing policy and procedures, supply management integration, commodity strategy development, supplier evaluation and selection, supplier quality management, supply management development, worldwide sourcing, strategic cost management, tools and techniques, negotiation, contract management, law and ethics, trends, and performance measurement. Counts as a MGT elective.
Prerequisite: MGT 325 or MGT 336.
Offered: occasionally.
- MGT 335 Management Science** 3 Credits
Introduction to a variety of management science tools and applications including linear programming, forecasting, decision analysis and project management. Quantitative modeling of decision-making problems, with an emphasis on interpretation of results.
Prerequisite: ECO 255.
Offered: every fall.
- MGT 336 Production/Operations Management** 3 Credits
The objective of the course is to address how firms manage processes that create goods and/or services and add value for the customer. Decision areas include operations strategy, types of processes, product/ service design, facilities layout, inventory management, aggregate planning, just-in-time systems and supply chain management.
Prerequisite: MGT 101.
Offered: every spring.
- MGT 350 Strategic Sustainable Development** 3 Credits
Sustainable development has moved from 'doing good' to 'good business'. Organizations are realizing that sustainable development can have a positive strategic impact on their performance and that a strong business case can be made for such initiatives. This course will examine current issues and trends in sustainable development and their impact on strategy. Counts as a MGT elective.
Offered: occasionally.
- MGT 353 History of American Capitalism** 3 Credits
This course explores the development of American capitalism and business system in the United States from Colonial America to the present. Major themes will include the development of the business firm, business-government relations, marketing and advertising, employment relations, and the financial system. Key figures in business and their contributions also will be explored. The study of history will help students gain a richer understanding of the complexities of the business system and help to prepare them for the future as business professionals.
Offered: occasionally.
- MGT 360 Organizational Behavior** 3 Credits
Organizational functioning at the individual, group, and system levels. Topics include social perception, communications, leadership and motivation, and organization design. Course includes experiential practice of related managerial skills.
Prerequisite: MGT 101 & sophomore standing.
Offered: fall.
- MGT 364 Human Resources Management** 3 Credits
Focuses on a firm's human-resources management activities. Topics include contemporary approaches to strategy, staffing, training & development, performance evaluation, compensation and labor and employee relations.
Prerequisite: MGT 101 & junior standing.
Offered: spring.
- MGT 367 Employee and Labor Relations** 3 Credits
Understanding power relationships in the world of work. Formal relationships between management and unions representing employees. Topics include labor history, negotiating, labor/management relations including adversarial as well as labor/management collaboration and managing grievances. Some emphasis on skill development. Counts as a MGT elective.
Prerequisite: MGT 360 & junior standing.
Offered: occasionally.
- MGT 370 Managerial Environment** 3 Credits
Managing interplay between business and society, including political, economic, social, legal, international, and ethical environments. Role of market, law, self in control of business, cases, and issues.
Prerequisite: MGT 101 & senior standing.
Offered: fall & spring.
- MGT 380 International Business Seminar** 3 Credits
This course offers short-term seminars in Europe or China, either in the winter between the fall and spring semesters or in the summer. Winter trips are typically two-and-one-half weeks and summer trips are typically three weeks. The seminars give exposure to the international business environment and to business practices outside of the U.S. There are readings, discussions, and a substantial paper required. Depending on the specific seminar the costs range from approximately \$4500.00 to \$7500.00 in addition to normal tuition for the 3 credit hour course. Counts as a MGT Elective.
Restriction: open to upper-level business majors and to others with instructor approval.
Offered: occasionally.
- MGT 430 Sustainability and Supply Chains** 3 Credits
Key approaches and issues relating to sustainable operations and supply chain management including analysis of the social and environmental impacts of supply chains, the triple bottom line (people-planet-profit), lean operations, closed-loop supply chains, design for the environment (DFE), remanufacturing, and reverse logistics. Counts as a MGT elective.
Prerequisite: MGT 101.
Offered: occasionally.
- MGT 433 Negotiation Theory and Practice** 3 Credits
Explores formal and informal ways that managers negotiate differences. The course considers negotiation with peers, supervisors, subordinates, suppliers, customers, outside agencies and others as a key managerial process and a component of effective leadership. It takes a broad view of negotiations, examining the links between effective negotiation processes and influence, communication and relationship-management. We will examine research and concepts developed in a number of academic fields, and look closely at personal skills and experiences. The course requires intense involvement in negotiation simulation exercises, and thoughtful application of theory and research. Counts as a MGT elective. Pre-requisite: MGT 101
Offered: occasionally.
- MGT 436 Quality Management** 3 Credits
This course will provide an overview and understanding of quality management systems and their application to business. This will include such topics as total quality management (TQM), ISO 9000, the Malcom Baldrige Award and Six Sigma (6s). In addition, tools and techniques, and strategies used in quality management will be discussed. Counts as a MGT elective.
Prerequisite: MGT 325 or MGT 336.
Offered: occasionally.

- MGT 437 Project Management** 3 Credits
Introduction to the principles and techniques employed by project managers. Focus on entire project life cycle. Critical issues such as time, cost and performance parameters analyzed from organizational and resource management perspectives. Counts as a MGT elective.
Prerequisite: MGT 325 or MGT 335.
Offered: occasionally.
- MGT 438 Entry Strategies in Emerging Markets** 3 Credits
This course examines global corporate entrepreneurship and the process through which established companies identify, launch, and manage the entry of existing products into geographic markets where the companies do not currently compete. We will also look at "emerging giants"? -- entrepreneurial firms in emerging markets that have grown to become multinationals. The course examines the differences between emerging markets and mature markets, as well as differences among emerging markets. The objective is to understand how these issues affect business opportunities in different emerging markets and why these efforts often fail. Counts as a MGT elective.
Prerequisite: ECO 101, ECO 102, & MGT 101.
Offered: occasionally.
- MGT 439 Special Topics in Operations Planning and Control** 3 Credits
Series of topics designed to target the professional certification examination conducted by APICS (The Association for Supply Chain Management). Topics include: demand management, master planning, capacity management, production activity control, inventory management, purchasing and physical distribution, and theory of constraints. Pre-requisites: MGT325 or MGT336 or Permission of the Instructor
Offered: Occasionally
- MGT 440 Global Supply Chain Management** 3 Credits
This course examines procurement and outsourcing strategies, network configuration, inventory management, supply chain integration, strategic alliances, international issues, coordinated product and supply chain design, demand forecasting, ERP systems, quality and JIT issues and performance measurement in a global supply chain. Counts as a MGT elective.
Prerequisite: MGT 325 or MGT 336.
Offered: every fall.
- MGT 446 Managerial Policy/Strategy** 3 Credits
Business students' capstone course. Integration of all business disciplines into discussion of goals, strategies, policies, planning, and evaluation. Cases provide decision-making experience.
Restriction: must be taken in last semester of senior year. Senior status
ffered: fall & spring.
- MGT 460 Ethical Power and Influence for Leaders** 3 Credits
Power and influence permeate our everyday lives and are important processes within organizations. Whether it be a company you founded, one you might be working with, or a company you work for, it is vital to understand how power and influence can be used to get things done even if there are barriers in your way. Technical expertise is important, but understanding how to achieve buy-in for your initiatives and goals is vital to your success. This course is about understanding power and influence and learning to use them effectively to achieve your goals. Through self-assessments, you will come to understand your own beliefs and tendencies regarding power and influence. Using this as a starting point, conceptual models are explored to give you real-world approaches in how to use ethical power and influence to become effective leaders. Counts as a MGT elective.
Prerequisite: MGT 101 or permission of instructor.
Offered: every spring beginning spring 2018.
- MGT 472 Comparative Management Systems** 3 Credits
International business emphasizing differences in systems. Context and traditions in different countries and regions: social, political, governmental, business, labor, ethical, cultural analysis. Different management and business practices. Managing and doing business within and across many countries. Counts as a MGT elective.
Prerequisite: MGT 101 or permission of instructor.
Offered: spring.
- MGT 475 Doing Business in Latin America** 3 Credits
This course is designed to provide an introduction into the Latin American business environment and its impact on management practices. Latin America is a region of resource-rich, with rapidly developing economies with enormous potential for business. Some Latin American countries have experienced, and still are undergoing, drastic political and economic transformation. This course will help students understand the opportunities and business potential as well as risks and barriers of doing business in Latin American countries. This course uses cases that focus on managerial aspects relevant to investment, risk management, and Latin America cultural issues.
Offered: occasionally.
- MGT 486 Doing Business in the EU** 3 Credits
This course is designed to prepare students to do business in the EU. Students examine the forces leading to the development and the implementation of the unique economic and political unit called the European Union. Students use their understanding of the history and the current issues impacting the continuing development of the European Union to develop strategies for doing business in the European Union.
Offered: occasionally.
- MGT 492 Internship in Global Supply Chain Management** 3 Credits
All for-credit internships require non-routine job experience that links academic concepts with practical experience. Involve supervision by faculty and student demonstration of academic value through papers and reports. Enrollment subject to meeting minimum GPA requirement.
Prerequisite: student must complete a WSB Internship Application and obtain permission of a faculty supervisor, department chair, & the associate dean.
Offered: fall & spring.
- MGT 493 Internship in Human Resource Management** 3 Credits
All for-credit internships require non-routine job experience that links academic concepts with practical experience. Involve supervision by faculty and student demonstration of academic value through papers and reports. Enrollment subject to meeting minimum GPA requirement.
Prerequisite: student must complete a WSB Internship Application and obtain the approval of a faculty supervisor, department chair, & associate dean.
Offered: fall & spring.
- MGT 494 Operations Management Internship** 3 Credits
Internships require an application and approval by the associate dean.
Prerequisite: student must complete a WSB Internship Application and obtain permission of a faculty supervisor, department chair, & the associate dean.
- MGT 496 Management Internship** 3 Credits
All for-credit internships require non-routine job experience that links academic concepts with practical experience. Involve supervision by faculty and student demonstration of academic value through papers and reports. Enrollment subject to meeting minimum GPA requirement.
Prerequisite: student must complete a WSB Internship Application and obtain the approval of a faculty supervisor, department chair, & associate dean.
Offered: fall & spring.

MGT 499 Management Independent Study 6 Credits

Counts as an MGT elective. Independent studies require an application and approval by the associate dean.

Prerequisite: student must complete a WSB Independent Study Application Form and obtain the approval of a faculty supervisor, department chair, & the associate dean.

Offered: fall & spring.