

# Master of Science in Management

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The University of Wisconsin-Green Bay's Master's of Management program is an innovative, advanced study of the management process and its outcomes. The program, offered through UW-Green Bay's Austin E. Cofrin School of Business, prepares effective leaders and strategic decision-makers for the region's businesses, nonprofit organizations, and government agencies. Students in the program are managers from a variety of organizations, both large and small, as well as individuals who wish to enter the management profession.

This program provides students, many of whom already have extensive business backgrounds, with the knowledge and critical thinking skills needed to lead and succeed in complex and dynamic organizations. Students who have experienced success in the workplace find that additional education enhances their professional profile and affords new professional opportunities. The program develops leaders who will take on new management challenges and make a positive difference in their workplace and community.

Leadership, innovation, strategic thinking, and effective communication are the program's cornerstones. Advanced consideration of vital organizational knowledge, including the management of financial information and strategic marketing, enables students to play key roles in organizational decision making. Interdisciplinary problem-solving is emphasized through the program's content and pedagogy, which incorporates both theoretical and applied approaches to developing the skills for life-long learning.

The Master's of Management is created with students' needs in mind. Students have the convenience of small classes and the opportunity to work closely with dedicated faculty who will challenge students to perform at the highest levels. All instructors are experienced teachers with doctorate degrees. They also have wide-ranging community involvement and professional and international experience.

Convenient scheduling is one of the program's key features. Many graduate students work full time and pursue their graduate studies on a part-time basis. Master's of Management courses are offered in the evening or over a series of weekends. While the program is structured to accommodate part-time students, those seeking full-time education are also served.

## Admission Requirements

All courses are taught under the assumption that students have the necessary background and preparation to succeed in the program. A well-prepared student enters the program with an understanding of and an undergraduate competency level in management, marketing, finance, accounting, and statistics. Students can demonstrate their competency by completing undergraduate or foundation courses in the five areas or by passing competency exams. The program adviser will review these options with prospective students to ascertain the student's level of competency.

Admission requirements for the Master's of Management program closely follow the University-wide policy for admission to graduate programs. These requirements include:

- A bachelor's degree from an accredited institution.
- A 3.0 grade point average on a 4.0 scale.
- A GMAT or GRE score sent directly from the testing agency is required. Please contact the Office of Graduate Studies if you have questions about this requirement.
- International applicants must be prepared to provide Evidence of English Proficiency. A minimum paper score of 500 or computer-based score of 213 on the Test of English as a Foreign Language (TOEFL) is required. For a complete list of alternatives to the TOEFL exam, please contact the Office of Graduate Studies. International applicants must also provide a course by course Evaluation of Foreign Credentials from Educational Credential Evaluators (ECE) for an application to be considered. International applicants who meet English Proficiency and academic admission requirements will be admitted but must also show evidence of financial resources adequate to provide for their educational expenses before an I-20 will be provided.

Applicants who do not meet the 3.0 grade point average requirement or who have other deficiencies may be admitted on a provisional basis.

## Special Students

Persons holding a bachelor's or higher-level degree who wish to enroll in courses but do not want to pursue a Master's of Management degree may enroll as special students. Graduate credit will be awarded provided that the student registers in graduate-level courses as a graduate special student and pays appropriate fees.

## Steps Toward the Degree

- The candidate is admitted to the graduate program.
- In consultation with the program adviser, an *Official Declaration of Master's Degree* (GR-1 Form) is filed on the student's behalf.
- After at least 24 credits, the student registers for MANAGMNT 796.
- The student files an *Application for Graduation* with the Registrar's Office through the Student Information System (SIS). The application must be completed and submitted to the Office of the Registrar prior to November 1 for fall semester graduates, and April 1 for spring and summer semester graduates.

- Upon successful completion of professional project course, the instructor will enter grade in SIS. Filing the *Approval of Thesis Defense or Project Presentation* (GR-4 Form) with the Graduate Studies Office indicates satisfactory completion of the professional project and presentation.
- Graduate receives diploma.

## Degree Requirements

The 30-credit curriculum consists of a graduate core of eight required courses (24 credits) and one elective Management course (3 credits). A three-credit, hands-on professional project is the capstone of the program's academic experience.

### Management Core

BUS ADM 589	Organizational Behavior	3
BUS ADM 646	Advanced Corporation Finance	3
MANAGMNT 730	Leading the Self	3
MANAGMNT 735	Foundations of Strategic Information Management	3
MANAGMNT 745	Business and Marketing Strategy	3
MANAGMNT 750	Team Leadership	3
MANAGMNT 758	Innovation and Entrepreneurship	3
MANAGMNT 759	Managing Knowledge for Sustainability	3

### Elective Courses

MANAGMNT 736	Business Analysis for Information Systems	3
or MANAGMNT 737	Strategic Application of E-Commerce	

### Professional Project

MANAGMNT 796	Professional Project	3
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Total Credits		30
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## Faculty/Advisers

**Arendt, Lucy A.**, Associate Professor and Director, Cofrin School of Business, Business Administration (Management). B.S. (1987), M.S. (1990) University of Wisconsin-Green Bay; Ph.D. (2006) University of Wisconsin-Milwaukee.

*Interests:* Teaching interests include organizational behavior, organizational theory, and leadership. Research interests include strategic decision making, sense making and judgment, especially as they relate to disaster preparedness, response, and recovery; the effects of humor in groups and organizations, and the antecedents and consequences of stress. Member, Academy of Management, Southern Management Association, Organizational Behavior Teaching Society, and Earthquake Engineering Research Institute.

**Bansal, Gaurav**, Associate Professor, Business Administration (MIS/Statistics). B.E. (1996) University of Gorakhpur; M.B.A. (2002) Kent State University; Ph.D., MIS (2008) University of Wisconsin-Milwaukee.

*Interests:* Teaching interests include introduction to management information systems, e-commerce, business statistics, database management systems, and web development. Research interests include internet information privacy and security, internet trust, e-commerce, and data mining.

**Knight, Michael B.**, Associate Professor, Business Administration (Management). B.S. (1999), M.S. (2001), Ph.D., MIS and Organizational Behavior (2005) Southern Illinois University at Carbondale.

*Interests:* Teaching interests include management, strategy, entrepreneurship, organizational consulting, MIS/IS, and systems analysis. Research interests include group and team dynamics, organizational change and performance, HRM, and social issues in information technology. National Operations Director and Contract Negotiator (1993-1997); Microsoft Certified (2000-2003); Licensed commercial pilot and flight instructor II; Member AITP; Chair of social issues track for HICSS, AMCIS, DSI, IRMA.

**Lepley, William H.**, Associate Professor and Chair, Business Administration (Finance). B.B.A. (1971) University of Cincinnati; M.B.A. (1973) Indiana University; Ph.D. (1987) University of Wisconsin-Madison.

*Interests:* Teaching interests include investments, banking/financial institutions and corporate finance. Research interests include interest rate risk and financial institution risk measurement. Member Financial Management Association and Midwest Finance Association..

**Nagy, Robert A.**, Associate Professor, Business Administration (Finance). B.A. (1978) St. Michael's College; M.A. (1983) Middle Tennessee State; D.B.A. (1990) Mississippi State University.

*Interests:* Teaching interests include corporation finance. Research interests include stock interest rate sensitivity. Work experience includes insurance industry manager and investment portfolio manager.

**Radosevich, David**, Associate Professor and Chair, Master's of Management, Business Administration (Management). B.A. (1994) Western Maryland College; Ph.D., Industrial/Organizational Psychology (1999) University at Albany, State University of New York.

*Interests:* Teaching interests include leadership development, human resource management, organizational behavior, and team building. Research interests include motivational processes, performance management, goal orientation, and the impact of technology on learning. Member: Society for Industrial/Organizational Psychology, and American Psychological Association.

**Ranganathan, Sampath**, Associate Professor, Business Administration (Marketing). B.Com. (1993), M.B.A. (1996) Bharathiar University; Ph.D., Marketing/Research Methods (2008) University of Memphis.

*Interests:* Teaching interests include marketing, marketing research, advertising, and services. Research interests include consumer behavior, advertising, services marketing and social marketing. Member, Society for Marketing Advances.

**Russ, Meir**, Professor, Business Administration (Management). B.Sc.E.E. (1980), M.B.A. (1990) Tel-Aviv University; M.A. (1992), Ph.D. (1993) Ohio State University.

*Interests:* Teaching interests include knowledge management, human capital valuation, global strategy, strategic management, marketing management, innovation and leadership and decision-making. Research interests include knowledge management, knowledge based strategies, human capital valuation, e-learning and memetics. Member of IEEE, Academy of Management, and Informs. Founding Chief Editor, *International Journal of Management and Business* (IJMB). Consulting with global corporations in the area of strategic planning, marketing and knowledge management.

## Courses

### **MANAGMNT 715. Financial Information for Decision Making. 3 Credits.**

This course explores the use of financial information in organizational decision-making. It builds on basic accounting knowledge to extend the students' understanding of the financial implications of decisions.

P: gr st, and, Acctg 300 or equivalent, or cons inst.

### **MANAGMNT 730. Leading the Self. 3 Credits.**

This course provides a framework for lifelong leadership development based on two perspectives: values-based leadership and competency-based leadership.

P: gr st.

Spring.

### **MANAGMNT 735. Foundations of Strategic Information Management. 3 Credits.**

This course is designed to bring students of each of the business disciplines including marketing, accounting, finance, management, economics, operations management and information systems knowledge about the following fundamentals of information technology: Design, implementation, control, evaluation, and strategy.

P: gr st.

Spring.

### **MANAGMNT 736. Business Analysis for Information Systems. 3 Credits.**

This course is designed to bring students emphasizing the Masters of Management the needed skills of analysis of current business information systems and the suggestive updates or adjustments in order to find strategic advantage in design. Building on the foundational course, students develop advanced skills in the system evaluation.

P: gr st.

Fall Only.

### **MANAGMNT 737. Strategic Application of E-Commerce. 3 Credits.**

The course challenges the students to explore business, technological and social perspectives to understand the strategic applications of e-commerce. It covers a wide range of current issues and challenges associated with managerial aspects of e-commerce.

P: gr st.

Spring.

### **MANAGMNT 740. Management of Human Resources. 3 Credits.**

Job analysis, recruitment, selection, development, compensation, retention, evaluation and promotion of personnel within an organization. Also deals with labor relations and laws related to EED and their implications for HRM.

P: gr st.

### **MANAGMNT 743. Financial Management. 3 Credits.**

Financial Management examines the organization of advanced financial Management functions and principles for business; Management of fixed and working capital; short-term and long-term financial planning through investment and financing decision; domestic and international money and capital markets; ethical issues relating to business financial Management.

P: gr st, and, BUS ADM 343 or equivalent, or cons inst.

**MANAGMNT 744. Marketing Planning and Strategy. 3 Credits.**

This course examines the sources and uses of marketing information as it relates to the marketing planning process, culminating in the development and evaluation of marketing strategy and tactic for products, distribution, pricing, and marketing communication.

P: Gr st; Bus Adm 322 or consent of inst.

**MANAGMNT 745. Business and Marketing Strategy. 3 Credits.**

The characteristics and management of markets are described in topics that include the business and marketing environment, components of the strategic marketing mix, market segmentation, planning and responding to competitors' strategies.

P: gr st.

Spring.

**MANAGMNT 746. Strategic Management. 3 Credits.**

This course focuses on the formulation, selection and implementation of business strategies through assessment of organizational performance; competitive, market and industry analysis; development of strategic positions and identification of strategic opportunities. Students practice strategic thinking for a cross-section of business types from small, closely-held to corporate, publicly-held, multiple business enterprises. The concepts and ideas of the course are explored through the analysis of case studies. The course looks at strategic planning as an integrative process that links internal organizational performance to external, competitive factors and forces for change. The emphasis is to learn to think strategically.

P: gr st and Managmnt 743 and 753.

**MANAGMNT 750. Team Leadership. 3 Credits.**

Builds on a basic understanding of groups and focuses on team dynamics and team organization. Theories and concepts related to quantitative and qualitative decision-making and planning are integrated from an individual and team perspective.

P: gr st.

**MANAGMNT 753. Organizational Theory and Behavior. 3 Credits.**

The major theories and schools of thought dealing with administrative behavior, administrative process, and organizational behavior and theory. Attention is given to the similarities and differences between public, private and nonprofit administration.

P: gr st and Bus Adm 382 (dept will monitor).

**MANAGMNT 757. Leadership and Innovation. 3 Credits.**

Advanced concepts and methods of managing complex organizations and multi-organizational systems in the public, non-profit, and private sectors using a variety of creative learning methods.

P: gr st and Managmnt 746 and 753.

**MANAGMNT 758. Innovation and Entrepreneurship. 3 Credits.**

This course will expose students to the vocabulary and concepts that are essential to innovation and entrepreneurship in today's organization and show how these concepts can be applied to different organizational environments and situations.

P: gr st.

Spring.

**MANAGMNT 759. Managing Knowledge for Sustainability. 3 Credits.**

This course will focus on leading, building, maintaining and measuring the value of knowledge management systems for sustainability. As the new knowledge economy continues to evolve, knowledge is being recognized as a key business asset and a crucial component of business strategy.

P: gr st.

Fall Only.

**MANAGMNT 761. International Management. 3 Credits.**

International Management develops an awareness of the impact of international forces on business, studies management concepts of multi-national organizations, and discusses establishing and conducting transactions with firms in other countries. Political and economic risk are examined as they impact various methods of international investment.

P: gr st.

**MANAGMNT 770. Organizational Change and Transformation. 3 Credits.**

Assessment and diagnosis of organizations for the purpose of planned change and development. Students will learn assessment techniques and analytical methods, how to link assessment to development, types of development programs and program evaluation. Specific topics include systems theory, applied statistics, group dynamics, and research design.

P: Managmnt 753 & gr st.

**MANAGMNT 775. New Management Paradigms. 3 Credits.**

Theoretical and philosophical foundations of new management paradigms. The course develops practical skills for applying this knowledge.

P: Managmnt 753 and gr st.

**MANAGMNT 776. Organizational Communication and Conflict. 3 Credits.**

Principals and processes used by individuals, groups, and organizations to deal with contention and diversity in dynamic work environments. Theoretical foundations and applied communication techniques for implementing and sustaining organizational change, manage and resolve conflict, improve work and business processes. Case studies and models are studied and developed as part of the class.

P: Managmnt 753 and gr st.

**MANAGMNT 781. Managerial Statistics. 3 Credits.**

This course focuses on statistical process control. It draws on probability theory and statistical principles to build a statistical approach to quality management.

**MANAGMNT 796. Professional Project. 3 Credits.**

Intense application experience in which students will learn the fundamentals of project management. At the end of the course students should be able to demonstrate knowledge of project management principles as well as develop and complete an applied project that will utilize material learned from project management and prior masters coursework.

P: Graduate Management student.

Spring.

**MANAGMNT 797. Internship. 1-6 Credits.**

P: graduate student.

Fall and Spring.

**MANAGMNT 798. Independent Study. 1-3 Credits.**

P: graduate student.

Fall and Spring.