

MANAGEMENT AND LEADERSHIP

Chair: Joseph McManus, Department of Management and Leadership

Within the Leon Hess Business School students can pursue a number of academic degree programs, including those available in the Department of Management and Leadership.

The program prepares students for success through an effective contemporary business education. The program provides an education that helps to qualify its graduates for positions of leadership in both the private and public sectors. Curricula are developed, taught, and regularly updated by faculty members with strong academic and business experience. The faculty members stress the development of critical thinking, sophisticated communications skills, and a flexible managerial perspective.

Monmouth's program in management offers an interdisciplinary approach that prepares graduates to excel in a variety of management positions.

Programs

- M.B.A. with a Concentration in Management (<http://catalog.monmouth.edu/graduate-catalog/leon-hess-business/management-leadership/mba-concentration-management/>)

Faculty

Edward Christensen, Associate Professor (Graduate Faculty).

Vice President for Information Management. A.S., George Washington University; B.S., Southern Illinois University; M.B.A., Ph.D., Rutgers University. Specializes in management information systems organization and administration, including the use of information technology to support decision-making and strategy. echriste@monmouth.edu

Scott Jeffrey, Associate Professor (Graduate Faculty). B.S.C., M.B.A., Santa Clara University; Ph.D., University of Chicago. Performs research on the use of incentives and goal setting in organizations. Particularly focuses on non-cash tangible incentives such as travel and merchandise. sjeffrey@monmouth.edu

Joseph McManus, Associate Professor and Chair (Graduate Faculty). M.B.A., Pepperdine University; J.D., Rutgers University Law School, Camden; Ph.D., Rutgers University. Research interests include organizational misconduct, business ethics, corporate social responsibility, and social entrepreneurship. jmcmamus@monmouth.edu

Joseph Mosca, Associate Professor (Graduate Faculty). B.A., M.A., Montclair State University; Ed.D., New York University. Primary specializations are human resource management, human relations, and active teaching methods. His current research interests focus on developing hybrid courses, employee behavior, and jobs of the twenty-first century. mosca@monmouth.edu

Roy Nersesian, Professor (Graduate Faculty). B.S., Rensselaer Polytechnic Institute; M.B.A., Harvard Business School. Interests lie in incorporating quantitative content into management course

development. Author of ten books on simulation, financial risk management, energy, and energy modeling. rnersesi@monmouth.edu

Stuart Rosenberg, Professor (Graduate Faculty). B.A., Marquette University; M.A., University of Wisconsin-Madison; Ph.D., Fordham University. Research interests include case writing, managerial economics, and the relationship between management and culture. srosenbe@monmouth.edu

Mikhail M. Sher, Assistant Professor (Graduate Faculty). B.S., Carnegie Mellon University; M.S., Columbia University; Ph.D., Drexel University. Main research interests lie in the areas of inventory control and supply chain management with a focus on optimal order policies and supply chain coordination. Secondary research stream is focused on application of decision sciences tools to accounting, marketing and service operations management. msher@monmouth.edu

Michaeline Skiba, Associate Professor (Graduate Faculty). B.S., M.S., Loyola University; M.S., Boston College; Ed.D., Columbia University. Research interests include healthcare education, management challenges within managed care settings, social and behavioral issues associated with pharmaceutical promotions and marketing strategy, and general management mskiba@monmouth.edu

Charles Willow, Associate Professor (Graduate Faculty). B.S., M.S., Hanyang University; M.S., Texas Tech University; Ph.D., University of Houston. Research interest includes Digital Business, Management Information System, and E-commerce, Web-based Information Technology, Technological Innovations Management, Technological Entrepreneurship, Intelligent Information Systems, Systems Modeling and Development, Robotics, and Digilog (Digital + Analog) Technology, among others. cwillow@monmouth.edu

Courses

BM-198 Special Topics in Management	Credits: 1-3
Course Type(s): None	
An intensive study of a particular subject or problem in management to be announced prior to registration. May be conducted on either a lecture-discussion or a seminar basis. If a prerequisite is required it will be announced in the course schedule.	
BM-200 Introduction to Business	Credits: 3
Term Offered: All Terms	
Course Type(s): None	
An interdisciplinary view of the theory and practices of the components in business functions as they are contingent for the owner's success to seek out opportunities and avoid pitfalls. For non-Business majors only.	
BM-201 Survey of Management and Marketing	Credits: 3
Prerequisite(s): BM-200	
Term Offered: Spring Term	
Course Type(s): None	
An overview of the theories and practices of Management and Marketing and how they relate to businesses, the business environment, customers, employees, the global village, and compliance with rules, regulations and the law. For non-Business majors only.	

BM-210 A Survey of Entrepreneurship**Credits: 3**

Prerequisite(s): BA-200, BE-200, BF-200 BL-200 and BM-200

Course Type(s): None

An overview of the theories and practices that focus on the tasks and activities of the small business owner, from the concept to the reality of researching venture feasibility, financing the business, launching the business, and managing growth. For non-Business majors only.

BM-225 Business Writing and Communication**Credits: 3**

Prerequisite(s): EN-101 and EN-102, or permission of the instructor

Term Offered: All Terms

Course Type(s): RD, WT

Designed for the future business professional. It introduces students to a variety of technical and business writing theories and practices relevant to business communications in the real world. The course will cover oral and written communication and how to make communication more effective.

BM-250 Principles of Management and Organizational Behavior**Credits: 3**

Term Offered: All Terms

Course Type(s): None

Management functions, including planning, organizing, staffing, directing, and controlling; the theory and practice as they are contingent on the behavior of people in organizations and on the organizational environment. Students must be have Sophomore or higher standing to take this course.

BM-311 Management Information Systems**Credits: 3**

Prerequisite(s): BM-250; and IT-100 or IT-150

Term Offered: All Terms

Course Type(s): None

Computer-based information systems for management; retrieval and processing of information for operational planning and control; organizational subsystems.

BM-327 Ethics, Diversity, and Social Responsibility**Credits: 3**

Prerequisite(s): BM-250, BK-250, Junior standing and EN-101 and EN-102 or permission of the instructor

Co-requisite(s): BF-301

Term Offered: All Terms

Course Type(s): SJL, WT

Explores and applies alternative ethical and justice viewpoints to economic, political, and social problems inherent in contemporary business practice. Presents a focus on management with an increasingly diverse workforce and increasingly complex criteria for measuring organizational performance.

BM-350 Operations Management**Credits: 3**

Prerequisite(s): BM-250

Co-requisite(s): BE-251

Term Offered: All Terms

Course Type(s): None

Production functions with emphasis on the systems model to include product mix decision analysis, inventory control, materials requirements planning, forecasting, break even models, transportation analysis, linear programming, economics order quantity decisions, and other current production maintenance techniques; focus on improved productivity.

BM-351 Renewable Energy**Credits: 3**

Prerequisite(s): BM-250 or Permission of Instructor

Term Offered: All Terms

Course Type(s): None

Students will become acquainted with the promise of renewable energy to replace a significant portion of fossil fuels. Each renewable energy source (biomass, solar, wind, hydro, geothermal, ocean currents and waves, and nuclear) will be examined for their mutual advantages and disadvantages, their future role in satisfying energy needs of a modern society and in promoting sustainability in corporations.

BM-388 Cooperative Education: Management Concentration**Credits: 3**

Prerequisite(s): BM-250, a minimum G.P.A. of 2.00 and completion of thirty credits, fifteen of which are earned at Monmouth University

Term Offered: Spring Term

Course Type(s): None

An opportunity to apply classroom theory in practice through actual work experience; includes both academic and experiential education. Experiential education involves fifteen to twenty hours of work per week for three credit hours. Academic aspects include reading assignments and a term paper. May be repeated for credit. Departmental approval is required to take this course.

BM-389 Internship in Management**Credits: 1-3**

Prerequisite(s): Junior standing, BM-250, BK-250, and a minimum G.P.A. of 2.00

Term Offered: Fall Term

Course Type(s): None

An opportunity to apply classroom theory in practice through actual work experience; includes both academic and experiential learning. Experiential part involves fifteen to twenty hours of work experience per week for three credit hours; academic aspect includes reading assignments and a term paper. Students are limited to nine credits of internship electives. Repeatable twice for credit.

BM-398 Special Topics in Management (300 Level)**Credits: 1-3**

Course Type(s): None

An intensive study of a particular subject or problem in management, to be announced prior to registration. The course may be conducted on either a lecture-discussion or a seminar basis. If a prerequisite is required it will be announced in the course schedule.

BM-399 Independent Study in Management**Credits: 3**

Term Offered: All Terms

Course Type(s): None

Independent study on a Business Administration topic not substantially treated in a regular course; work will include scheduled conferences with sponsoring professor and written reports. Prior permission of the directing professor and department chair is required to take this course.

BM-402 Business Modeling and Analysis**Credits: 3**

Prerequisite(s): BM-250 passed with a grade of C or higher and BM-350

Term Offered: All Terms

Course Type(s): None

Decision-making within a business/management science framework; modeling of business systems/problems and the application of quantitative, statistical, and computer analyses.

- BM-403 Management of Technology** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher
Term Offered: Spring Term
Course Type(s): None
The application of management to technology, response to technological organizational structure, and management's role to assess innovations and conflicts of change that affect society and business. Analysis of technical systems and understanding uses of technology.
- BM-404 Human Resources Management** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher
Term Offered: All Terms
Course Type(s): None
Employment planning; job analyses, job descriptions, employee evaluations, and legal compliance; staffing and selection process; performance ratings; training and development; compensation and benefits; equal rights; and labor relations and topics relative to the management of human resources.
- BM-408 Logistics and Supply Management** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher and BM-350
Term Offered: All Terms
Course Type(s): None
Logistics is an integrative activity uniting suppliers, providers of goods and services, and customers. It is also a global activity where the suppliers, providers, and customers may be located all over the world. In order to emphasize the global aspects of logistics and the impact of geopolitics on logistical systems, the course will focus on the logistics of energy transportation: primarily oil plus liquefied petroleum gases. This course will cover the differing perspectives of users (oil companies) and providers (tanker owning companies) and financial institutions that support providers. International efforts to deal with oil pollution and other forms of pollution from ships will be investigated. The role of trucks, railroads, airlines, and pipelines in domestic logistics will be described along with the role of containerization and intermodalism in global logistics. Supply chain management as practiced by a number of different companies will be covered via lecture and student presentations.
- BM-411 Business Data Management** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher, BE-251, BM-311, and Junior standing
Term Offered: Fall Term
Course Type(s): TPS
The objective of Business Data Management (BDM) is to engage the students with a broad introduction to and a basic understanding of the data lifecycle, from its generation, transformation, use, and retirement as a vital capability for conducting any profitable business operation. Emphasis is placed on gaining the ability to organize, process, distribute, and sift through high levels of data in order to make informed, timely, and accurate decisions. Outcomes are assessed through a series of analysis, design, and implementation of digital information systems, encompassing design/modeling, storage, retrieval, and visualization at a fundamental level.
- BM-423 Human Relations in Management** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher
Term Offered: Spring Term
Course Type(s): None
Study of human relations in organizations with particular emphasis on leadership, changing work values, cross-cultural relations, legal compliance for conflict resolution, labor legislation.
- BM-424 Conflict Resolution and Negotiations** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher, BL-201, and Junior standing
Term Offered: Spring Term
Course Type(s): None
Designed to help students learn the fundamentals of negotiation processes. The course will be taught based upon weekly experiential cases whereby students will assume a role in a negotiation and negotiate with a partner.
- BM-427 Sustainability for Business** Credits: 3
Prerequisite(s): BM-250 or Permission of Instructor
Term Offered: All Terms
Course Type(s): None
This course looks at the important area of sustainability and why it must be driven by businesses in order to have any chance of success. Many people believe sustainability to be a synonym for 'green' and that it only focuses on the environment. This is not accurate as true business sustainability also includes societal and economic factors, or what was called the "Triple Bottom Line" by John Elkington. Colloquially known as the 3 Ps or people, planet, and profit, business sustainability includes impact on societal stakeholders (consumer and employees), as well as profit which is necessary for a business to continue.
- BM-431 Behavioral Decision Making in Business** Credits: 3
Prerequisite(s): BE-201 or BE-202, BE-251, BF-301, BM-250, BK-250; or permission of instructor.
Term Offered: All Terms
Course Type(s): None
Students are introduced to the increasingly relevant concept of behavioral economics and behavioral decision making. The course will cover normative, descriptive, and prescriptive decision making models and their relevance to management. Also discussed will be application of topics to business disciplines such as accounting, marketing, and finance.
- BM-432 Hospitality Management and Marketing** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher and BK-250
Course Type(s): None
The goal of this course is to provide the student with an introduction into the hospitality industry and the basics of its many components. We will examine industry trends, the corporate profiles of industry leaders, and the various and diverse schools of thought that exist in the strategic management of hospitality, and, finally, detail all the opportunities that the hospitality industry affords graduates of secondary institutions.
- BM-451 Entrepreneurship** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher and BK-250
Term Offered: All Terms
Course Type(s): EX5
Focuses on the actual tasks and activities of the entrepreneur, from the excitement of the original concept, the reality of researching venture feasibility, financing the venture, and launching the venture, to managing growth.
- BM-456 Franchising** Credits: 3
Prerequisite(s): BM-250 passed with a grade of C or higher
Term Offered: Spring Term
Course Type(s): None
Explores the practical skills and knowledge needed to create and/or manage a franchise business from the perspective of both a franchisor and a franchisee. Specifically the course develops student capabilities to identify franchising opportunities, to plan and marshal the resources to operate a successful franchise, and to generate value through a franchise platform.

BM-471 Global Management**Credits: 3**

Prerequisite(s): BM-250 passed with a grade of C or higher, BK-250, and EN-101 and EN-102 or permission of the instructor

Term Offered: All Terms

Course Type(s): WT

Management activities, processes, and procedures in directing an enterprise on a global basis, including the interplay of diverse, cultural environments.

BM-481 Leadership and Team Development**Credits: 3**

Prerequisite(s): BM-250 passed with a grade of C or higher

Term Offered: Fall Term

Course Type(s): None

Designed to help students understand the basics of team functioning, when to use group and individual decision making, and how to manage teams effectively as an influential leader.

BM-482 Small Business Management/Marketing**Credits: 3**

Prerequisite(s): BM-250 passed with a grade of C or higher and BK-250

Term Offered: All Terms

Course Type(s): None

Examines the various approaches to running a business that has either been started previously by the Entrepreneurship class or been submitted to us for development and council.

BM-483 Project Management**Credits: 3**

Prerequisite(s): BM-250 passed with a grade of C or higher

Term Offered: Spring Term

Course Type(s): None

Project management is introduced from an applied managerial perspective with an emphasis on the behaviors, tools, and topics that managers will encounter throughout the life cycle of a project. The overall project phases of initiating, planning and design, executing, monitoring and controlling, and closing projects will be covered.

BM-488 Cooperative Education: Management Concentration**Credits: 3**

Prerequisite(s): BM-250, a minimum G.P.A. of 2.00, and completion of thirty credits, fifteen of which are earned at Monmouth University

Course Type(s): None

An opportunity to apply classroom theory in practice through actual work experience; includes both academic and experiential education. Experiential education involves fifteen to twenty hours of work per week for three credit hours. Academic aspects include reading assignments and a term paper. This course may be repeated for credit. Departmental approval is required to take this course.

BM-489 Internship in Management**Credits: 3**

Prerequisite(s): Junior standing, BM-250, BK-250, and a minimum G.P.A. of 2.00

Term Offered: All Terms

Course Type(s): None

An opportunity to apply classroom theory in practice through actual work experience; includes both academic and experiential learning. Experiential part involves fifteen to twenty hours of work experience per week for three credit hours; academic aspect includes reading assignments and a term paper. Students are limited to nine credits of internship electives. Repeatable twice for credit.

BM-490 Strategic Management**Credits: 3**

Prerequisite(s): BA-252, BE-202, BF-301, and BM-350

Co-requisite(s): BM-327

Term Offered: All Terms

Course Type(s): EX5

Integrates all disciplines of undergraduate study in business administration; emphasizes analysis of real-world organizational problems and opportunities in the total enterprise; capstone approach to executive development.

BM-498 Special Topics in Management (400 Level)**Credits: 1-3**

Term Offered: All Terms

Course Type(s): None

An intensive study of a particular subject or problem in management to be announced prior to registration. May be conducted on either a lecture-discussion or a seminar basis. If a prerequisite is required it will be announced in the course schedule.

BM-499 Independent Study in Management**Credits: 3**

Term Offered: All Terms

Course Type(s): None

Independent study on a Business Administration topic not substantially treated in a regular course; work will include scheduled conferences with sponsoring professor and written reports. Prior permission of the directing professor and department chair is required to take this course.

BM-510 Business Analysis, Research and Communication**Credits: 3**

Term Offered: All Terms

Course Type(s): None

Skills in critical reasoning and communication are honed by learning fundamentals of rigorous business research through framing and exploring hypotheses on unstructured business problems.

BM-512 Entrepreneurship and Innovation**Credits: 3**

Term Offered: Spring Term

Course Type(s): None

Explores the practical skills and knowledge needed to create and manage an entrepreneurial venture. Specifically the course develops students' capabilities to identify opportunities, create a novel business concept, research venture feasibility, plan and marshal the resources to launch a venture, as well as manage innovation as a core competence.

BM-517 Introduction to Management**Credits: 1.5**

Term Offered: All Terms

Course Type(s): None

Designed to introduce MBA students to the basics of management and management practices. This course is intended for students who have not had sufficient academic or practical background in management.

BM-518 Introduction to Statistics**Credits: 3**

Term Offered: All Terms

Course Type(s): None

Provides a graduate school introduction to the methodology and tools of statistics required by today's managers. Topics include graphical representation of data, descriptive statistics, probability, binomial and normal distributions, sampling, inferential statistics, confidence intervals, hypothesis testing, analysis of variance, and single and multiple regression analysis. Microsoft Excel is used extensively in class, and students should have a very basic familiarity with the software.

- BM-519 Production and Operations Management** Credits: 3
Prerequisite(s): BM-518 or equivalent
Term Offered: All Terms
Course Type(s): None
Application and adaption of current managerial methods for the production of goods and services, employing qualitative and quantitative analyses of allocating such production factors as human resources, materials, and technology in the context of optimizing performance.
- BM-520 Management Information Systems** Credits: 3
Term Offered: All Terms
Course Type(s): MBA.T
A survey of the concepts of management information systems and the information needs of management. A user-oriented introduction to the fundamentals of information systems and their integration into business organizations. Not eligible to students who have successfully completed MIS-623 or SE-623.
- BM-521 Seminar in Electronic Commerce** Credits: 3
Term Offered: Spring Term
Course Type(s): None
Provides an overview of the managerial side of e-commerce for the purpose of discussing the strategic and managerial implications of this new and emerging phenomenon. The technological and business possibilities for commerce using information technologies and networks will be explored in terms of their value-adding potential to current business practices, as well as the development of new products and/or services.
- BM-565 Management of Technology** Credits: 3
Term Offered: Spring Term
Course Type(s): MBA.T
Study of the management of the technological innovation process and internal entrepreneurship; major topic areas include: technology strategy, technological evolution, strategic alliances, and new product development.
- BM-598 Special Topics in Management** Credits: 3
Course Type(s): None
Subject matter varies according to the interest of the students and the professor teaching the course. The exact nature of the topic covered is indicated in the student's permanent record. If a prerequisite is required it will be announced in the course schedule.
- BM-599 Business Research: Management** Credits: 3
Term Offered: All Terms
Course Type(s): None
Independent research in business administration in an area not substantially treated in a regular course offering, under the supervision of a Business Administration faculty member; written evaluation of the research required. Student must be within nine credits of graduation. Prior permission of the directing professor and department chair is required to take this course.
- BM-613 Managing and Leading in Organizations** Credits: 3
Prerequisite(s): BM-517
Term Offered: All Terms
Course Type(s): None
This course is designed to further develop students' understanding of the concepts of management and leadership within the complex framework of modern business.
- BM-620 Management Science and Business Analytics** Credits: 3
Prerequisite(s): BM-518 and BM-519
Term Offered: All Terms
Course Type(s): MBA.Q
Provides a graduate school introduction to the methodology and tools of Management Science and Business Analytics that are a necessity for all of today's managers. Students will learn how to model, design and analyze systems. Excel will be used for quantitative analysis and decision-making tools. Students will also learn how to organize, sort and sift through high levels of data in order to make a decision. Also listed as DS-660.
- BM-622 Applied Information Systems Management** Credits: 3
Prerequisite(s): BM-518
Term Offered: All Terms
Course Type(s): MBA.Q, MBA.T
Value creations through many applications of data, information, and knowledge are one of the primary objectives of modern business organizations. Applied Information Systems Management focuses on the development of data management skills, which serve as the foundation for extension of learning in the areas of data mining, knowledge management, geographical information systems, and intelligent information systems for business. Emphasis is placed on gaining the ability to organize, sort, and sift through high levels of data in order to make an informed and accurate decision.
- BM-630 Project Management** Credits: 3
Prerequisite(s): BM-519 or equivalent
Course Type(s): None
Advanced coverage of both the qualitative and quantitative aspects of effective project management. The project life cycle phases of initiating, planning and design, executing, monitoring and controlling, and closing projects will be extensively covered from an applied managerial perspective.
- BM-631 Logistics Supply Chain Management** Credits: 3
Prerequisite(s): BM-517, BM-518, and BM-620 or BM-622
Term Offered: Summer Term
Course Type(s): None
Logistics is an integrative activity uniting suppliers, providers of goods and services, and customers with logistical and supply chain systems binding global participants to fulfill their common interest in a most effective manner.
- BM-635 Human Resource and Organizational Development** Credits: 3
Prerequisite(s): BM-517
Term Offered: Spring Term
Course Type(s): MBA.B
Examination of the practices and problems associated with staffing, managing, evaluation, and organizational development. Examination of the practices and problems associated with staffing, leading, and organizational sustainability.
- BM-650 International Business** Credits: 3
Prerequisite(s): BM-613
Term Offered: All Terms
Course Type(s): MBA.I, MBA.B
The factors unique to international/global business in both the external environment (cultural, political, legal, technological, economic, financial) and the internal functional decisions made by the firm for sustainable strategic growth, while identifying risk.

BM-660 Corporate Governance and Organizational Ethics Credits: 3

Prerequisite(s): BM-517

Term Offered: All Terms

Course Type(s): None

The properties of national and global markets and the interests of nation states and nongovernmental organizations are explored in analyzing how sustainable business strategies, corporate governance, and organizational ethics are linked.

BM-670 Strategic Management Credits: 3

Term Offered: All Terms

Course Type(s): None

A conceptual and capstone approach to business organizing and planning through seminars, case studies, and simulation of global enterprise; the formulation and implementation of competitive strategy.

BM-699 Independent Study in Management Credits: 3

Term Offered: All Terms

Course Type(s): None

Independent research in business administration in an area not substantially treated in a regular course offering, under the supervision of a Business Administration faculty member; written evaluation of the research is required. Student must be within nine credits of graduation. Prior permission of the directing professor and department chair is required to take this course.