



Note – The following is a comprehensive list of courses offered by the Department of Management. The semester in which a specific course is most likely to be offered is noted.

MAN 283.16 - Leading People and Organizations (flexible-core) - Offered in Fall and Spring

Description: The purpose of this course is to enhance student's understanding of the dynamics between employee and leader behavior in organizations in order to assist in their development as effective organizational leaders. This course focuses on the patterns of interaction that occur among people and teams in organizations, and how those interactions impact the organizations. The course will examine behavioral issues from a leadership perspective including individual factors, motivation, performance management, communication, establishing and growing the organizational culture, managing change, decision making, and group/team dynamics. This course will involve readings, lectures, exams, cases and experiential exercises.

MAN 283 - Creating and Managing Human Capital (flexible-core) - Offered in Spring

Description: Contemporary business environments are increasingly competitive, global, fast paced, and knowledge intensive. In these environments, effective use of *human capital* is crucial to an organization's success and survival. This course is geared toward all managers, regardless of functional area; it will be especially useful for those planning careers as general managers, management consultants, or human resources professionals. We will examine traditional human resources topics from the manager's point of view, including recruitment and selection, performance management, training and development, compensation, and downsizing. Our perspective on these topics will be on how managers can maximize the organization's human capital - that is, on understanding how to develop, make use of, and retain the valuable *knowledge* of employees.

This course will emphasize in-class discussion of practical issues and hands-on application of human resources practices. The major graded elements of the course include written case studies, and a team project relevant to the study of human capital management.

MAN 383 - Advocacy - Offered in Spring

Description: A crucial component of leading others and fostering innovation is one's skills at influencing others and championing ideas. Like it or not, there is a politics of ideas within organization-good ideas don't sell themselves, people do. In this course we look at what it takes to successfully "sell" ideas within organizations. Topics include:

- (1) How to clearly and memorably communicate your idea.
 - (2) How to build credibility and affinity - people don't buy ideas from people they don't respect or like.
 - (3) How to create partnerships to support ideas.
 - (4) How to "pre-sell" or build internal market for ideas.
 - (5) How influence and persuade others in conversations and meetings.
- Readings from a variety of sources along with two books (Machiavelli's "The Prince" and Cialdini's "Influence") are required texts.

MAN 383.20 - The Art and Science of Negotiation - Offered Fall and Spring

Description: The purpose of this graduate level course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by the manager and professional. The course will allow the participants to develop a broad array of negotiation skills experientially and to understand negotiations in useful analytical frameworks. Considerable emphasis will be placed on simulations, role-playing and cases.

MAN 385 – Introduction to Consulting - Offered in Spring

Description: This is an applications course exploring the profession of consulting. The course is designed to provide a framework for understanding the art and science of providing management counsel to client organizations in the public and private sectors.

Students will work in teams to provide consulting services to an actual client. This semester-long project will allow each team to integrate and apply the principles and techniques taught in the business school curriculum in a real business situation, while developing competence in critical consultative skills including interpersonal communications, team dynamics, problem solving and giving & receiving advice. **Note:** This class will meet every other Friday.

MAN 385 - Energy Technology and Policy - Offered in Spring

Description: One of the primary goals of a research university is the creation of new knowledge. That knowledge has intrinsic intellectual value, and may have significant broader benefits to society. To have social and economic impact beyond the academic community, additional value may need to be created. The process of converting knowledge into products and services-commercialization is a highly effective way to move ideas from the mind (or the laboratory) to the wider world.

The course focuses on how to move an idea from the mind of the researcher to the marketplace by examining the activities involved in commercializing a technology from conception to profitable enterprise.

Lectures are organized around the technology commercialization process. Additionally, outside speakers will speak on specific topics related to the course objectives. A faculty facilitator is present at each session to set the context and help the students understand the rationale of the course organization. This three-hour graduate course is cross-listed in Business, Engineering, Natural Sciences, Law School, and IC2. A significant portion of the course objectives is accomplished through multi-disciplinary teams.

MAN 385 - From Idea to Intellectual Property: The Road to Commercializing Technology - Offered in Spring

Description: This class takes 4 very promising technologies developed by Engineering and Science students at UT and works on building the IP and business side to bring them to market. 4 Business students, along with 4 law students will be paired with these engineers/scientists to work on this transformation. The goals of the class are:

1. To evaluate the technology generated at UT to understand their commercialization potential and market-value.
2. To walk students through the process of writing a patent and a commercialization plan.
3. To generate startups for those technologies deemed to be viable.

To sign up for this class, please contact Prof. Sriram Vishwanath at sriram@ece.utexas.edu

MAN 385 - Management Sustainability Practicum - Offered in Spring

This practicum is for students who want to work with senior managers from H.E.B., Wal-Mart, Inc. and the U.S. Council for Sustainable Development to develop a complete "business case" for a series of sustainability projects that are of great importance to these organizations. These projects will be focused on three areas: renewable energy and energy use, waste reduction and organic and sustainable products. This practicum will also benefit from the participation of other members of the McCombs and UT faculty.

MAN 385 - Crisis Management - Offered in Fall

Description: What do Somalia, Shuttle Challenger, and 9/11 have in common? They were all unexpected crisis events that shook the nation and challenged the national policy apparatus. This course affords students the opportunity to examine and analyze policy formulation and implementation at the federal level, under the specialized circumstances of unforeseen crises. The nature of policy structures, organizations and institutions will be examined to assess how problems are defined, agendas are set, information gathered, decisions reached and implemented, and their effects. The course uses a crisis case study approach to examine policy development in the areas of global trade and

finance, humanitarian and environmental policy, asymmetric threats, and national security. The aim of the course is for students to develop an understanding of the federal government's ability to formulate and execute effective policy, especially when forced to depart from the routine by unexpected focusing events.

MAN 385 - Leading Innovation and Change - Offered in Spring

Description: Effectively generating innovation and change is critical to the survival and growth of organizations, and is an essential component of leadership. This course draws on various theoretical foundations and business cases to develop knowledge and skills in enhancing organizational performance through effective leadership of innovation and change. Among the components of innovation and change leadership covered in the course are: understanding and overcoming organizational barriers to innovation and change, developing organizational capabilities for innovation, leading innovation and change at various levels in the organization, stimulating individual and group creativity, developing and nurturing an innovative culture, structuring innovation activities, managing the innovation implementation process, challenging orthodoxies and assumptions to develop innovations and implement change, and directing planned and emergent change. The primary instructional method used in the course is case analysis, which is combined with lectures, exercises, and other pedagogical tools.

MAN 385 Entrepreneurship and Incubation - Offered in Fall

Description: The purpose of this course is to understand how new opportunities are identified and commercialized, with a special emphasis on wealth creation. The course places an emphasis on using the experiments that were done in Austin, Texas and Silicon Valley; thus there are traditional case studies as well as live case studies. Many of the experiments in Austin and around the globe were done by the IC² Institute at U.T. This Institute created the Austin Technology Incubator (which has produced over 66 companies with present sales of over 1.8 billion dollars; also many companies were acquired and four went public). There are now 30 dynamic companies in the incubator. Using theory and Austin as a laboratory, this course explores opportunities in areas that include nano/bio tech enterprises, traditional technologies and service enterprises. Guest lectures (live cases) will include the director of the Austin Technology Incubator, founders of bio/nano-tech companies, and the founder of companies that have scaled in Austin, Texas. The readings are both theoretical (the importance of regional advantage in the commercialization and entrepreneurial process) and applied (the development of a reverse business plan).

MAN 385 - Leadership Development - Offered in Fall

Description: The Texas MBA program is designed to develop influential business leaders. During the first year of their Texas MBA program, students engage in co-curricular programs, services, and leadership roles that are designed primarily to develop their skills. These activities are meant to introduce students to a wide variety of topics, help them hone in on their own strengths and weaknesses, and provide them with a foundation from which they can further their leadership development into their second year. The task during the second year of a students' program is to integrate all of the knowledge and skills learned the previous year into a personal leadership development plan. Second year students should spend time in reflection activities, have access to more robust leadership assessments, and have the opportunity to put their skills into action. This course is designed to provide a structured format for the development of a dynamic personal leadership development plan. Using readings, lectures, and experiential activities, the course will offer theoretical foundations, practical application and an opportunity for self-assessment that will permit students to continue the development of their leadership talent.

MAN 385 - Opportunity Identification and Analysis - Offered in Fall

Description: This course teaches students to recognize attractive opportunities. It is especially well suited for students who intend to start their own business, want to be a consultant or are working on new technology evaluation for a larger company. The course can also be valuable for students who want to move into the venture capital field or have a strong interest in marketing. Students learn to apply skills learned in Finance, Accounting, Marketing and Strategy to a series of real world case dilemmas.

MAN 385 - Strategic Innovation: Creating New Markets, Business Models, and Growth - Offered in Fall

Description: Companies increasingly find the need to innovate not only by developing new products and services, but creating entirely new markets, delivery systems, and organizational processes and competencies. Over the

past decade (1997-2007), 14 of the 19 entrants into the Fortune 500 owed their success of such strategic-level innovations that either transformed existing industries or created new ones. This course offers a comprehensive overview of new frameworks for competition that explain how firms create new markets, new business models, and new growth opportunities. The course is designed to build skills in understanding innovation at the strategic level and to provide hands-on experience with the processes of creative ideation, envisioning, and design of novel strategies. The course is organized into four modules covering major approaches to strategic innovation: "blue ocean" strategies, business model innovation, design thinking, and strategy under uncertainty. The primary instructional method used in the course is in-depth case analysis, combined with experiential exercises, and a field project. The course is well suited for students interested in careers in entrepreneurship, strategic management consulting, corporate strategy and leadership roles in companies that compete in dynamic, rapidly changing environments.

MAN 385.22 – Power and Politics - Offered in Fall

Description: Nothing is more frustrating than having a great idea and not having the political capital to get it recognized and implemented. This course aims to provide you with the *political intelligence* to succeed in an organization, to learn more about the art and science of influence in organizations. Many people are ambivalent, if not disdainful, of those who seek to wield power and influence at work. But organizations are fundamentally political entities, and power and influence are key mechanisms by which *things get done*.

This course aims to 1) improve your ability to diagnose the sources of power in organizations, 2) understand how to build and expand your own personal power, 3) show you how to be fluent in multiple techniques for influencing others, and 4) understand the role of power in leading others. Using cases, business press and theoretical articles, exercises and assessments, we will look at a range of management situations and extract lessons about the use of power and influence.

MAN 385 - Social Entrepreneurship - Offered in Fall

Description: This course explores the skills needed to be a successful social entrepreneur. At a time when more and more of the most complex problems require fresh ideas and insightful innovations, we are seeing the rise of social entrepreneurs who are acting as change agents all around the world. A social entrepreneur is someone who seeks to bring innovation and change, and who spots opportunities to meet critical public needs where others only see obstacles. Through case studies, readings about successful social entrepreneurs and guest speakers who have done this difficult work, the class aims to impart to students both an appreciation of the challenges of being a change agent and the thrill of social entrepreneurship. Students will develop during the course of the semester a plan for a nonprofit or for-profit social venture that they believe can produce significant public value. Student completing a plan may enter the RGK Center's Social Innovation Competition and vie for start-up funding for their ventures.

MAN 385 - Texas Venture Labs Practicum - Offered Fall and Spring

Description: This course is for students who have completed the interviewing process and have been selected to work in Texas Venture Labs. Full course requirements and qualifications will be reviewed with students during the communications sessions before the interviewing process each semester. This course is housed at McCombs and open to students in other colleges that have cross listed it. The interview process is mandatory and instructor permission is required to take this course. Texas Venture Labs is a university-wide initiative to support technology commercialization, entrepreneurship and innovation, while providing a unique and directly applicable educational experience for participating students. Our purpose is to provide the intellectual horsepower to promote new venture creation at UT Austin, through education and mentoring; market and business plan validation; team-building and networking; and providing direct links to resources and funding. Students taking this course will be directly involved in delivering these services. This is a full semester course that can only be taken for a grade. The course will require meeting during the schedule class time and work to be conducted in between classes. More details will be provided during the interview process for this course.

MAN 385.2 - The Art of Leadership - Offered in Fall

Description: This course is based on the fundamental belief that there is a lot to be learned about leadership from the world's greatest works -- books of history, biography, drama, philosophy, and literature, sometimes in the form of movies. Given this reality, the textual sources for this course will be drawn from works that reflect the human condition throughout time. Specifically, we will use a unique set of case materials that are largely excerpts from some of the works

alluded to above. The unique value of these materials is that they allow us to examine the role of the leader in a context that is richer than that typically offered, which in turn will allow us to understand the essence of leadership in all its richness and complexity.

The perspective taken in this course is designed to help you better understand the myriad of personal qualities and skills that effective leaders must possess. Although we will draw heavily from the liberal arts and humanities, it is important to emphasize that our goal is to make this course practical in its application. Specifically, we will apply leadership lessons that are often best illustrated in those sources to the problems of contemporary organizations. In addition, because you will be reading excerpted portions of the original literature (not the entire original) that have been converted into a case format, the course will be exclusively case discussion. While these cases are not of the kind typically seen in the Business School, you will quickly see that they are of the same length and require similar, rigorous preparation. A typical session will involve the discussion of the issues illustrated in the assigned humanities case (e.g. Dr. Martin Luther King's Letter from the Birmingham Jail) and application of those issues to contemporary organizations, organizations which are sometimes illustrated in the "contemporary" case readings that form the last portion of the material, and are typically articles published in the business press.

MAN 385.22 - New Venture Creation - Offered Fall and Spring

Description: Creating a new venture is different than most people think; you need to find a compelling market problem, and then solve it with a product or service that has enough competitive advantage to be successful in the market. The process is similar for start-ups and established companies with the biggest difference being an established company can typically survive a product failure. This course utilizes the knowledge and skills gained from both the core MBA and entrepreneurship courses; adds content around new product and service development, and provides hands-on experience in the creation and development of a growth-oriented new venture. Students in teams take a multi-disciplinary approach to the preparation and presentation of a professional business plan. In the process, the course focuses on developing skills conducive to new product and service success that can be used within established companies and start-ups. Course modules include Market Validation, Business Models, Financing, Communications and the Venture Business. In addition, students will analyze award winning plans from the Global Venture Labs Investment Competition and gain insight from a number of outside speakers providing advice and insight on creating, funding and launching a successful venture.

MAN 385 - New Venture Creation II - Offered Fall and Spring

Description: This is a follow on course for students that have successfully completed New Venture Creation and have received instructor permission, so no points need to be bid. The course is a practicum meeting at flexible times that relies on the material covered in New Venture Creation, and is designed for students as individuals or teams to pursue their venture further. This can include participating nation in the Texas Venture Labs Investment Competition and other feeder competitions where students can raise money for their businesses. It also enables the pursuit of other options related to the core New Venture Creation course, including developing a business plan for another product or service, further developing specific portions of an existing business plan, raising funds, or launching the company. *Prerequisites:* MAN 385.22 and instructor approval

MAN 385.23 - Entrepreneurial Management - Offered in Spring

Description: This course is for anyone interested in starting a business, working with an entrepreneurial company, or using entrepreneurial ideas to manage opportunity and risk in a larger company. To be effective, entrepreneurial managers need to have an in-depth understanding of the ongoing challenges in key functional areas such as marketing, finance, MIS, R&D, and operations. Consequently, this course builds on and makes use of the knowledge developed in core classes. Entrepreneurial managers, however, cannot be superficial dabblers who know a little bit about everything but not much about anything. Instead, entrepreneurial management involves a distinct set of skills, perspectives, and insights about the business problems and opportunities confronting the total enterprise. Therefore, students are expected to combine knowledge from other courses with the new material presented in the course to develop sophisticated analyses and solutions to pursuing opportunity and managing risk in today's fast-paced, global, and highly competitive business environment. The course uses different learning media, especially cases, to examine the life cycle of opportunities in new and established business contexts. This involves identifying a winning business opportunity, getting funding for and launching the opportunity, growing the business and harvesting the rewards. The course invites you to consider how your entrepreneurial

initiative can make a difference to business and society.

MAN 385.24 - Entrepreneurial Growth - Offered in Fall

Description: The Growth course provides a brief overview of opportunity identification and launch and picks up at the point when a business appears viable, dealing with issues such as creation of systems to manage growth and identifying organizational needs and strategies.

MAN 385.33 - Management and Marketing in the Global Arena - Offered in Fall

Description: This course is for students who want to learn more about how managers anticipate and respond to competitive pressures in rapidly changing international markets. This course will help students enhance their analytical, decision making and implementation skills in an intense, highly competitive classroom environment. This course will also help students understand and apply analytical tools used by managers and management consultants to exploit competitive opportunities and effectively respond to competitive threats.

This course will focus on significant international marketing, managerial and operational challenges and opportunities from the perspective of managers with decision making responsibility. This course will place an equal emphasis on managerial and marketing issues faced by firms operating in many parts of the world. This course will help students address key financial and accounting issues central to global business activities. Finally, this course will look at the impact that our evolution from an industrial economy to an information-based economy is having on the nature of international business.

MAN 385 - Corporate Governance - Offered Fall and Spring

Description: Senior executives – CEO's and their business unit, functional and regional direct reports – must consistently balance their time between achieving quarterly performance targets and building strong companies that can sustain above market financial performance in the future. As the business environment grows more complex, senior executives have to simultaneously manage business and political relationships, initiate and integrate acquisitions, create/change corporate culture, continually align the organization structure to the business strategy, deal with issues of corporate governance and succession planning, and learn to navigate through potential public relations disasters. In addition, regardless of the size of a company, the senior management team must continually grapple with the question of how to allocate resources to competing programs and disciplines in support of the corporate strategy. This course will examine the roles and responsibilities of organizational leadership in a wide variety of settings – large and small companies, startups and established century old companies, global and single country/region companies and non-profit entities – as all organizations face slightly different versions of the issues discussed above. The normal format of the class will be to invite one or more guest speakers to address the students for the first half of the class period. The guests will be encouraged to provide ample opportunity for questions during their presentations. The second half of the class will focus on in-class discussion of assigned reading material. The individuals that will be invited to class will include senior executives from major corporations and entrepreneurs, elected officials, corporate lawyers and venture capitalists.

MAN 385.64 - Enterprise of Technology: From Mind to Market - Offered Fall and Spring

Description: One of the primary goals of a research university is the creation of new knowledge. That knowledge has intrinsic intellectual value, and may have significant broader benefits to society. To have social and economic impact beyond the academic community, additional value may need to be created. The process of converting knowledge into products and services—commercialization—is a highly effective way to move ideas from the mind (or the laboratory) to the wider world.

The course focuses on how to move an idea from the mind of the researcher to the marketplace by examining the activities involved in commercializing a technology from conception to profitable enterprise. Lectures are organized around the technology commercialization process. Additionally, outside speakers will speak on specific topics related to the course objectives. A faculty facilitator is present at each session to set the context and help the students understand the rationale of the course organization.

This three-hour graduate course is cross-listed in Business, Engineering, Natural Sciences, Law School, and IC². Undergraduate students may register with special permission of the instructors. A significant portion of the course objectives is accomplished through multi-disciplinary teams.