

DEPARTMENT OF MANAGEMENT

Mission Statement

The department's mission is to be known for exceptionally strong programs built by award-winning teachers and scholars who are experts in strategic management, human resource management, organizational behavior, entrepreneurship, international management, organization theory, and ethics.

The Department of Management offers two undergraduate degree programs with a major in Human Resources Management or in Management. Within the Management degree, a track in Human Resources Management may also be pursued. The field of Management is important to the success of modern organizations. The Management courses that are a part of this degree help build an understanding of the management process of planning, organizing, leading, and controlling. Courses that focus on these core functions, as well as other skill areas such as ethics and teamwork, position Management graduates for a variety of organizational settings and careers.

To be effective, organizations require engaged and productive employees. The track in Human Resources Management focuses on the effective management of human resources in organizations. Courses in the track focus on key functions such as selection, performance management, and compensation, among others.

- B.B.A degree in Human Resources Management (p. 1)
- B.B.A. degree in Management (p. 3)
 - Human Resources Management Track (p. 4)

Bachelor of Business Administration Degree in Human Resources Management

The minimum number of semester credit hours required for the Bachelor of Business Administration (B.B.A.) degree in Human Resources Management is 120, at least 39 of which must be at the upper-division level.

All candidates seeking this degree must fulfill the Core Curriculum requirements, the Common Body of Knowledge (CBK) requirements, and the degree requirements, which are listed below.

Core Curriculum Requirements (42 semester credit hours)

Students seeking the B.B.A. degree in Human Resources Management must fulfill University Core Curriculum requirements in the same manner as other students.

MAT 1053 and MAT 1133 should be used to satisfy the core requirement in Mathematics (020) and the core requirement in the Component Area Option (090). ECO 2023 should be used to satisfy the core requirement in Social and Behavioral Sciences (080).

MAT 1053, MAT 1133, and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

All degrees in the Carlos Alvarez College of Business require 120 hours. If students elect to take a course that satisfies both a Core and Carlos

Alvarez College of Business requirement, students may need to take an additional course to meet the 120 hours.

Core Curriculum Component Area Requirements (<http://catalog.utsa.edu/undergraduate/bachelorsdegreeregulations/degreerequirements/corecurriculumcomponentarearequirements/>)

First Year Experience Requirement	3
Communication	6
Mathematics	3
Life and Physical Sciences	6
Language, Philosophy and Culture	3
Creative Arts	3
American History	6
Government-Political Science	6
Social and Behavioral Sciences	3
Component Area Option	3
Total Credit Hours	42

Common Body of Knowledge (CBK)

All students seeking a B.B.A. degree in the Carlos Alvarez College of Business must complete the following Common Body of Knowledge (CBK) courses in addition to the Core Curriculum.

ACC 2013	Principles of Accounting I	3
ACC 2033	Principles of Accounting II	3
ECO 2013	Introductory Macroeconomics	3
ECO 2023	Introductory Microeconomics (satisfies Social and Behavioral Sciences Core Curriculum requirement)	3
FIN 3013	Principles of Business Finance	3
GBA 2013	Legal, Social and Ethical Issues in Business	3
IS 1403	Business Information Systems Fluency	3
or IS 1413	Excel for Business Information Systems	
IS 3003	Principles of Information Systems for Management	3
MAT 1053	Mathematics for Business (satisfies Mathematics Core Curriculum requirement; this course is not required for Actuarial Science majors) ¹	3
MAT 1133	Calculus for Business (satisfies Mathematics or Component Area Option Core Curriculum requirement; Actuarial Science majors must take MAT 1213 in lieu of MAT 1133)	3
MGT 3003	Business Communication and Professional Development	3
MGT 3013	Introduction to Organization Theory, Behavior, and Management	3
MGT 4893	Management Strategy (taken in semester of graduation)	3
MKT 3013	Principles of Marketing	3
MS 1023	Business Statistics with Computer Applications I (Actuarial Science majors must take STA 3003 in lieu of MS 1023)	3
MS 3043	Business Statistics with Computer Applications II (Actuarial Science majors must take STA 3513 in lieu of MS 3043)	3

MS 3053	Management Science and Operations Technology	3
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Note: Students majoring in Actuarial Science, Economics, Finance, Operations and Supply Chain Management and Business Analytics are strongly encouraged to select IS 1413 Excel for Business Information Systems. IS 1413 is required for Accounting majors.

¹ Students may elect to substitute MAT 1093 Precalculus for MAT 1053 Mathematics for Business. Students electing to take MAT 1093 will need to meet prerequisites or achieve satisfactory performance on a placement examination. Visit UTSA Testing Services for more information regarding math placement exams.

In addition to the Core Curriculum requirements and requirements from the Carlos Alvarez College of Business Common Body of Knowledge (CBK), all candidates for the degree must complete the following degree requirements.

Gateway Course

Students pursuing the B.B.A. degree in Human Resources Management must successfully complete the business math gateway course (TCCN MATH 1324) or equivalent with a grade of "C-" or better in no more than two attempts. A student who is unable to successfully complete this course within two attempts, including dropping the course with a grade of "W" or by taking an equivalent course at another institution, will be required to change their major outside of business. **Upon the second failed attempt students will be changed to undeclared (UND) and will not be eligible for a Bachelor of Business Administration (B.B.A) or a Bachelor of Arts in Economics degree.**

Code	Title	Credit Hours
MAT 1053	Mathematics for Business	3

Degree Requirements

Code	Title	Credit Hours
A. Major requirements		30

MGT 3613	Managing Human Resources	
MGT 4803	Managing Human Resources for Competitive Advantage	

Select four from the following major electives:

MGT 4413	Performance Management	
MGT 4613	Compensating Employees	
MGT 4623	Staffing Organizations	
MGT 4643	Employee & Labor Relations	
MGT 4663	Training and Developing Employees	

Select four from the following department electives:

MGT 3023	Understanding People and Organizations	
MGT 4213	Designing Organizations	
MGT 4433	Introduction to Business Negotiations	
MGT 4683	Inclusive Practices in Organizations	
MGT 4923	Leading Organizations and Making Decisions	
MGT 4933	Internship in Management	
MGT 4943	Managing Teams and Conflict	

B. Support work		54
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Business Common Body of Knowledge (51 SCH) (9 SCH satisfy core curriculum requirements)		
Complete 3 semester credit hours of upper-division business courses		
C. Free Electives		3
3 semester credit hours of free electives		
Total Credit Hours		87

The degree requirements listed above are academically aligned with the Society of Human Resource Management's (SHRM) core curriculum guidelines. Students who are enrolled in UTSA's HRM degree are eligible to apply for the SHRM Certified Professional (SHRM-CP) certification. In addition to the course requirements, students must meet the following requirements: (1) be in their final year of study in the HRM program; and (2) pass the SHRM-CP certification exam. Students who earn their SHRM-CP will immediately be able to display their credential. Refer to UTSA's SHRM Student Chapter for further details and additional questions.

Course Sequence Guide for B.B.A. Degree in Human Resources Management

This course sequence guide is designed to assist students in completing their UTSA undergraduate business degree requirements. This is a term-by-term sample course guide. Students must satisfy other requirements in their catalog and meet with their academic advisor for an individualized degree plan. Progress within this guide depends upon such factors as course availability, individual student academic preparation, student time management, work obligations, and individual financial considerations. Students may choose to take courses during Summer terms to reduce course loads during long semesters.

Recommended Four-Year Academic Plan

First Year		
Fall		Credit Hours
AIS 1233	AIS: Business (core)	3
MAT 1053	Mathematics for Business (core and CBK) ¹	3
WRC 1013	Freshman Composition I (core)	3
American History (core)		3
Life & Physical Sciences (core)		3
Credit Hours		15
Spring		
GBA 2013	Legal, Social and Ethical Issues in Business (CBK)	3
ECO 2023	Introductory Microeconomics (core and CBK) ¹	3
IS 1403 or IS 1413	Business Information Systems Fluency (CBK) or Excel for Business Information Systems	3
MAT 1133	Calculus for Business (core and CBK) ¹	3
WRC 1023	Freshman Composition II (core)	3
Credit Hours		15
Second Year		
Fall		Credit Hours
ACC 2013	Principles of Accounting I (CBK)	3

ECO 2013	Introductory Macroeconomics (CBK)	3
MS 1023	Business Statistics with Computer Applications I (CBK)	3
Language, Philosophy & Culture (core)		3
Creative Arts (core)		3
Credit Hours		15

Spring

ACC 2033	Principles of Accounting II (CBK)	3
MS 3043	Business Statistics with Computer Applications II (CBK)	3
MGT 3003	Business Communication and Professional Development (CBK)	3
MGT 3013	Introduction to Organization Theory, Behavior, and Management (CBK)	3
Life & Physical Sciences (core)		3
Credit Hours		15

Third Year**Fall**

IS 3003	Principles of Information Systems for Management (CBK)	3
MGT 3023	Understanding People and Organizations (department elective)	3
MGT 3613	Managing Human Resources (major requirement)	3
MS 3053	Management Science and Operations Technology (CBK)	3
Government-Political Science (core)		3
Credit Hours		15

Spring

FIN 3013	Principles of Business Finance (CBK)	3
MGT 4613	Compensating Employees (major elective)	3
MGT 4643	Employee & Labor Relations (major elective)	3
MGT 4943	Managing Teams and Conflict (department elective)	3
Government-Political Science (core)		3
Credit Hours		15

Fourth Year**Fall**

MKT 3013	Principles of Marketing (CBK)	3
MGT 4413	Performance Management (major elective)	3
MGT 4683	Inclusive Practices in Organizations (department elective)	3
MGT 4803	Managing Human Resources for Competitive Advantage (major requirement)	3
American History (core)		3
Credit Hours		15

Spring

MGT 4213	Designing Organizations (department elective)	3
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MGT 4663	Training and Developing Employees (major elective)	3
MGT 4893	Management Strategy (CBK)	3
Upper division business course (additional support work)		3
Business or non-business elective (free elective)		3
Credit Hours		15
Total Credit Hours		120

¹ Students may elect to substitute MAT 1093 Precalculus for MAT 1053 Mathematics for Business. Students electing to take MAT 1093 will need to meet prerequisites or achieve satisfactory performance on a placement examination. Visit UTSA Testing Services for more information regarding math placement exams.

Bachelor of Business Administration Degree in Management

The minimum number of semester credit hours required for the Bachelor of Business Administration (B.B.A.) degree in Management is 120, at least 39 of which must be at the upper-division level.

All candidates seeking this degree must fulfill the Core Curriculum requirements, the Common Body of Knowledge (CBK) requirements, and the degree requirements, which are listed below.

Core Curriculum Requirements (42 semester credit hours)

Students seeking the B.B.A. degree in Management must fulfill University Core Curriculum requirements in the same manner as other students.

MAT 1053 and MAT 1133 should be used to satisfy the core requirement in Mathematics (020) and the core requirement in the Component Area Option (090). ECO 2023 should be used to satisfy the core requirement in Social and Behavioral Sciences (080).

MAT 1053, MAT 1133, and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

All degrees in the Carlos Alvarez College of Business require 120 hours. If students elect to take a course that satisfies both a Core and Carlos Alvarez College of Business requirement, students may need to take an additional course to meet the 120 hours.

Core Curriculum Component Area Requirements (<http://catalog.utsa.edu/undergraduate/bachelorsdegreeregulations/degreerequirements/corecurriculumcomponentarearequirements/>)

First Year Experience Requirement	3
Communication	6
Mathematics	3
Life and Physical Sciences	6
Language, Philosophy and Culture	3
Creative Arts	3
American History	6
Government-Political Science	6
Social and Behavioral Sciences	3
Component Area Option	3
Total Credit Hours	42

Common Body of Knowledge (CBK)

All students seeking a B.B.A. degree in the Carlos Alvarez College of Business must complete the following Common Body of Knowledge (CBK) courses in addition to the Core Curriculum.

ACC 2013	Principles of Accounting I	3
ACC 2033	Principles of Accounting II	3
ECO 2013	Introductory Macroeconomics	3
ECO 2023	Introductory Microeconomics (satisfies Social and Behavioral Sciences Core Curriculum requirement)	3
FIN 3013	Principles of Business Finance	3
GBA 2013	Legal, Social and Ethical Issues in Business	3
IS 1403 or IS 1413	Business Information Systems Fluency Excel for Business Information Systems	3
IS 3003	Principles of Information Systems for Management	3
MAT 1053	Mathematics for Business (satisfies Mathematics Core Curriculum requirement; this course is not required for Actuarial Science majors) ¹	3
MAT 1133	Calculus for Business (satisfies Mathematics or Component Area Option Core Curriculum requirement; Actuarial Science majors must take MAT 1213 in lieu of MAT 1133)	3
MGT 3003	Business Communication and Professional Development	3
MGT 3013	Introduction to Organization Theory, Behavior, and Management	3
MGT 4893	Management Strategy (taken in semester of graduation)	3
MKT 3013	Principles of Marketing	3
MS 1023	Business Statistics with Computer Applications I (Actuarial Science majors must take STA 3003 in lieu of MS 1023)	3
MS 3043	Business Statistics with Computer Applications II (Actuarial Science majors must take STA 3513 in lieu of MS 3043)	3
MS 3053	Management Science and Operations Technology	3

Note: Students majoring in Actuarial Science, Economics, Finance, Operations and Supply Chain Management and Business Analytics are strongly encouraged to select IS 1413 Excel for Business Information Systems. IS 1413 is required for Accounting majors.

¹ Students may elect to substitute MAT 1093 Precalculus for MAT 1053 Mathematics for Business. Students electing to take MAT 1093 will need to meet prerequisites or achieve satisfactory performance on a placement examination. Visit UTSA Testing Services for more information regarding math placement exams.

In addition to the Core Curriculum requirements and requirements from the Carlos Alvarez College of Business Common Body of Knowledge (CBK), all candidates for the degree must complete the following degree requirements.

Gateway Course

Students pursuing the B.B.A. degree in Management or Management HRM track, whether they are a declared major or a business studies pathway student, must successfully complete the business math gateway course MAT 1053 (TCCN MATH 1324) or equivalent with a grade of "C-" or better in no more than two attempts. A student who is unable to successfully complete this course within two attempts, including dropping the course with a grade of "W" or by taking an equivalent course at another institution, will be required to change their major outside of business. **Upon the second failed attempt students will be changed to undeclared and will not be eligible for a Bachelor of Business Administration (B.B.A) or a Bachelor of Arts in Economics degree.**

Code	Title	Credit Hours
MAT 1053	Mathematics for Business	3

Degree Requirements (without track)

Code	Title	Credit Hours
A. Major Requirements		24
ENT 3123	Innovation and Entrepreneurship	
MGT 3023	Understanding People and Organizations	
MGT 3613	Managing Human Resources	
MGT 4213	Designing Organizations	
MGT 4923	Leading Organizations and Making Decisions	
MGT 4943	Managing Teams and Conflict	
6 semester credit hours of upper-division Management electives		
B. Support Work		60
Business Common Body of Knowledge (51 SCH) (9 SCH satisfy core curriculum requirements)		
Option 1: Complete a Business Competency (9 semester credit hours in a competency)		
Option 2: Complete 9 semester credit hours of upper-division business courses		
C. Free Electives		3
3 semester credit hours of free electives.		
Total Credit Hours		87

Degree Requirements for Human Resources Management (HRM) Track

Code	Title	Credit Hours
A. Major requirements		30
ENT 3123	Innovation and Entrepreneurship	
MGT 3023	Understanding People and Organizations	
MGT 3613	Managing Human Resources	
MGT 4213	Designing Organizations	
MGT 4923	Leading Organizations and Making Decisions	
MGT 4943	Managing Teams and Conflict	
HRM Track -- Select four courses from the following:		
MGT 4413	Performance Management	
MGT 4613	Compensating Employees	
MGT 4623	Staffing Organizations	

MGT 4643	Employee & Labor Relations	
MGT 4663	Training and Developing Employees	
MGT 4803	Managing Human Resources for Competitive Advantage	
B. Support work		54
Complete the Business Common Body of Knowledge (51 SCH) (9 SCH satisfy core curriculum requirements)		
Complete 3 semester credit hours of upper-division business courses.		
C. Free Electives		3
3 semester credit hours of free electives		
Total Credit Hours		87

Students who choose the HRM track may have the designation indicated on their UTSA transcript. The HRM track designation will not appear on the diploma.

The degree requirements listed above are academically aligned with the Society of Human Resource Management's (SHRM) core curriculum guidelines. Students who are enrolled in UTSA's HRM track are eligible to apply for the SHRM Certified Professional (SHRM-CP) certification. In addition to the course requirements, students must meet the following requirements: (1) be in their final year of study in the HRM program, and (2) pass the SHRM-CP certification exam. Students who earn their SHRM-CP will immediately be able to display their credential. Refer to UTSA's SHRM Student Chapter for further details and additional questions.

Course Sequence Guide for B.B.A. Degree in Management

This course sequence guide is designed to assist students in completing their UTSA undergraduate business degree requirements. This is a term-by-term sample course guide. Students must satisfy other requirements in their catalog and meet with their academic advisor for an individualized degree plan. Progress within this guide depends upon such factors as course availability, individual student academic preparation, student time management, work obligations, and individual financial considerations. Students may choose to take courses during Summer terms to reduce course loads during long semesters.

Recommended Four-Year Academic Plan

First Year

		Credit Hours
Fall		
AIS 1233	AIS: Business (core)	3
MAT 1053	Mathematics for Business (core and CBK) ¹	3
WRC 1013	Freshman Composition I (core)	3
American History (core)		3
Life & Physical Sciences (core)		3
Credit Hours		15

Spring

MAT 1133	Calculus for Business (core and CBK) ¹	3
WRC 1023	Freshman Composition II (core)	3
ECO 2023	Introductory Microeconomics (core and CBK) ¹	3

IS 1403 or IS 1413	Business Information Systems Fluency (CBK) or Excel for Business Information Systems	3
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ACC 2013	Principles of Accounting I (CBK)	3
Credit Hours		15

Second Year

Fall

MS 1023	Business Statistics with Computer Applications I (CBK)	3
ECO 2013	Introductory Macroeconomics (CBK)	3
GBA 2013	Legal, Social and Ethical Issues in Business (CBK)	3
IS 3003	Principles of Information Systems for Management (CBK)	3
ACC 2033	Principles of Accounting II (CBK)	3

Credit Hours **15**

Spring

MS 3043	Business Statistics with Computer Applications II (CBK)	3
MGT 3003	Business Communication and Professional Development (CBK)	3
MKT 3013	Principles of Marketing (CBK)	3
MGT 3013	Introduction to Organization Theory, Behavior, and Management (CBK)	3
FIN 3013	Principles of Business Finance (CBK)	3

Credit Hours **15**

Third Year

Fall

ENT 3123	Innovation and Entrepreneurship (major)	3
MS 3053	Management Science and Operations Technology (CBK)	3
MGT 3023	Understanding People and Organizations (major)	3
MGT 3613	Managing Human Resources (major)	3
Government-Political Science (core)		3

Credit Hours **15**

Spring

MGT 4943	Managing Teams and Conflict (major)	3
MGT 4213	Designing Organizations (major)	3
Upper-division Business elective or Business Competency course (additional support work)		3
Free elective (other support work)		3
Government-Political Science (core)		3

Credit Hours **15**

Fourth Year

Fall

MGT 4923	Leading Organizations and Making Decisions (major)	3
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Upper-division Management elective (3XXX or 4XXX level) (support work in major)	3
Upper-division Business elective (3XXX or 4XXX level) or Business Competency course (additional support work)	3
Creative Arts (core)	3
American History (core)	3
Credit Hours	15
Spring	
MGT 4893 Management Strategy (CBK)	3
Upper-division MGT elective (3XXX or 4XXX level) (support work in major)	3
Upper-division Business elective (3XXX or 4XXX level) or Business Competency course (additional support work)	3
Life & Physical Sciences (core)	3
Language, Philosophy & Culture (core)	3
Credit Hours	15
Total Credit Hours	120

¹ MAT 1053, MAT 1133, and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

Course Sequence Guide for B.B.A. Degree in Management with Human Resources Management (HRM) Track

This course sequence guide is designed to assist students in completing their UTSA undergraduate business degree requirements. This is a term-by-term sample course guide. Students must satisfy other requirements in their catalog and meet with their academic advisor for an individualized degree plan. Progress within this guide depends upon such factors as course availability, individual student academic preparation, student time management, work obligations, and individual financial considerations. Students may choose to take courses during Summer terms to reduce course loads during long semesters.

Recommended Four-Year Academic Plan

First Year

Fall		Credit Hours
AIS 1233	AIS: Business (core)	3
MAT 1053	Mathematics for Business (core and CBK) ¹	3
WRC 1013	Freshman Composition I (core)	3
American History (core)		3
Life & Physical Sciences (core)		3
Credit Hours		15

Spring

GBA 2013	Legal, Social and Ethical Issues in Business (CBK)	3
ECO 2023	Introductory Microeconomics (core and CBK) ¹	3
IS 1403 or IS 1413	Business Information Systems Fluency (CBK) or Excel for Business Information Systems	3
MAT 1133	Calculus for Business (core and CBK) ¹	3

WRC 1023	Freshman Composition II (core)	3
Credit Hours		15

Second Year

Fall

ACC 2013	Principles of Accounting I (CBK)	3
ECO 2013	Introductory Macroeconomics (CBK)	3
MS 1023	Business Statistics with Computer Applications I (CBK)	3
Language, Philosophy & Culture (core)		3
Creative Arts (core)		3

Credit Hours

15

Spring

ACC 2033	Principles of Accounting II (CBK)	3
MS 3043	Business Statistics with Computer Applications II (CBK)	3
MGT 3003	Business Communication and Professional Development (CBK)	3
MGT 3013	Introduction to Organization Theory, Behavior, and Management (CBK)	3
Life & Physical Sciences (core)		3

Credit Hours

15

Third Year

Fall

IS 3003	Principles of Information Systems for Management (CBK)	3
MGT 3023	Understanding People and Organizations (major)	3
MGT 3613	Managing Human Resources (major)	3
MS 3053	Management Science and Operations Technology (CBK)	3
Government-Political Science (core)		3

Credit Hours

15

Spring

ENT 3123	Innovation and Entrepreneurship (major)	3
FIN 3013	Principles of Business Finance (CBK)	3
MGT 4923	Leading Organizations and Making Decisions (major)	3
HRM Track Course (support work in major)		3
Government-Political Science (core)		3

Credit Hours

15

Fourth Year

Fall

MGT 4943	Managing Teams and Conflict (major)	3
MKT 3013	Principles of Marketing (CBK)	3
HRM Track Course (support work in major)		3
HRM Track Course (support work in major)		3
American History (core)		3

Credit Hours

15

Spring

MGT 4213	Designing Organizations (major)	3
MGT 4893	Management Strategy (CBK)	3
HRM Track Course (support work in major)		3
Upper division business course (additional support work)		3
Business or non-business elective (free elective)		3
Credit Hours		15
Total Credit Hours		120

¹ MAT 1053, MAT 1133, and ECO 2023 may be used to satisfy both Core Curriculum requirements and Common Body of Knowledge (CBK) requirements.

Minor in Technology Management

The Minor in Technology Management for nonbusiness majors is only open to nonbusiness majors in the University. The number of required semester credit hours for this minor is 18.

A. Required Courses		15
ACC 2003	Foundations of Accounting	
FIN 3003	Survey of Finance	
MKT 3013	Principles of Marketing	
MOT 4023	Essentials of Technology Management	
MOT 4143	Introduction to Project Management	
B. Elective course		3
Select one of the following:		
MGT 3013	Introduction to Organization Theory, Behavior, and Management	
MOT 4203	Strategic Management of Technology and Innovation	
MOT 4313	Disruptive Innovations	
MS 3403	Logistics Management	
Total Credit Hours		18

To declare a Minor in Technology Management, obtain advice, and seek approval of course substitutions for course requirements, students must consult with their academic advisor.

Entrepreneurship (ENT) Courses

ENT 3123. Innovation and Entrepreneurship. (3-0) 3 Credit Hours.

This course introduces students to entrepreneurship, its importance to our economy and society and its role in bringing new ideas to market. Course provides an overview of the basic concepts of entrepreneurship focusing on the nature, environment, and risks of new business formation. Topics include opportunity recognition, innovation, market assessment, intellectual property, and financing the product or service idea. This course has Differential Tuition. Course Fee: DL01 \$75.

ENT 4123. Commercialization and Enterprise Planning. (3-0) 3 Credit Hours.

Prerequisite: MGT 3013. This course offers students a step-by-step instruction in how to develop a business plan for commercialization or enterprise development. The students will learn to present and defend their plan as Venture Capitalists would expect from a pitch. The course emphasizes the plan components, format, marketing and financial projections. Generally offered: Fall, Spring. This course has Differential Tuition. Course fee: DL01 \$75.

ENT 4623. Tools and Objectives of the Social Enterprise. (3-0) 3 Credit Hours.

This course investigates the distinctive characteristics of the social enterprise and social entrepreneurs. Examines the role of innovation, the for-profit and not-for-profit models of the social enterprise as well as the corporate structure known as the "B Corporation." Develops ability to evaluate, plan and manage a social enterprise. This course has Differential Tuition.

ENT 4723. Essentials of Global Entrepreneurship. (3-0) 3 Credit Hours.

This course examines the importance of the entrepreneurial venture in a changing world; explores the economic, political, cultural and technological differences in operating a business in a global versus a domestic environment; and introduces the concepts related to emerging economy entrepreneurs. This course has Differential Tuition.

ENT 4873. Managing Startups. (3-0) 3 Credit Hours.

Prerequisite: ENT 4123. Examines how and why entrepreneurs develop and/or grow a business as facilitated by the objectives and resources of the entrepreneur. Topics include differences between a commercial and social enterprise, developing a strategy formulation, and the development of a sustainable competitive advantage in global and social enterprise. (Formerly titled "Entrepreneurship.") This course has Differential Tuition.

ENT 4883. Managing the Emerging Enterprise. (3-0) 3 Credit Hours.

Prerequisite: ENT 4123. Focuses on the startup and operation of small businesses. Examines the accounting, finance, management, and marketing functions as they pertain to entrepreneurial endeavors. Develops overall managerial awareness and analytical skills in small business problem solving. (Formerly MGT 4883. Credit cannot be earned for both ENT 4883 and MGT 4883.) (Formerly titled "Small Business Management.") Generally offered: Fall. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.

ENT 4903. Business Venture Practicum. (3-0) 3 Credit Hours.

Prerequisite: ENT 4123. This practicum will allow students to gain valuable experience. Drawing on resources from the Carlos Alvarez College of Business, local business, entrepreneurs, and the broader business community, this practicum will give students the chance to solve real world entrepreneurship problems through competition, consultation, or other applied and comprehensive projects. (Formerly titled "Practicum in Small Business and Entrepreneurship.") Generally offered: Fall, Spring. This course has Differential Tuition.

ENT 4911. Independent Study. (0-0) 1 Credit Hour.

Prerequisite: A 3.0 Carlos Alvarez College of Business grade point average, MGT 3003, and permission in writing from the instructor and the Department Chair. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition.

ENT 4913. Independent Study. (0-0) 3 Credit Hours.

Prerequisite: A 3.0 Carlos Alvarez College of Business grade point average, MGT 3003, permission in writing from the instructor and the Department Chair. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition.

ENT 4933. Internship in Entrepreneurship. (0-0) 3 Credit Hours.

Prerequisite: ENT 4873, 6 additional semester credit hours of Entrepreneurship (ENT) courses, a 2.5 UTSA grade point average, and permission in writing from the instructor, the Department Chair, and the Associate/Assistant Dean of Undergraduate Studies in the Carlos Alvarez College of Business (see academic advisor for additional requirements and required forms). The opportunity for entrepreneurial work experience. Requires a semester-long experience in private business or a not-for-profit enterprise and a written component. Opportunities and output requirements are developed in consultation with a faculty advisor and the Department Chair and require approval of both. Internship may be repeated once (for a total of 6 semester credit hours), provided the internships are with different organizations. This course has Differential Tuition.

ENT 4953. Special Studies in Entrepreneurship. (3-0) 3 Credit Hours.

Prerequisite: ENT 4873. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. Generally offered: Spring. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.

General Business Administration (GBA) Courses

GBA 1000. Business Forum. (0-0) 0 Credit Hours.

Business Forum is a themed speaker series designed to look at current trends in business and hold discussions regarding issues facing companies. Guest speakers from various companies and organizations, as well as faculty members from various departments and specializations, share key developments in the business industry. Attendance at events may be required and are held in and around the UTSA campus and community. May be repeated. Must be taken on a credit/no-credit basis.

GBA 1010. Career Compass: Professional Development Program. (0-0) 0 Credit Hours.

A professional development program designed to provide business students with the opportunity to gain the knowledge, skills, and experiences to make them competitive in the job market. Through a series of engagement opportunities, students will be given the opportunity to enhance key marketable skills in areas like communication, leadership, and teamwork. Active participation will give students the opportunity to become proficient in the articulation of their skills and experiences with confidence. May be repeated. The grade report for this course is either satisfactory performance (CR) or unsatisfactory performance (NC).

GBA 1100. ACOB Signature Experience - Leadership. (0-0) 0 Credit Hours.

A semester-long opportunity for skill building and application such as self, social, and situational awareness. Students will identify and further develop a personal foundation of knowledge, skills, and attitudes related to leadership under the supervision of a faculty member or mentor. Includes a monitored self-reflection component. May be repeated.

GBA 1200. ACOB Signature Experience - Internship. (0-0) 0 Credit Hours.

An experiential learning internship opportunity in which students conduct supervised professional activities in an organization closely related to their field of study. Includes a monitored self-reflection component. May be repeated.

GBA 1300. ACOB Signature Experience - Research. (0-0) 0 Credit Hours.

Supervised research mentored by a faculty member or other supervisor engaged in active research in the student's field of study. Includes skill building and application such as asking questions, proposing hypotheses, designing studies, selecting methods, using the tools of science, gathering and analyzing data, discovering, investigating, and communicating findings. Includes a monitored self-reflection component. May be repeated.

GBA 1400. ACOB Signature Experience - Study Away. (0-0) 0 Credit Hours.

An international or other "away" from UTSA experiential opportunity that allows students to obtain valuable knowledge and skill building to include culturally diverse experiences. Includes a monitored self-reflection component. May be repeated.

GBA 1500. ACOB Signature Experience - Community Engagement. (0-0) 0 Credit Hours.

An experiential and meaningful community-based learning opportunity to enrich the learning experience and develop skills of civic engagement/social responsibility. Supervision by a faculty member or community partner. Includes a monitored self-reflection component. May be repeated.

GBA 1600. Career and Professional Learning Experiences. (0-0) 0 Credit Hours.

Experiential activities that allow students to develop, apply, and articulate career-ready competencies. Supervision by a professional staff, faculty, or employer, on or off campus, who will sign off on work. Includes at least 30 hours of interaction (on-site or remote within the semester) and a monitored self-reflection component. May be repeated.

GBA 1700. Creative, Innovative, and Entrepreneurial Projects. (0-0) 0 Credit Hours.

Application and articulation of concepts and skills on real-world projects. Supervision by a professional staff, faculty, or employer, on or off campus, who will sign off on work. Includes at least 30 hours of interaction (on-site or remote within the semester) and a monitored self-reflection component. May be repeated.

GBA 2013. Legal, Social and Ethical Issues in Business. (3-0) 3 Credit Hours. (TCCN = BUSI 1301)

A study of the legal, social, and ethical responsibilities of business organizations and of the people who work in those organizations. Generally offered: Fall, Spring, Summer. Course Fees: BISP \$10; BTSI \$15.41; DL01 \$75; LRB1 \$15.41.

GBA 3013. Introduction to Academic Research. (3-0) 3 Credit Hours.

Prerequisite: Consent of the instructor. This course will introduce students to the nature and scope of research conducted in a variety of business disciplines. Students will participate in a broad review of business research literature. This course will also explore the nature of doctoral programs and careers in academe. Finally, this course will describe methods and approaches that students can take to prepare for admission into graduate programs of interest. This course has Differential Tuition.

GBA 3200. Business Service Learning Practicum. (0-0) 0 Credit Hours.

Students will conceptualize, plan, and participate in a team-based service-learning project. Course focuses on ethics, teamwork, and communication skills. This experience helps students apply their classroom learning to a work environment. May be repeated. Must be taken on a credit/no-credit basis. Differential Tuition: \$126.

GBA 3943. Business Service Learning Practicum. (3-0) 3 Credit Hours.

Students will conceptualize, plan, and participate in a team-based service-learning project. Course focuses on ethics, teamwork, and communication skills. This experience helps students apply their classroom learning to a work environment. Students will be required to submit course deliverables that demonstrate the application of knowledge and skills imparted through course activities as well as academic reflection. This course has Differential Tuition.

GBA 4023. Conducting Cutting Edge and Innovative Research and Discovery. (3-0) 3 Credit Hours.

Prerequisite: GBA 3013, MS 3043, and consent of instructor. This course is the first in a two-part sequence providing students with practical knowledge, skills, and hands-on experience needed to conduct pragmatic and professional research in an application area of interest. Students will meet with their peers, if any, and the instructor, for the purpose of facilitating the research work. During this course, students will engage in the following steps of the research and knowledge discovery process: problem definition, question formulation, hypothesis development, methodological selection, preliminary analytics, analytical design, data acquisition, data preparation and pre-processing, visualization, and data analysis. This course has Differential Tuition.

GBA 4033. Communication and Visualization of Impactful Research. (3-0) 3 Credit Hours.

Prerequisite: GBA 4023 and consent of instructor. This course is the second in a two-part sequence aiming to give students hands-on research experience in a pragmatic and professional manner. Students will continue and finish their major data analytics project, focusing on post hoc or auxiliary analysis and presentation of results portion of the process. The next steps will be detailed data analysis and feedback, conclusion drawing, report preparation and refinement, presentation preparation and final presentation. The course will culminate in a formal, completed report to the supporting organization, as well as to peers and professionals in the field. Students and mentoring faculty may consider submission to professional conference and/or additional publication or presentation venues to further enhance the research experience. This course has Differential Tuition.

GBA 4100. ACOB Signature Experience - Leadership. (0-0) 0 Credit Hours.

A semester-long opportunity for skill building and application such as self, social, and situational awareness. Students will identify and further develop a personal foundation of knowledge, skills, and attitudes related to leadership under the supervision of a faculty member or mentor. Includes a monitored self-reflection component. May be repeated.

GBA 4200. ACOB Signature Experience - Internship. (0-0) 0 Credit Hours.

An experiential learning internship opportunity in which students conduct supervised professional activities in an organization closely related to their field of study. Includes a monitored self-reflection component. May be repeated.

GBA 4300. ACOB Signature Experience - Research. (0-0) 0 Credit Hours.

Supervised research mentored by a faculty member or other supervisor engaged in active research in the student's field of study. Includes skill building and application such as asking questions, proposing hypotheses, designing studies, selecting methods, using the tools of science, gathering and analyzing data, discovering, investigating, and communicating findings. Includes a monitored self-reflection component. May be repeated.

GBA 4400. ACOB Signature Experience - Study Away. (0-0) 0 Credit Hours.

An international or other "away" from UTSA experiential opportunity that allows students to obtain valuable knowledge and skill building to include culturally diverse experiences. Includes a monitored self-reflection component. May be repeated.

GBA 4500. ACOB Signature Experience - Community Engagement. (0-0) 0 Credit Hours.

An experiential and meaningful community-based learning opportunity to enrich the learning experience and develop skills of civic engagement/ social responsibility. Supervision by a faculty member or community partner. Includes a monitored self-reflection component. May be repeated.

GBA 4600. Career and Professional Learning Experiences. (0-0) 0 Credit Hours.

Experiential activities that allow students to develop, apply, and articulate career-ready competencies. Supervision by a professional staff, faculty, or employer, on or off campus, who will sign off on work. Includes at least 60 hours of interaction (on-site or remote within the semester) and a monitored self-reflection component. May be repeated.

GBA 4700. Creative, Innovative, and Entrepreneurial Projects. (0-0) 0 Credit Hours.

Application and articulation of concepts and skills on real-world projects. Supervision by a professional staff, faculty, or employer, on or off campus, who will sign off on work. Includes at least 60 hours of interaction (on-site or remote within the semester) and a monitored self-reflection component. May be repeated.

GBA 4873. Global Business Immersion I. (3-0) 3 Credit Hours.

Prerequisite: Completion of 9 semester credit hours of Carlos Alvarez College of Business (ACOB) courses and official admission into the ACOB Business Immersion Program. This course provides students with first-hand experience into how business is conducted in the locations visited. The pre-departure activities provide students with an introduction to the local business climate and culture. The in-country activities include visits to local companies and workshops hosted by local professors. The post-immersion components engage students in reflection opportunities and applied project experiences. This course relies heavily on experiential components; as a result, attendance to all official course events is required. This course has Differential Tuition.

GBA 4883. Global Business Immersion II. (3-0) 3 Credit Hours.

Prerequisite: Completion of 9 semester credit hours of Carlos Alvarez College of Business (ACOB) courses and official admission into the ACOB Business Immersion Program. This course provides students with first-hand experience into how business is conducted in the locations visited. The pre-departure activities provide students with an introduction to the local business climate and culture. The in-country activities include visits to local companies and workshops hosted by local professors. The post-immersion components engage students in reflection opportunities and applied project experiences. This course relies heavily on experiential components; as a result, attendance to all official course events is required. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.

GBA 4933. Business Global Internship. (0-0) 3 Credit Hours.

Prerequisite: Completion of 12 semester credit hours of Carlos Alvarez College of Business (ACOB) courses and official admission into the ACOB international internship program. An international internship offers students the opportunity to work and learn in a non-US environment. This global internship experience helps students apply their classroom teachings to a work environment. Students participating in this program will gain first-hand knowledge of the behaviors, customs, and norms of another culture and business practices. A proposal form must be completed and approved prior to registration. May be repeated for credit. This course has Differential Tuition.

GBA 4943. Business Professional Internship. (0-0) 3 Credit Hours.

Prerequisite: Completion of 15 semester credit hours of business courses. This for-credit internship experience provides hands-on learning for various business disciplines. This business internship experience helps students apply their classroom learning to a work environment. Students must meet all College academic credit internship requirements and an application form must be completed and approved prior to registration. This course has Differential Tuition.

GBA 4953. Special Studies in General Business Administration. (3-0) 3 Credit Hours.

Prerequisites: Consent of instructor, Department Chair, and Dean of the College. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. Generally offered: Spring, Summer. This course has Differential Tuition.

GBA 4993. Honors Thesis. (0-0) 3 Credit Hours.

Prerequisite: Enrollment limited to students in the Business Honors Program. Supervised research and preparation of an honors thesis in any business discipline including accounting, economics, finance, information systems, management, marketing, management science, and data sciences among others. May be repeated once for credit with advisor's approval. Generally offered: Fall, Spring. This course has Differential Tuition.

Management (MGT) Courses

MGT 3003. Business Communication and Professional Development. (3-0) 3 Credit Hours.

Prerequisite: WRC 1013; student must be classified as a business studies student, declared major in the Carlos Alvarez College of Business, or have approval from the Department Chair. This course examines basic professional and communication skills with practical applications for the business environment. The course emphasizes two areas: 1) applying analytical thinking and related skills to the formulation of communications in support of business decision processes; and 2) developing professional competencies, with special emphasis on career readiness. Written assignments are required. (Formerly MGT 3043. Credit cannot be earned for both MGT 3003 and MGT 3043.) Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 3013. Introduction to Organization Theory, Behavior, and Management. (3-0) 3 Credit Hours.

A study of the complex role managers play in creating and maintaining organizations. Organization theory and behavior are explored within the context of innovation, changing technological, social, and political/legal environments and the internationalization of the economy. Some introduction to entrepreneurship, strategic analysis, planning, and decision making. Attention is given to the ethical dimensions of management and social responsibility. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 3023. Understanding People and Organizations. (3-0) 3 Credit Hours.

Prerequisite: MGT 3013 with a grade of "C-" or better. A critical examination of behavioral theory as it relates to the management of individuals, dyads, and groups in organizations. Investigation of the organization as an open system of tasks, structures, tools, and people in states of continuous change. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 3100. Signature Experience. (0-0) 0 Credit Hours.

The Signature Experience in the Department of Management is designed to enhance a student's degree program with a project in a category of their choice. Projects may include activities focused on leadership, research, competitions, global studies, peer mentoring, community outreach, and more. Students will work with a faculty and/or staff advisor during their Signature Experience and submit a portfolio piece that reflects their work. Details can be found on the college website.

MGT 3123. Organizational Communication. (3-0) 3 Credit Hours.

Prerequisite: MGT 3013 with a grade of "C-" or better, and a declared major in the Carlos Alvarez College of Business or approval of Department Chair. Theory and research in organizational communication. The course will examine the barriers to effective organizational communication; group communication and decision making; and information flows through the formal and informal networks of organizations. The course will also stress the means of evaluating organizational communication effectiveness. (Same as COM 3893. Credit cannot be earned for both MGT 3123 and COM 3893.) Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 3253. Interpersonal Communication. (3-0) 3 Credit Hours.

Prerequisite: A declared major in the Carlos Alvarez College of Business or approval of Department Chair. Theory and research of communication in personal and professional settings. The course stresses the social context of communication and emphasizes skills, knowledge, and motivation of verbal and nonverbal interactions. (Same as COM 3383. Credit cannot be earned for both MGT 3253 and COM 3383.) Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 3613. Managing Human Resources. (3-0) 3 Credit Hours.

Analysis of how organizations attract, motivate, develop, and retain employees, and how they interact with organizations representing employees. Designed to provide students with an opportunity to understand the functional areas of human resource management and the integration of these functions into an effective and efficient human resource management system. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4073. International Management. (3-0) 3 Credit Hours.

Prerequisite: MGT 3013 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval of Department Chair. A study of business and management practices in a global context. Topics include an introduction to international management, the role of the cultural, legal, and political environments in shaping management decision making, current developments in forming global business strategies, organizational designs, cross-cultural staffing, global communications and managerial control methodologies. Emphasis on thinking globally and competitively. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4083. Comparative International Management Practices. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3013, with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval of Department Chair. The study of management practices of other countries, including their cultural, social, political and legal, and industrial economic perspectives. Emphasis on different international regions at different times and their impact on American and global management practices. Generally offered: Fall, Spring. This course has Differential Tuition.

MGT 4103. Introduction to Healthcare Management. (3-0) 3 Credit Hours.

Prerequisite: Junior or senior standing, or consent of the instructor. This course will provide students with an understanding of the skills, knowledge and abilities needed to be successful leaders in the dynamic, complex and rewarding field of healthcare management. Topics include the economic, regulatory, political and social framework of the healthcare industry, as well as the roles and expectations of managers in planning, organizing, coordinating and overseeing the delivery of healthcare services. A broad spectrum of healthcare organizations and settings will be included with emphasis on practical relevance and interaction with local healthcare organizations. This course has Differential Tuition.

MGT 4213. Designing Organizations. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003, MGT 3013, and MGT 3023 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval of Department Chair. Study of the antecedents and consequences of organizational design and structure. Emphasis on the implications for managing behavior in a rapidly changing global environment. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4413. Performance Management. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3613 or consent of the instructor. This course examines the effective management of people in the contemporary workplace. Types of performance criteria and the development of each will be covered. Diagnosis of the causes of performance and the evaluation of performance will be examined. Providing feedback, dealing with feedback, and approaches to improving performance will be addressed. Contextual factors such as organizational strategy, hiring practices, and the legal framework will also be considered. The course will emphasize both conceptual understanding and application. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4433. Introduction to Business Negotiations. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3013 or consent of the instructor. This course will provide students with an understanding of the skills, knowledge and abilities needed to be successful negotiators in management and organizations. Topics include dyadic negotiation, multi-party negotiation, dispute resolution, and persuasion and influence. A broad spectrum of organizational and business settings will be used for students to experience and learn theory and practical skills when negotiating. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.

MGT 4613. Compensating Employees. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3613 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval from the Department Chair. Analyzing, developing, implementing, administering, and performing ongoing evaluation of a total compensation and benefits system for all employee groups consistent with organizational goals. (Formerly MGT 3623. Credit cannot be earned for both MGT 4613 and MGT 3623.) This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4623. Staffing Organizations. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3613 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval from the Department Chair. Planning, developing, implementing, administering, and performing ongoing evaluation of recruiting, hiring, orientation, and organizational exit to ensure that the workforce will meet the organization's goals and objectives. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4643. Employee and Labor Relations. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3613 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval of the Department Chair. An analysis of historical and contemporary laws in the United States that affect the human resource management function. Integration of labor and employment law with the social and economic forces shaping the current labor-management environment. This course has Differential Tuition.

MGT 4663. Training and Developing Employees. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3613 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval from the Department Chair. The processes of ensuring that the skills, knowledge, abilities, and performance of the workforce meet the current and future organizational and individual needs through developing, implementing, and evaluating activities and programs addressing employee training and development, change and performance management, and the unique needs of particular employee groups. This course has Differential Tuition.

MGT 4683. Inclusive Practices in Organizations. (3-0) 3 Credit Hours.

Prerequisite: A grade of "C-" or better in MGT 3003, MGT 3613, and a declared major in the Carlos Alvarez College of Business. This course provides an analysis of the management of diversity, equity, and inclusion in organizations. It presents an evolution of practices within a business setting, examines the concept of inclusive climates, and frames diversity in terms of current business and cultural challenges. This course has Differential Tuition.

MGT 4803. Managing Human Resources for Competitive Advantage. (3-0) 3 Credit Hours.

Prerequisite: A grade of "C-" or better in MGT 3003 and MGT 3613, a declared major in the Carlos Alvarez College of Business, or approval from the Department Chair. This course examines how human resource management aids in developing an organization's competitive advantage. Emphasis is on the processes and activities used to formulate HR objectives, practices, and policies to meet the organizational needs and opportunities, guide and lead the change process, and evaluate the contributions of HR to organizational effectiveness. Emphasis is on human resources information systems (HRIS) and human resources data analytics. This course has Differential Tuition.

MGT 4893. Management Strategy. (3-0) 3 Credit Hours.

Prerequisite: Successful completion of all courses in the Business Common Body of Knowledge (CBK), except MS 3053 and FIN 3013, which may be taken concurrently; senior standing and Carlos Alvarez College of Business declared major. A study of the analytic tools and processes involved in the formulation and implementation of strategic choices in realistic organizational settings. Students are required to integrate their functional knowledge and understanding of the global environment with the concepts and principles of strategic management to determine effective ways to resolve complex problems concerning the relationship between the total organization and its environment. Creative analytical skills and effective communication in light of current management thinking are emphasized. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4913. Independent Study. (0-0) 3 Credit Hours.

Prerequisite: A 3.0 Carlos Alvarez College of Business grade point average, MGT 3003, and permission in writing from the instructor and the Department Chair. Independent reading, research, discussion, and/or writing under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition.

MGT 4923. Leading Organizations and Making Decisions. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3013 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or instructor approval. This is an advanced course focusing on traditional and contemporary perspectives on leadership. Because the leader is seen as a decision maker, individual and organizational issues surrounding effective decision making are also addressed in detail. Generally offered: Fall, Spring, Summer. This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4933. Internship in Management. (0-0) 3 Credit Hours.

Prerequisite: MGT 3003, a 2.5 UTSA grade point average, 6 semester credit hours of management courses, and permission in writing from the instructor, the Department Chair, and the Associate/Assistant Dean of Undergraduate Studies in the Carlos Alvarez College of Business (see academic advisor for required forms and additional requirements). This opportunity for managerial work experience requires a semester-long experience in a private business or with a public agency. A written report is required. Opportunities and output requirements are developed in consultation with a faculty advisor and the Department Chair and require approval of both. Internship may be repeated once (for a total of 6 semester credit hours), provided the internships are with different organizations. Generally offered: Fall, Spring, and Summer. This course has Differential Tuition.

MGT 4943. Managing Teams and Conflict. (3-0) 3 Credit Hours.

Prerequisite: MGT 3003 and MGT 3013 with a grade of "C-" or better and a declared major in the Carlos Alvarez College of Business or approval from the Department Chair. This is an advanced course focused on building the skills necessary to work effectively as part of a team. Conflict resolution techniques and effective negotiation techniques are examined in detail. (Previously titled Managing Effective Teams and Resolving Conflicts.) This course has Differential Tuition. Course Fee: DL01 \$75.

MGT 4951. Special Studies in Management. (1-0) 1 Credit Hour.

Prerequisite: A declared major in the Carlos Alvarez College of Business or approval from the Department Chair. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition.

MGT 4953. Special Studies in Management. (3-0) 3 Credit Hours.

Prerequisite: A declared major in the Carlos Alvarez College of Business or approval of Department Chair. An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. Generally offered: Spring. This course has Differential Tuition.

Management of Technology (MOT) Courses

MOT 4023. Essentials of Technology Management. (3-0) 3 Credit Hours.

This survey course provides an overview of the issues that impact technology management. All technology management subsystems are included: strategy, technology, resource, organizational, project, and people. The course is designed to help students develop the systems thinking necessary to successfully interact with the burgeoning technological world. The course will also provide the opportunity for students to develop the entrepreneurial skills important in managing the design, development, and commercialization of technological goods and services. This course has Differential Tuition. Course Fee: DL01 \$75.

MOT 4143. Introduction to Project Management. (3-0) 3 Credit Hours.

This introductory course presents concepts and techniques for the management of many types of projects including engineering, construction, product development, as well as science and technology projects. The course is designed to help students develop project planning skills including scope definition, scheduling, cost-estimating and risk assessment. The course will also provide the opportunity for students to develop skills in support of project leadership, team building and communication. This course has Differential Tuition.

MOT 4153. Project Management Certification. (3-0) 3 Credit Hours.

Prerequisite: Consent of instructor. This course is a comprehensive coverage of project management designed to give students the opportunity to prepare for the Project Management Professional (PMP) and Certified Associate in Project Management (CAPM) certification exams. The course is structured around the Project Management Institute's (PMI) Project Management Body of Knowledge and Agile Practice Guide, emphasizing domains, tasks, and enablers associated with the core project management processes as described in PMI's published exam content outline. Students will also complete diagnostics exam instruments and practice exams. This course has Differential Tuition.

MOT 4203. Strategic Management of Technology and Innovation. (3-0) 3 Credit Hours.

This course examines the issues involved in the strategic management of technology in contemporary business organizations. The course will examine new product development, emerging technologies and product portfolios; and will explore the dynamics of innovation in the firm. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.

MOT 4313. Disruptive Innovations. (3-0) 3 Credit Hours.

This survey course focuses on technologies that may transform society and improve quality of life: the emphasis is on the nexus among biotechnology, information systems, materials, and renewable energy. The course will help students refine the systems thinking necessary to connect technology with users: it investigates the barriers that entrepreneurs face during commercialization. Cooperative learning is a defining characteristic of the course. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LB01 \$15.41.

MOT 4911. Independent Study. (0-0) 1 Credit Hour.

Prerequisite: Approval in writing from the instructor, the Department Chair, and the Dean of the Carlos Alvarez College of Business. Independent research in a management of technology topic under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41.

MOT 4912. Independent Study. (0-0) 2 Credit Hours.

Prerequisite: Approval in writing from the instructor, the Department Chair, and the Dean of the Carlos Alvarez College of Business. Independent research in a management of technology topic under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41.

MOT 4913. Independent Study. (0-0) 3 Credit Hours.

Prerequisite: Approval in writing from the instructor, the Department Chair, and the Dean of the Carlos Alvarez College of Business. Independent research in a management of technology topic under the direction of a faculty member. May be repeated for credit, but not more than 6 semester credit hours of independent study, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition.

MOT 4951. Special Studies in Management of Technology. (1-0) 1 Credit Hour.

An organized course offering specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition. Course Fee: DL01 \$25.

MOT 4952. Special Studies in Management of Technology. (2-0) 2 Credit Hours.

An organized course offering specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.

MOT 4953. Special Studies in Management of Technology. (3-0) 3 Credit Hours.

An organized course offering specialized study not normally or not often available as part of the regular course offerings. Special Studies may be repeated for credit when the topics vary, but not more than 6 semester credit hours, regardless of discipline, will apply to a bachelor's degree. This course has Differential Tuition. Course Fee: BISP \$10; BTSI \$15.41; LRB1 \$15.41.