

# MANAGEMENT (MGMT-SHU)

## MGMT-SHU 4 Global Strategy (4 Credits)

The world is going through fundamental and structural changes. The Global Strategy course discusses the implications for business strategy and challenges and opportunities that companies face. As the process of globalization and digitization accelerates, business organizations are exploring new ways to adapt and grow. The emphasis will be placed on how companies operate in different socio-economic, technological, and institutional environments and overcome these differences, what kind of analytical tools may be used to assess international market conditions, and the sources of competitive advantage in a dynamic global context. Students will learn methods to build strategic mindset and capabilities to navigate in a fast changing global environment. Prerequisite: Sophomore standing or above. Fulfillment: BUSF Non-Finance elective; BUSM Non-Marketing elective; Business Management track; IMB Business elective.

**Grading:** Ugrd Shanghai Graded

**Repeatable for additional credit:** No

- SB Crse Attr: NYU Shanghai: BUSF Non-Finance Elective
- SB Crse Attr: NYU Shanghai: BUSM Non-Marketing Elective
- SB Crse Attr: NYU Shanghai: IMB Business Elective

## MGMT-SHU 18 Strategic Analysis (4 Credits)

*Typically offered occasionally*

This course provides an introduction to the basic frameworks of modern strategy that aim to help firms establish and sustain competitive advantages. The objective of this course is to introduce students to the role of the “general manager,” who is faced by core strategic choices that concern the long-term performance of the firm, and provide them with the necessary skills to formulate and implement effective strategies. This course is equally relevant for students who want to work with companies as consultants, attorneys or investors, helping clients understand and solve critical strategic issues. From this course, you’ll learn to think critically and analytically about competitive business situations. You’ll also learn to embrace uncertainty, ambiguity and complexity of these situations, and to help firms improve the decision making process with sensible and actionable solutions. Firm performance is jointly determined by external economic and internal organizational forces. As a general manager, students need to have the ability to conduct strategic analysis at both the firm and industrial levels. To help them develop these analytical skills, this course is organized around four questions that are central to firms’ strategic decisions: • What is the firm’s external environment? • What is the firm’s competitive advantage? • With whom should the firm compete? • How should the firm compete? To answer these questions, we will cover the following four main topics in this course: • Industry analysis: the environment, opportunities, threats, industry competition • Firm level strategy: competitive advantage • Competitive dynamics • Corporate strategy This course combines interactive lectures and case analyses. While the lectures provide a synthesized theoretical framework as the guidance for logical thinking, the case analyses offer an opportunity to integrate and apply the theoretical framework in a practical way. Prerequisite: second year or above students. Fulfillment: BUSF Non-Finance elective; BUSM Non-Marketing elective; Business Management track; IMB Business elective.

**Grading:** Ugrd Shanghai Graded

**Repeatable for additional credit:** No

- SB Crse Attr: NYU Shanghai: BUSF Non-Finance Elective
- SB Crse Attr: NYU Shanghai: BUSM Non-Marketing Elective
- SB Crse Attr: NYU Shanghai: IMB Business Elective

**MGMT-SHU 21 Managerial Skills (4 Credits)***Typically offered occasionally*

Many companies bestow a management title on key talent and expect appropriate behavior to follow. That is not the most effective way to develop future business leaders. Your expertise will take you just so far. Increasing self-awareness and being open to feedback are important first steps in leading today's business for tomorrow's results. DEVELOPING MANAGEMENT SKILLS is a course that focuses primarily on the practical aspects of managing. This course is highly interactive and, while based on solid research, it stresses a hands-on approach to improving your management skills. The focus is on developing: Your Personal Skills: self-awareness; managing stress; solving problems & creativity What behaviors help or get in your way as you strive for personal/professional success? How do your values influence your decisions and problem-solving approaches? How do your learning styles help or hinder how you handle ethical dilemmas?, etc.) Your Interpersonal Skills: coaching; counseling; supportive communication; gaining power & influence; motivating self & others; managing conflict Your Group Skills: empowering & delegating; building teams, leading change, running meetings. Each session will give you an opportunity to "assess", "analyze", "practice", "learn", "teach", and "apply" the above skills to your own work or life situation so that you can turn good ideas into effective practice. You will not only learn about management skills but you will begin to apply those skills in class, at work, at home, etc., to help you become a more effective business leader. This is not the course for you, if you prefer classes where you can sit passively by and be an "academic tourist". In the self-assessment step you assess your own skills in the topic under discussion. Usually, these will be at the beginning of each chapter. Class lectures and discussions will involve such topics as: self-awareness, creative problem-solving, communication, stress management, gaining power, motivating others, managing conflict, empowering others, giving and receiving feedback, delegating, and team building, etc...not necessarily in that order. You will analyze, write about, practice and apply these topics through case studies, group exercises, and being responsible to teach some topics to the class. NOTE: We will NOT be reading each chapter in class. The text is YOUR resource to use as we go along as a starting point. Use it. We will seldom refer to it during class. It can serve as the basis for class discussion and reflection. However, it is not to be considered the only resource available to you. This is your opportunity to explore these topics through outside sources, including but not limited to professional and popular journals/books/organizations, Human Resources professionals, web sites, etc. Your chance to network beyond your comfort zone! You will be required to keep a journal/log from day one. A self-awareness journal allows you to keep track of the issues that help or get in the way of your career/management goals and the action-steps you take to achieve them. This will be especially important for your final project. You will be required to hand in a one-page summary of highlights about ¾ of the way through the course. A secondary goal is to provide you an opportunity to develop your skills in critical thinking, oral and written communication, and your ability to influence others through rational and creative approaches. Therefore, at the end of this course you will be able to: Demonstrate your understanding and competence with respect to fundamental managerial skills: Self-awareness, stress management, creative problem solving, supportive communication, gaining power and influence, motivating others, managing conflict, building effective teams, etc. Analyze, develop, practice, and demonstrate your ability to use these fundamental personal, interpersonal and team building skills through self-assessments, textbook learning, cases, experiential exercises, written application exercises and a final paper. Pre-req OR Co-req: MGMT-SHU 301 Management & Organizations Fulfillment: BUSF Non-Finance elective; BUSM Non-Marketing elective; IMB Business elective.

**Grading:** Ugrd Shanghai Graded**Repeatable for additional credit:** No

- SB Crse Attr. NYU Shanghai: BUSF Non-Finance Elective

**MGMT-SHU 301 Management and Organizations (4 Credits)***Typically offered Fall and Spring*

This course addresses contemporary management challenges stemming from changing organizational structures, complex environmental conditions, new technological developments, and increasingly diverse workforces. It highlights critical management issues involved in planning, organizing, controlling, and leading an organization. Ultimately, it aims to strengthen students' managerial potential by providing general frameworks for analyzing, diagnosing, and responding to both fundamental and complex organizational situations. It also provides opportunities for students to enhance their communication and interpersonal skills, which are essential to effective management. The structure of the course encourages learning at multiple levels: through in-class lectures, exercises, and discussions; in small teams carrying out projects; and in individual reading, study, and analysis. Prerequisite: Not open to first-semester students Fulfillment: This course satisfies BUSM/ BUSF business core elective, Business Management Track; IMB Business Flexible Core. This course can count for the CAS Business Studies Minor for Study Away Students.

**Grading:** Ugrd Shanghai Graded**Repeatable for additional credit:** No

- SB Crse Attr. NYU Shanghai: BUSF Business Elective
- SB Crse Attr. NYU Shanghai: BUSM Business Elective
- SB Crse Attr. NYU Shanghai: IMB Business Flexible Core Course

**MGMT-SHU 401 Research Methods in Management and Organizations (4 Credits)***Typically offered every year*

The objective of this undergraduate research methods course is to provide a "guided" tour of the key areas of organizational behavior and key methodologies used to study each area. The course seeks to provide a forum in which to learn the process of doing research on a variety of topics including motivation, diversity, decision-making, and social network. How do we study someone's social network? How do we measure the level of motivation correctly? How do we know whether one's decision was "good" or "bad"? Every week, students will be asked to read a research paper, to learn about how the researchers actually tested their hypotheses, using diverse methods including laboratory experiments, longitudinal surveys, and computer simulations. Prereq: Management and Organizations (MGMT-SHU 301) and Statistics for Business and Economics (BUSF-SHU 101) and junior standing or above. Fulfillment: BUSF Non-Finance elective; BUSM Non-Marketing elective; Business Management track; IMB Business elective.

**Grading:** Ugrd Shanghai Graded**Repeatable for additional credit:** No

- SB Crse Attr. NYU Shanghai: BUSF Non-Finance Elective
- SB Crse Attr. NYU Shanghai: BUSM Non-Marketing Elective
- SB Crse Attr. NYU Shanghai: IMB Business Elective

**MGMT-SHU 425 Managing Change (4 Credits)**

*Typically offered every year*

An organization's performance depends critically on its ability to implement strategic change. Particularly in the fast-paced environment of business today, organizations must regularly plan for and deal with strategic change. A major challenge for global leaders at all levels, then, is to anticipate the need for these strategic changes and to introduce them in a way that maximizes acceptance and commitment across the organization and beyond. Prerequisite: Management & Organizations (MGMT-SHU 301) Fulfillment: BUSF Non-Finance elective; BUSM Non-Marketing elective; Business Management Track; IMB Business elective.

**Grading:** Ugrd Shanghai Graded

**Repeatable for additional credit:** No

- SB Crse Attr: NYU Shanghai: BUSF Non-Finance Elective
- SB Crse Attr: NYU Shanghai: BUSM Non-Marketing Elective
- SB Crse Attr: NYU Shanghai: IMB Business Elective