



Purpose: To provide guidance in the selection of library materials to support the curriculum for the program in managerial sciences and the research needs and interests of the faculty. Academic areas in this department are: entrepreneurship, decision sciences, human resources management, operations management, organizational behavior and strategy. The degrees offered in this program are:

- Bachelor of Business Administration (BBA) with a major in managerial sciences (Tracks: entrepreneurship, human resources management, business analysis, operations management)
- Master of Business Administration (MBA) with a major in managerial sciences (Concentrations: business analysis, entrepreneurship, human resources management, organization management, operations management)
- Master of Science (MS) with a major in managerial sciences (Concentrations: business analysis, human resources management, operations management, organizational change)
- Doctor of Philosophy (PhD) in managerial sciences

The departments of Accounting, Economics, Marketing, Philosophy, Political Science, Psychology, and Sociology have some shared interest with the Department of Managerial Sciences, and some library materials bought to support the former will add to the support of the latter.

General Collection Guidelines:

- a. Languages: English will be the primary language of the collection.
- b. Chronological Guidelines: Current and recent topics are of major interest, though historical materials are of *some* interest.
- c. Geographical Guidelines: Primary focus is on the United States. Other areas of interest include Europe, Pacific Rim, and the Middle East, Africa, and Latin America.
- d. Treatment of Subject: Business histories, biographies of major business figures, and well-written popular works will be acquired.
- e. Types of Materials: Books and periodicals are of primary interest. Encyclopedias, directories, atlases, government documents, and CD-ROMs are important sources. Case studies are important.
- f. Date of Publication: Major emphasis on current imprints.

Observations and Qualifications By Subject Subdivisions

Collecting Level

Undergraduate Coursework

Introduction to management

Management functions, skills, and roles	4
Small business management	4
Managing a family business	4
Entrepreneurship	4
Successful entrepreneurs' personal qualities	4
New business ventures	4
Environments of business management	4

History of management

Scientific management	4
Hawthorne experiments	4
Contingency approaches to understanding management and organization	4
Modern and postmodern critique of modern management	4
Industrial revolution	4
Management prior to the 20 th century	4
Management trends	4

Communication

Interpersonal communication in organizations	4
Communication models	4
Perceptual process	4
Enhancing communication effectiveness	4
Theories of communication	4
Social cognition and communication	4
Information processing model of communication	4
Verbal and non-verbal communication	4
Organizational communication	4
Organizational communication channels	4

Decision making

March & Simon's economic and administrative man	4
Rational decision making process	4
Decision making styles	4
Decision making as an intuitive-deductive process	4
The influence of values in decision making	4
Risk, certainty, uncertainty	4
Creative processes for decision making	4
Developing creativity	4
Group decision making processes	4
Groupthink	4

Cognitive bias in decision making	4
Escalation of commitment to a decision	4
Polarization in group decision making	4
Optimization and maximization	4
<u>Corporate social responsibility (CSR) and ethics</u>	
Models of social responsibility	4
Shareholders and stakeholders	4
Pros and cons of CSR	4
Conditions for CSR	4
Issues of CSR	4
Major ethical perspectives	4
Ethical decision making model/heuristic	4
Moral development of individuals	4
Ethics board/committees	4
Company code of ethics	4
Workplace deviance	4
<u>Operations management (OM)</u>	
Development of OM as a field	4
ISM Index	4
Operations strategy and organization structure	4
Operations management and manufacturing	4
Operations management and service organizations	4
Operations and its strategic emphasis discussion	4
Site selection	4
Procurement	4
Facilities layout	4
Process selection	4
Aggregate production planning	4
Types of POM systems	4
Resource allocation (PERT, CPM)	4
Control systems	4
Control and its economic and behavior implications	4
Types of control	4
Practical control methods and techniques	4
Quality management (TQM, ISO, Baldrige, Deming)	4
Acceptance sampling	4
Types of control charts	4
Dependent and independent inventory systems	4
Tradeoffs between the competitive dimensions of operations	4
Manufacturing strategy framework	4
Kaplan's and Norton's Generic Strategy Map	4
Calculation the various productivity measures	4
Process flowcharts	4
Performance measurements to a process	4

Explain the relevant issues in job design	4
Standard Hours	4
Work sampling	4
Time study	4
Concurrent engineering	4
Explain the process of building a House of Quality	4
Manufacturing process categories	4
Product-Process Matrix	4
Process flow design	4
Process analysis with varying capacities	4
Production alternatives using a breakeven analysis	4
Balancing to the product layout	4
Service and process classifications	4
Service System Design Matrix	4
Waiting line system	4
Waiting line problems for both Model 1 and Model 2 systems	4
Capacity and utilization in a waiting line system	4
ISO 9000 certification	4
Statistical process control charts	4
Process Capability	4
Six Sigma Quality	4
Traditional and Taguchi view of variation	4
E-OPS and Supply Chain Management	4
Electronic commerce within the context of OPS	4
Bullwhip Effect and its importance to the supply chain	4
Outsourcing production	4
Just-in-Time (JIT) production	4
Operating level and capacity	4
Capacity focus	4
Independent and dependent inventory demand	4
Define Hierarchical Production Planning	4
Chase and Level strategies of meeting production requirements	4
Aggregate production planning in services	4
Economic Order Quantity (EOQ)	4
Fixed order quantity, fixed time period, & single period inventory models	4
Order quantity for models that include uncertainty of demand (FOQ, FTP, & SP)	4
Physical inventory systems (ordering and control)	4
Materials Requirement Planning system	4
Master Production Schedule	4
Planned order schedule	4
Infinite and finite loading	4
Forward and backward scheduling	4
Project Management	4

Work Breakdown Structure	4
Gantt Chart	4
Critical Path Method project network	4
Crashing a project based on a time cost model	4
<u>Strategic management</u>	
Strategy formulation	4
Strategy implementation	4
Industry Analysis	4
Industrial Organization Economics	4
Strategic planning	4
Strategic decision processes	4
Strategic control and reward systems	4
Resource allocation	4
Corporate strategy	4
Diversification/portfolio strategies	4
Mergers and acquisitions	4
Strategic alliances/joint ventures	4
Competitive strategy	4
Competitive advantage	4
Resource based view of the firm	4
Dynamic capabilities	4
Knowledge management	4
Strategic groups	4
Cooperative strategies	4
Selection and behavior of general managers	4
Top management teams	4
Corporate governance	4
Managerial and/or organizational cognition	4
Entrepreneurial cognition	4
Biases and heuristics	4
Organizational learning	4
Absorptive capacity	4
Strategic/organizational change	4
Decision making in organizations	4
Entrepreneurship	4
Innovation	4
International/global competition	4
New venture creation/management	4
Opportunity recognition	4
<u>Organizing</u>	
Complexity (horizontal, vertical, spatial)	4
Division of labor	4
Departmentalization	4
Centralization	4
Formalization	4

Types of organization designs	4
Span of management	4
Weber, Fayol, Lawrence and Lorsch, Chandler	4
Size, technology, environment, and strategy	4
Modern and postmodern critique of organization design	4
Coordination	4
Organizational evolution	4
Line and staff	4
Characteristics of various organization designs	4
Outsourcing	4
Downsizing	4
Re-engineering	4
Organizational environments	4
Power and politics in organizations	4
Managing the external environment	4
Competing values model of effectiveness	4
Innovation and change	4
<u>Groups/Teams</u>	
Norms and norm development	4
Cohesiveness and conformity	4
Team size and related issues	4
Leading groups	4
Groupthink	4
Team building	4
Types of work groups	4
Stages of group development	4
(Tuckman, punctuated equilibrium)	
Overcoming problems in groups	4
Idiosyncratic credit	4
When to and when not to form teams	4
Facilitating effective teams	4
Why teams/groups don't work	4
Characteristics of effective groups	4
Work team implementation issues	4
High performance teams	4
Training and developing teams	4
Leadership in a team-based organization	4
<u>International management</u>	
Hofstede study and findings	4
Issues related to doing business in foreign country	4
Ways of internationalizing operations	4
NAFTA, EEC	4
Multinational corporations	4
Management theory and cross cultural findings/issues	4

Ethnocentrism, polycentrism, geo-centrism	4
Global and international organization	4
Comparative management practices	4
<u>Human resources</u>	
Overview of the field	4
HR functions, roles, and processes	4
Human resource planning	4
Outsourcing HR	4
HRIS	4
Strategic importance of HRM	4
EEO, EEOC	4
Affirmative action plans	4
RJP	4
Turnover	4
Validity and reliability	4
Needs assessment	4
Orientation programs	4
Importance of training	4
Types of training	4
Training objectives and evaluation	4
Defining performance	4
Evaluation of Human Resource Planning	4
Role of Organizational Culture in Organizational Development	4
Role of International Culture in Organizational Development	4
Organizational Development in Response to Technological Change	4
HR Budgeting Process	4
HR Control Process	4
Evaluating HR Effectiveness	4
Leadership training	4
Job Design and Redesign	4
Employee Ownership/ESOPs	4
Employee Suggestion System	4
Alternative Work Schedules	4
Role of HR in Employee Involvement Programs	4
HR Research	4
Research Design and Methodology	4
Quantitative Analysis	4
Qualitative Research	4
Legal Aspects of International HR	4
Expatriation and Repatriation	4
Compensation and Benefits for Foreign Nationals and Expatriates	4

HR Law (Law Library may collect)	4
Title VII of the Civil Rights Act (1964)	4
as Amended (1972, 1991)	
Age Discrimination in Employment Act (1967)	4
as Amended	
Health, Medical, & Rehabilitation Statutes	4
(eg, Vocational Rehabilitation Act,	
Pregnancy Discrimination Act,	
Americans with Disabilities Act,	
Family & Medical Leave Act, HMO Act, etc)	
Vietnam-Era Veterans Readjustment act (1986)	4
Immigration Reform and Control Act (1986)	4
as Amended (1990)	
Employee Polygraph Protection Act (1988)	4
Uniform Guidelines on Employee Selection	4
Procedures	
Worker Adjustment and Retraining	4
Notification Act (1988)	
North American Free Trade Act	4
Common Law Tort Theories	4
Copyright Statutes	4
Compensation Laws and Regulations	4
Consumer Credit Protection Act:	4
Wage Garnishment (1968),	
Fair Credit Reporting (1970)	
Social Security/Retirement Legislation	4
(eg, ERISA)	
COBRA (Consolidated Omnibus Budget	4
Reconciliation Act (1990)), Omnibus	
Budget Reconciliation Act (1993)	
Workers' Compensation and Unemployment	4
Compensation Laws and Regulations	
Legal and Regulatory Factors Affecting	4
Employee and Labor Relations	
(eg, NLRA, Taft-Hartley, Landrum-Griffin, etc)	
Federal Health, Safety, and Security Legislation	4
(eg, OSHA)	
Methods of Job Analysis	4
Types of Data Gathered in a Job Analysis	4
Uses of Job Analysis	4
Job Descriptions	4
Job/Position Specifications	4
Validity & Reliability of Job Analysis,	4
Job Description, & Job Specification	
Employment-at-Will Doctrine	4
Exceptions to Employment-at-Will	4

Common Law Tort Theories	4
Job-as-Property Doctrine	4
Non-Compete Agreement	4
Performance Appraisals	4
Performance Measurement—The Criterion	4
Criterion Problems	4
Documenting Employee Performance	4
Category Rating Appraisal Methods	4
Comparative Appraisal Methods	4
Narrative Appraisal Methods	4
Special Appraisal Methods: MBO, BARS, BOS	4
Types of Appraisals	4
Rating Errors	4
Appraisal Interview	4
Linking Appraisals to Employment Decisions	4
Legal Constraints on Performance Appraisal	4
Workplace Behavior Problems	4
Discipline	4
Absenteeism and Tardiness	4
Sexual Harassment	4
Drug and Alcohol Use	4
Off-Duty Conduct	4
Employee Attitudes, Opinions, and Satisfaction	4
Measurement	4
Results Analysis	4
Interpretation	4
Feedback	4
Intervention	4
Confidentiality and Anonymity of Surveys	4
Staffing	4
Equal Employment Opportunity/Affirmative Action	4
Legal Endorsement of EEO: Supreme Court	4
Decisions	
Equal Employment Opportunity Programs	4
Affirmative Action Plans	4
Special Programs to Eliminate Discrimination	4
Fairness Issues: Reverse Discrimination,	4
Quota Hiring vs Merit Hiring	
Recruitment	4
Determining Recruitment Needs and Objectives	4
Identifying Selection Criteria	4
Internal Sourcing	4
External Sourcing	4
Evaluating Recruiting Effectiveness	4
Selection (594%, 439%)	4
Application Process	4

Interviewing	4
Pre-Employment Testing	4
Background Investigation	4
Medical Examination	4
Hiring Applicants with Disabilities	4
Illegal Use of Drugs and Alcohol	4
Validation and Evaluation of Selection	4
Process Components	
Career Planning and Development	4
Managing Transitions	4
Organizational Exit	4
General Issues	4
Layoffs/Reductions-in-Force	4
Constructive Discharge	4
Retaliatory	4
Retirement	4
Employer Defenses against Litigation	4
Human Resource Development	4
HR Training and the Organization	4
Training Needs Analysis	4
Training and Development Programs	4
Trainer Selection	4
Design Considerations and Learning Principles	4
Types of Training Programs	4
Instructional Methods and Processes	4
Training Facilities Planning	4
Training Materials	4
Evaluation of Training Effectiveness	4
Compensation and Benefits	4
Tax & Accounting Treatment of	4
Compensation & Benefit Programs	
FASB Regulations	4
IRS Regulations	4
Economic Factors Affecting Compensation	4
Inflation	4
Interest Rates	4
Industry Competition	4
Foreign Competition	4
Economic Growth	4
Labor Market Trends/Demographics	4
Compensation Philosophy, Strategy, and Policy	4
Fitting Strategy & Policy to the External Environment	4
and to an Organization's Culture, Structure,	
& Objectives	
Training in and Communication of	4
Compensation Programs	

Making Compensation Programs Achieve Organizational Objects	4
Establishing Administrative Controls	4
Compensation Programs: Types, Characteristics, and Advantages/Disadvantages	4
Base Pay	4
Differential Pay	4
Incentive Pay	4
Pay Programs for Selected Employees	4
Job Evaluation Methods	4
Compensable Factors	4
Ranking Method	4
Classification/Grading Method	4
Factor Comparison Method	4
Point Method	4
Guide Chart Profile Method (Hay Method)	4
Job Pricing, Pay Structures, and Pay Rate Administration	4
Job Pricing and Pay Structures	4
Individual Pay Rate Determination	4
Utilizing Performance Appraisal in Pay Administration	4
Reflecting Market Influences in Pay Structures	4
Wage Surveys	4
Employee Benefit Programs: Types, Objectives, Characteristics, and Advantages/Disadvantages	4
Legally Required Programs/Payments	4
Income Replacement	4
Insurance and Income Protection	4
Deferred Pay	4
Pay for Time Not Worked	4
Unpaid Leave	4
Flexible Benefit Plans	4
Recognition and Achievement Awards	4
Managing Employee Benefit Programs (375%, 343%)	4
Employee Benefits Philosophy, Planning, and Strategy	4
Employee Need/Preference Assessment: Surveys	4
Administrative Systems	4
Funding/Investment Responsibilities	4
Coordination with Plan Trustees, Insurers, Health Service Providers, and Third-Party Administrators	4
Utilization Review	4
Cost-Benefit Analysis and Cost Management	4

Communicating Benefit Programs/Individual Annual Benefits Reports	4
Monitoring Compensation/Benefits Legal Compliance Programs	4
Evaluating Total Compensation Strategy 8c Program Effectiveness (132%, 126%)	4
Budgeting	4
Cost Management	4
Assessment of Methods and Processes	4
Employee and Labor Relations	4
Union Representation of Employees	4
Achieving Representative Status	4
Petitioning for an NLRB Election	4
Election Campaign	4
Union security	4
Employer Unfair Labor Practices	4
Procedures for Processing Charges of Unfair Labor Practices	4
Interference, Restraint, and Coercion	4
Domination and Unlawful Support of Labor Organization	4
Employee Discrimination to Discourage Union Membership	4
Retaliation	4
Remedies	4
Union Unfair Labor Practices, Strikes, and Boycotts	4
Responsibility for Acts of Union Agents	4
Union Restraint or Coercion	4
Duty of Fair Representation	4
Inducing Unlawful Discrimination by Employer	4
Excessive or Discriminatory Membership Fees	4
Strikes and Secondary Boycotts	4
Strike Preparation	4
Collective Bargaining (294%, 406%)	4
Bargaining Issues and Concepts	4
Negotiation Strategies	4
Good Faith Requirements	4
Notice Requirements	4
Unilateral Changes in Terms of Employment	4
Duty to Successor Employers or Unions: Buyouts, Mergers, or Bankruptcy	4
Enforcement Provisions	4
Injunctions	4
Mediation and Conciliation	4
National Emergency Strikes	4

Managing Organization-Union Relations	4
Building and Maintaining Union-Organization Relationships: Cooperative Programs	4
Grievance Processes and Procedures	
Dispute Resolution	4
Maintaining Nonunion Status	4
Public Sector Labor Relations	4
Right to Organize	4
Federal Labor Relations Council	4
Limitations on Strikes	4
Mediation and Conciliation	4
Health, Safety, and Security	4
Employee Assistance Programs	4
Employee Wellness Programs	4
Reproductive Health Policies	4
Chemical Dependency	4
Communicable Diseases in the Workplace	4
Employer Liabilities	4
Stress Management	4
Smoking Policies	4
Recordkeeping and Reporting	4
Organization of Safety Program	4
Safety Promotion	4
Accident Investigation	4
Safety Inspections	4
Human Factors Engineering (Ergonomics)	4
Special Safety Considerations	4
Sources of Assistance	4
Organization of Security	4
Control Systems	4
Protection of Proprietary Information	4
Crisis Management and Contingency Planning	4
Theft and Fraud	4
Investigations and Preventive Corrections	4

Motivation

Theories	4
Equity theory	4
Expectancy theory	4
Goal setting theory	4
Flow or autotelic experience	4
Operant conditioning	4
Job Characteristics Mode	4
Integrated model of motivation	4
Empowerment	4
Delegation	4

Motivation, satisfaction, and performance	4
<u>Leadership</u>	
Leadership and power/influence	4
Types of power	4
Trait theory	4
Behavioral theories of leadership	4
Situational theories of leadership	4
Transformational and transactional (Burns and Bass)	4
Leadership substitutes	4
LMX	4
Leadership and gender	4
Implicit leadership theory	4
Impression management	4
Leadership and communication styles	4
Leadership development	4
<u>Conflict</u>	
Conflict models	4
Interpersonal and structural conflict	4
Conflict resolution strategies	4
Negotiation model	4
Conflict, power, and politics	4
<u>Organizational change, culture and diversity</u>	
Models of change	4
Determinants of change	4
Barriers to change	4
Overcoming resistance to change	4
Planned change	4
Discontinuous change	4
Types of OD interventions	4
Organizational culture, climate	4
Dimensions of culture	4
Socialization process	4
Changing culture	4
Types of diversity	4