

## MANAGEMENT AREA ELECTIVES<sup>1</sup>

**MGMT 303**    **Creativity and Ideation** (*cross-listed as*):

**ENTR 303**    **Creativity and Ideation**

---

Creativity and innovation are important determinants of success in any entrepreneurial activity, in business and in life. The generation of new ideas is often a complex process which is both personal and idiosyncratic. It is also not easy to provide the appropriate incentives that lead to new and effective ideas. This course identifies the perspectives and techniques that lead to creative problem solving. The sessions involve the analysis of many real-world applications of scientific findings and application of these on hands-on creativity exercises. The participants generate and manage new ideas, where they apply the knowledge acquired throughout the course.

**MGMT 311**    **Project Management**

---

This course covers the following topics: The roles of projects in companies; the (internal) organization of projects; the external dependencies of projects; the various aspects of the management of projects:  
- project definition & goals - project scope management - project (time) planning o project staffing  
- project resource planning - project cost & budgeting - project quality & value delivery - project information & communication - project monitoring and control - project risk

**MGMT 313**    **New Venture Creation** (*cross-listed as*)

**ENTR 301**    **Entrepreneurship**

---

This course focuses on the entrepreneur. It recognizes the nature of the setting or context in which this type of leader operates and the special characteristics of the entrepreneurial manager. It demonstrates how entrepreneurs think about and approach the challenge of new venture creation. It discusses the tasks of conceiving and obtaining resources for a new venture. It familiarizes students with the broad range of settings in which entrepreneurs operate. It enables students look introspectively at whether and how they want entrepreneurship to play a role in their career.

**MGMT 315**    **Organizational Culture and Change**

---

This course uses lectures and case studies to analyze organizations to define various organizational cultures and to determine ways to manage cultures. Components of corporate culture, basic dimensions, and origins are discussed. What behavior the organizational culture is affecting; the impact the organization's culture has on its strategy; how one can influence the culture of the organization; and how the culture survives in an era of mergers and acquisitions are some of the topics that will be covered. The course contains a project where students carry out fieldwork in an actual organization to discover corporate values.

---

<sup>1</sup> Notes: Courses no longer offered are excluded from this list, although may appear in SIS:  
**MGMT 318, MGMT 320, MGMT 474**

**MGMT 316 Behavioral Decision Making**

---

This course improves decisions by analyzing the strengths and weaknesses of human judgment and reasoning in both business and life. The sessions involve many puzzles and brain-teasers, which make sure that participants experience first-hand a variety of interesting and relevant decision situations. Throughout the course, participants read, watch, write and participate in discussions about relevant and current issues, predominantly related to decisions in management, investment, consulting and marketing. They also produce and present a study, based on a decision making process.

**MGMT 317 Business Ethics**

---

This course is focused on the relationship between ethics and business. It provides an understanding of significant ethical issues and challenges that exist in professional life. Through exploring theoretical concepts in ethics with case studies that present ethical issues in the workplace, students gain the ability to relate to and examine theories of ethics and their impact on decision-making in their work life and their life as a whole.

**MGMT 319 Cross Cultural Leadership**

---

This course uses lectures and case studies to analyze cultures to define various dimensions and to determine ways to lead across cultures. The structures created within each culture influence the behavior of individuals working within it. Components of national cultures, basic dimensions, origins of culture, effective leadership techniques for multinational teams and organizations are discussed. Case studies are used to stimulate participants' interest in multi-cultural work settings.

**MGMT 322 Sustainability in Business**

---

This course addresses the main aspects of business decision making within the context of sustainability. The course starts with a discussion on the legislative, normative, and market forces that drive businesses to consider sustainability in their practices. It continues with how to gain strategic advantage from and how environmental and social sustainability initiatives lead to economic sustainability. Then, the importance of innovative ideas and entrepreneurial efforts to lead sustainability initiatives is highlighted. The effects of a business strategy shaped around sustainability principles on different business functions such as operations, marketing, finance, and human resources are discussed. The course completes with the sustainability impacts of information systems and technology as an indispensable part of business infrastructure and decision making.

**MGMT 324 Career Management**

---

Recent years have witnessed profound changes in both the workplace and the composition and needs of the workforce. This course discusses the implications of changing nature of work on career management for both individuals and organizations. From the individual viewpoint, it explores strategies to create meaningful and successful career paths, develop professional goals, and formulate action plans to achieve them while maintaining work-life balance. From the organizational perspective, the course examines the workplace context by focusing on practices of talent management, work-life integration, and the multigenerational workforce.

### **MGMT 403     Industrial Ecology**

---

Industrial Ecology fundamentals are covered in an integrated approach of environment, energy and economy. This course addresses the main aspects of industrial ecology as given below: \* Dilemma of Sustainable Development (sustainability indicators, earth and climate science, population dynamics, global concerns), \* Basics of industry and environment relations (Impact evaluation, environmental accounting, green value change management, Carbon and Water footprints, Life Cycle Analysis, Life Cost Assessment) \* Role of Legislation and International standards & certification \* Tools of Industrial Ecology (Industrial Symbiosis, Eco-industrial parks).

### **MGMT 404     International Management**

---

While it is true that future managers will have to work in increasingly multinational environments, it is differences between countries and regions that influence managerial work the most. Borders – both visible and invisible – are very real, and they pose serious challenges for international managers today. Even companies that are admired in their home markets have failed abroad. Consider Wal-Mart, the largest and one of the most successful retailers in the world, which had to exit Germany after only 8 years and losing 1 billion €, according to some estimates. Similarly, Carrefour, the world's second largest retailer, had to abandon most of Southeast Asia. Apparently, despite all the experience and talk of globalization, cross-border differences still exert a powerful impact and can create all sorts of problems for managers.

In this course, we will explore the cross-border challenges facing managers. Managing organizations in a multinational context is much more complex than managing them in the domestic market due to differences across borders in culture, legal system, government, economics, moral values, and political system. The course emphasizes how such differences impact managers and various aspects of managerial work, including market entry decisions, organizational structures, leadership styles, motivation techniques, human resources management, and ethical dilemmas. It also discusses how international managers can effectively deal with such differences and dilemmas.

### **MGMT 405     Independent Study – MGMT**

---

The course is an independent study on a selected research topic. It takes the form of a research project that is defined by the student in coordination with a specific professor.

### **MGMT 406     International Human Resource Management**

---

This course's vision is to enable future managers to recruit employees in an international and multicultural environment. The course provides an overview of the recruitment process and selection techniques while referring to the international dimension. Using case studies, debates, and simulations, students will experience a blending of theory and practice, in order to understand today's recruitment challenges and positively impact organizational developments. Therewith, this course also offers students the opportunity to prepare for their own job hunt, practice interview situations, and understand today's global job market.

## **MGMT 407      Customer Relationship Management (CRM)**

---

This course provides an overview information about sales, marketing, and customer service, which are the basic processes of customer relationship management and CRM concepts (lead, opportunity, sales pipeline, marketing lists, case etc.). Within the course, Customer Relationship Management Systems, and CRM project management and documentation standards are introduced. Students get hands on experience with Microsoft Dynamics 365 CRM software achieving an intermediate level of comfort implementing CRM projects using Microsoft Dynamics 365 CRM software.

## **ENTR 302      Business Model Design**

---

This course creates an entrepreneurial experience with all of the pressures and demands of the real world in an early stage startup, within the constraints of a classroom and a limited amount of time. It is a simulation of what startups and entrepreneurship are like in the real world: chaos, uncertainty, impossible deadlines in insufficient time, conflicting input, etc. The course provides the experience of how to work as a team and turn an idea into a company. Students get their hands dirty talking to customers, partners, and competitors, as they encounter the chaos and uncertainty of how a startup actually works.

## **ENTR 304      User Centered Design**

---

This course introduces the basic principles of designing interactions for products and services where the focus is on people's needs, choices and experiences rather than technological capabilities. This way of approaching complex design systems includes involving all stakeholders rather than only including end-users. The course prepares a framework for understanding and practicing fundamental concepts, tools and methods for the design process through cases such as co-designing, envisioning, testing and prototyping, role-playing, touch-points and the like. In this course, students are encouraged to experience a series of hands-on, class based exercises in order to understand the interaction design practice for creating products and services and learn to use the tools and methods in a creative way in the design process.

## **ENTR 403      Social Entrepreneurship, Social Innovation and Innovating Social Change**

---

This course introduces the history, theory and emerging activities of social entrepreneurship/innovation and social change around the world. The course is structured around four elements that are interwoven throughout: 1) Introduction to social entrepreneurship/innovation, 2) management of social entrepreneurial organization, 3) Measuring impact of social entrepreneurship/innovation, 4) Social entrepreneurship in practice.

As part of the course, students are part of social innovation project and exposed (through site visits/interviews and guest lecturers) to leading social entrepreneurs looking to engage the class about how to ratchet up social impact. The focus of the course is on Turkey-based organizations, but draws insights from other international examples through case studies, videos.

## **ENTR 404      Business Plan**

---

This course introduces the basic principles of designing interactions for products and services where the focus is on people's needs, choices and experiences rather than technological capabilities. This way

of approaching complex design systems includes involving all stakeholders rather than only including end-users. The course prepares a framework for understanding and practicing fundamental concepts, tools and methods for the design process through cases such as co-designing, envisioning, testing and prototyping, role-playing, touch-points and the like. In this course, students are encouraged to experience a series of hands-on, class based exercises in order to understand the interaction design practice for creating products and services and learn to use the tools and methods in a creative way in the design process.

---

**ENTR 422      Business Model YOU**

---

This course is inspired by Clark, Osterwalder and Pigneur's 2012 book "Business Model You". It regards every job as a business in itself. Everyone needs to make their own "Business Plan" for themselves to be successful, to fit into the organizations they work in and to develop themselves. Many white-collar jobs are changing and require starting a new business or independent consulting making use of business plans and applying lean start basics. "Business Model You" introduces self-development in project management, time management, crisis management, negotiation and persuasion techniques and reputation management to be ready for a professional business life.

---

**IBUS 303      Diversity and Inclusion in Global Organizations**

---

As companies move out of their borders and become more global, diversity becomes an inevitable reality of their daily work. This course covers Diversity and Inclusion from an organizational perspective. Moreover, each topic is discussed from its historical foundations and prejudices that people acquired from early childhood and from different social networks that people are part of. Moreover, the course covers the relations between behaviors seen in organizations. During the class students realize how different they are from each other and how different prejudices impact their behaviors. This course helps to raise awareness of beliefs against differences, without, however, aiming to change behaviors immediately.

---

**IBUS 402      Global Strategy**

---

The course provides concepts and tools to increase competence to understand how global markets operate, the difference between globalization and internationalization of firms, the strategic choices the latter are presented with, and the organizational decisions and structures needed in order to effectively operate in a multicultural and increasingly competitive environment. The course discusses the main theoretical bases of globalization and applies such theories through cases, exercises and projects for analyzing and reconstructing strategies adopted by companies..

---

**IBUS 403      Cross Border Mergers & Acquisitions**

---

This course starts with selection of the appropriate international growth strategy in a given situation. Then, it discusses how cross-border M&A deals differ from domestic M&A deals; and, difficulties associated with cross-border M&A's. Following this overview, it discusses a comprehensive framework defining how to succeed in completion of the deal. The course ends with discussion on how to manage the combined entity after completion of the cross-border M&A

**MIS 302      Strategy, Management and Acquisition of Information Systems**

---

This course presents a senior management perspective in exploring the acquisition, development and implementation of plans and policies to achieve efficient and effective information systems. For that purpose, it explores the issues and approaches in managing the IS function in organizations and explains how the IS function can support various types of organizational capabilities, underscoring the importance of the IS's strategic alignment with corporate strategies. As tools, the course provides frameworks, roadmaps, methodologies, and best practices about a firm's IS strategies, functions and governance.

**BUS 414      Cyber Risk Management for Business**

---

This course develops an understanding of the cyber risks faced by the business in the age of Digitalization and Industry 4.0. It prepares future business leaders to identify and manage increasingly dangerous cyber risks, while thinking about the strategic use of technology in the development and management of competitive advantages. The course uses case discussions to help students understand how to identify, quantify cyber risks and prepare for cyber threat actors.

**IE 397      Business Process Management**

---