MANAGEMENT AND ORGANIZATION
AREAS OF INTEREST

The management function in an organization is concerned with achieving effective performance in meeting the goals and objectives that keep the organization competitive and profitable. In carrying out their responsibilities, managers must utilize human resources to accomplish their goals. Managers are expected to balance the demands in the external environment with the resources and capability inside the organization to achieve a “strategic” fit between goals and accomplishment. An effective manager is skilled in decision-making, strategy formulation, organizational design, developing a supportive work environment, motivating employees, and providing performance appraisal.

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MANAGEMENT CONSULTING: This area of study prepares students for careers in management consulting, either as a member of a consulting firm, or as an internal consultant within a corporation. It provides knowledge and skills for contracting with clients, analyzing client problems, and devising appropriate solutions. This area is highly relevant for students considering a consulting career in functional areas such as finance, accounting, marketing, information systems, operations management, or human resources. The courses in this area provide students with practical knowledge about the consulting process as well as field experiences to gain relevant skills.

**Fundamental Courses:**
MOR 462: Management Consulting
MOR 465: Advanced Methods of Strategy Analysis

**Related Courses:**
MOR 385m: Business in a Diverse Society
MOR 421: Social and Ethical Issues in Business
MOR 461: Design of Effective Organizations
MOR 463: Organization Change and Development
MOR 492: Global Strategy

STRATEGIC MANAGEMENT: The Strategic Management area of interest prepares students for careers in a broad spectrum of business organizations. This area is multidisciplinary in nature and gives students a unique opportunity to integrate the knowledge they have learned at Marshall by providing skills and tools required to make strategic decisions for complex management problems. These courses are appropriate not only for students who are considering a career in general management or management consulting, but also for those who want to develop strategic thinking capabilities that are crucial to managers in a variety of disciplines such as: investment banking, technology, and/or media/entertainment. The area includes courses that are designed to provide students with a broad management perspective, practical understanding of business situations, and specific tools needed to generate solutions for strategic problems.

**Fundamental Courses:**
MOR 465: Advanced Methods of Strategy Analysis
MOR 492: Global Strategy

**Related Courses:**
FBE 421: Financial Analysis and Valuation
IOM 482: Supply Chain Management
MKT 440: Marketing Analysis and Strategy
MOR 461: Design of Effective Organizations
MOR 462: Management Consulting
MOR 467: Strategic Management of Technology and Innovation
GLOBAL MANAGEMENT: This area of interest is intended for students who seek careers in organizations that span national boundaries or operate outside the United States. Changes in technology, transportation, communications, and political alliances have significantly internationalized business. Understanding the management, marketing, financial, and operational challenges associated with global business activities and developing skills in these areas have become essential requirements for success. This area includes courses that are designed to provide students with a broad business perspective, practical knowledge, and applicable skills in global business.

**Fundamental Courses:**
- MOR 492: Global Strategy

**Related Courses:**
- FBE 436: Financial Management of Multinational Corporations
- FBE 440: Trading and Exchange
- FBE 462: International Trade and Commercial Trade
- FBE 464: International Finance
- MKT 465: Global Marketing Management
- MOR 470: Global Leadership

LEADERSHIP DEVELOPMENT: Leadership Development prepares students for leadership positions in a variety of organizations, from large corporations to small entrepreneurial firms. These courses provide knowledge and skills needed to lead people in both domestic and global settings. This area of study is appropriate for students considering a career in general management or for those who will take leadership positions in functional areas such as accounting, finance, marketing, information systems, or operations. The courses emphasize practical knowledge of leadership skills and behaviors.

**Fundamental Courses:**
- MOR 469: Negotiation and Persuasion
- MOR 470: Global Leadership

**Related Courses:**
- MOR 431: Interpersonal Competence and Development
- MOR 472: Power, Politics and Influence
- MOR 473: Designing and Leading Teams

MANAGING AND DEVELOPING PEOPLE: The Managing and Developing People area of interest prepares students for careers in human resource management and more generally, for managing people in small businesses or family businesses. Students will be introduced to strategies of human resource management, such as recruitment and selection, training and development, performance management, compensation and benefits, health and safety, and relationships with unions. In addition to functional activities of human resource management, students may take courses in employment law and executive compensation, as well as other leadership and organization courses. The courses in this area will provide students with strong skills in the identification, management, and development of human talent.

**Fundamental Courses:**
- BUAD 304: Organizational Behavior and Leadership
- MOR 471: Managing and Developing People

**Related Courses:**
- BUOC 425: Public Communication in Ethics & Research
- FBE 428m: Principles of Employment Law
- MOR 385m: Business in a Diverse Society
- MOR 421: Social and Ethical Issues in Business
- MOR 431: Interpersonal Competence and Development
- MOR 461: Design of Effective Organizations
- MOR 463: Organization Change and Development
- MOR 469: Negotiation and Persuasion
- MOR 472: Power, Politics and Influence
- MOR 473: Designing and Leading Teams