



THE ACADEMY EDUCATES, TRAINS AND INSPIRES MEN  
AND WOMEN TO BECOME OFFICERS OF CHARACTER.

## MANAGEMENT MAJOR

### Suggested Course Sequence

3rd-Class Year	2nd-Class Year	1st-Class Year
Chem 200	Aero Eng 315	Academy Opt
ECE 315	Astro Engr 310	English 411
Econ 201	Beh Sci 310	Mgt 401
English 211	Biology 315	Mgt 405
Engr Mech 220	Math 300	Mgt 406
History 300	Mgt 303	Mgt 420
Law 220	Mgt 337	Mgt 472
MSS 200	Mgt 341	Mgt 477
Ops Rsch 310	Mgt 342	Mgt Opt
Physics 215	Mgt 345	Mgt Opt
Pol Sci 211	Mgt 375	Mgt Opt
Philos 310	Mgt Opt	MSS 415/416
		Soc Sci 412

## MANAGEMENT (Mgt)

Offered by the Department of Management (DFM).

**Mgt 303. Management Perspectives.** Managers are responsible for systems architecture and maintenance. These roles demand the development of life-long learners who can creatively solve organizational problems through the adaptive use of information. This course helps students understand their role as a systems architect, while informing their need to work diligently throughout their time in the major. Managerial competence is dependent on the acquisition of requisite variety, which can only be obtained by mastering each management area.

**Mgt 337. Managerial Finance.** Studies financial decisions and their effects on organizations. Emphasizes developing the concept of risk/return tradeoff as well as inter-temporal monetary tradeoffs. Topics include time value of money (including stock and bond valuation), project capital budgeting and analysis, cost of capital, and capital structure (including dividend policy). A key construct is the impact of decisions on the value of the firm. Case studies and problems expose the student to current financial problems and their solutions.

**Mgt 341. Financial Accounting.** Analysis of business transactions and recording of business data taught from the perspective of understanding the theoretical and practical issues in measurement of income, assets, liabilities and owner's equity. Annual reports are used to perform financial statement analysis. Alternative accounting methodologies permitted under Generally Accepted Accounting Practices (GAAP) are explored.

**Mgt 342. Managerial Accounting.** Focuses on the uses of accounting information by managers. Discusses full cost accounting and responsibility accounting, from the perspective of data collection and analysis, for short and long range decisions. Topics include cost behavior, activity-based costing, contribution margin analysis, measurement of cost of goods manufactured, capital budgeting and management control systems.

**Mgt 345. Organizational Behavior and Human Resource Management.** An introduction to individual and group theories of behavior and their integration into the organization as-a-whole. Foundational management and organizational behavior theories are applied to the understanding of how to make decisions based on accurate diagnoses of situations that involve people in organizational systems. Behavioral theories will be applied to human capital issues such as human resource planning, job design/analysis, recruitment and selection, performance appraisal, pay-for-performance, career development, ethical behavior and treatment, and legal issues in the work place. Topics will apply to both the public and private sectors. Students learn through a variety of experiential exercises and case studies.

**Mgt 361. Special Topics in Organizational Behavior and Theory.** This course builds on concepts presented in Mgt 303 and Mgt 345, primarily examining the nexus of the individual and the organization while investigating the complexity of contemporary management challenges. Management theories are evaluated in relationship to contemporary thought in the discipline, and applied interactively across case studies and experiential exercises.

**Mgt 372. Introduction to Investments.** Introduces financial markets, investment vehicles (stocks, bonds, mutual funds and derivatives) and retirement planning. Specific topics include time value of money, risk and return, valuation, portfolio mathematics, behavioral finance and the basics of mutual funds. Additionally, officer-relevant personal finance discussions enrich the core material. This course is introductory in nature and assumes no knowledge of accounting or financial markets. A term project provides experience in comprehensive portfolio management—developing and analyzing investment opportunities for a young officer’s portfolio. Designed for non-management majors.

**Mgt 375. Market Analysis.** Emphasizes how marketing concepts can be used to analyze different markets to both determine customer needs and to deliver customer value. Analyzes both product and service markets with special emphasis on government and public sector concerns. Covers market research, segmentation, distribution, supply chain, cost and pricing considerations. Additionally, this course provides students certain market analysis tools they will find useful in Mgt 419, Technological Innovation Management.

**Mgt 382. Investments.** Introduces financial markets, investment vehicles (stocks, bonds, mutual funds and derivatives) and retirement planning. Specific topics include time value of money, risk and return, valuation, portfolio mathematics, behavioral finance and the basics of mutual funds. Additionally, officer-relevant personal finance discussions enrich the core material. Assumes a prior knowledge of the principles developed in financial accounting. This course may be completed before, after or concurrently with managerial finance. A term project provides experience in comprehensive portfolio management—developing and analyzing investment opportunities for a young officer’s portfolio.

**Mgt 391. Information Technology for Organizations.** Examines how organizations use information technology to support the four major management functions of planning, organizing, leading and controlling. Topics include information systems management, telecommunications, hardware trends, data warehousing and information security in cyberspace. Students develop proficiency with current database and spreadsheet applications. Application of contemporary theory to both critical issues in the public and private sectors is stressed through seminars, case studies, field trips and projects.

**Mgt 392. Organizational Networks in Cyberspace.** Examines how organizations use information technology to develop and manage relationships with external institutions. Topics covered include electronic commerce, supply chain management, customer relationship management, e-government and electronic networking in cyberspace. Emphasis is on legal, cultural and international issues. Case studies offer a real-world emphasis. Organizational strategies are analyzed, using examples of both successful and unsuccessful online implementations. Students get hands-on Web site development experience.

**Mgt 400. Management and Command.** Introduces students to the complex and dynamic nature of the world in which Air Force officers operate. Through content linked to systems theory, this interactive course focuses on the successful techniques that allow officers to understand and influence their environment. Using various models and processes, students explore the interrelationships of power and the context within which it occurs. Students gain insights into how to make decisions for situations that involve complexity and uncertainty. Tools are applied to both military and non-military scenarios, with emphasis on the transition from the cadet role to the role of an officer.

**Mgt 401. Project Management.** This course teaches how to properly plan, implement, and control organizational activities, personnel, and resources. Topics include project selection, roles and responsibilities of the project manager, project initiation (planning, budgeting, scheduling, allocating resources, risk assessment), delivery and control (monitoring, evaluating, risk management, change control), and closure and handoff to customer. Additional topics address managing and allocating human resources and identifying possible structures for processes. Case studies and course assignments illustrate problems that engage the students in critical thinking. The class design project will provide students with the opportunity to integrate project management techniques, project management software, and other tools in order to successfully plan and control a realistic project.

**Mgt 405. Management Seminar.** Seminar for first-class management majors providing the opportunity for the presentation of student and faculty research, guest lectures, seminars on career and graduate school opportunities for management majors in the Air Force, goal setting exercises and applications of management principles.

**Mgt 406. Management Seminar.** A course for Management majors providing the opportunity for the presentation of student and faculty research, guest lectures, seminars on career and graduate school opportunities for Management majors in the Air Force, goal setting exercises, and applications of management principles.

**Mgt 419. Technological Innovation Management.** Examines how to recognize, analyze and exploit opportunities in the competitive environments faced by business, nonprofit and government organizations. Students explore the resources, processes and structures necessary to transfer technological innovations to appropriate markets. Application of innovation management theories is stressed through the use of case studies, analysis papers, field trips and projects. By the end of the course, students will have completed a feasibility study of a new concept which can be further developed in capstone projects.

**Mgt 420. Management Capstone Practicum.** Students complete an original, applied systems research and/or development project that demonstrates their capacity to solve complex problems in an organizational setting. Each student chooses a project from among three options: 1) Management Field Studies: Teams or individuals complete advanced case studies or organizational consulting projects for clients developed through the Management Department or arranged by the team independently with departmental approval—students work closely with clients and faculty to define and analyze difficult managerial and competitive problems and make recommendations for future action by the client or subject organization; 2) Venturing Projects: Teams or individuals develop or select innovative projects and create new venture plans or feasibility studies; or 3) Research Projects: Teams or individuals propose and investigate significant managerial or technological issues in a research context. These projects require extensive interaction with faculty to develop research findings that can be presented and/or published; 4) Competitive Business Simulation and Integrative Case Studies: Students gain practical experience addressing organizational and managerial issues in the context of competitive simulation, integrative case studies and advanced management readings.

**Mgt 440. Management Lessons in Literature.** Through a collection of classic and contemporary stories, novels and plays, this course provides a unique perspective of organizational life. It looks at what authors like Arthur Miller and Mark Twain can tell you about being a more effective manager. Great literature reflects familiar patterns of behavior in a variety of circumstances. But, unlike self-help, inspirational and how-to manuals, they dispense no

advice; they preach no morals; they prescribe no rules. In a world of turbulent change, the works of literature offer us vivid testimony as to what stays constant in human behavior.

**Mgt 448. Power and Influence in Organizations.** Focuses on understanding how managers can effectively mobilize resources to be effective in their job. Course examines how power is acquired, retained and used in organizations. In addition, what effect power has on employees and the overall performance of the organization is explored. Students learn through a variety of experiential exercises and case studies.

**Mgt 472. Strategic Management Capstone.** Emphasizes integration of organizational strategy formulation and implementation to include such topics as the strategic management process, environmental forecasting and analysis, strategic planning, top-level decision making, the strategic use of technology, the management of innovation and strategic control. Stresses application of contemporary theory to critical issues in the public and private sectors through the use of seminars, case studies, field trips, and distinguished guest speakers.

**Mgt 477. Production and Operations Management.** In-depth examination of the issues, strategies and analytic techniques involved in various business and military operations. The dominant theme is providing quality products on time and at a minimal cost. Discussions center on qualitative and quantitative approaches for managing production, logistics and service organizations to create higher quality and greater efficiency.

**Mgt 478. Supply Chain Management.** Focuses on understanding how managers can effectively create, modify, and manage supply chain strategies to be effective in business or a military operation. Examines purchasing, logistics, and limited operations management concepts and how to apply these to upstream and downstream supply chain strategies that can be employed to complement organizational strategy. Also examines trust, power, culture, globalization, and other inter-organizational issues. Students learn through a variety of experiential activities and case studies. Designed for all future Air Force officers, especially those interested in acquisitions, contracting, logistics readiness, engineering, and aircraft/munitions maintenance.

**Mgt 495. Special Topics. Selected** topics in management.

**Mgt 498. International Management.** As a result of the increase in communications and flow of information, there is a growing need to possess a greater understanding about global, cross-cultural management issues. This course examines management on an international level looking at cultural, legal, financial and trade considerations for managing in the Global Century, while integrating the functional areas of management.

**Mgt 499. Independent Study.** Tutorial investigation of a specific area of management.