

MGMT Flex-Core: 611 or 612?

The flex-core options in management are MGMT 611 (Managing the Established Enterprise) and MGMT 612 (Managing the Emerging Enterprise). Each course combines the expert perspectives of three professors, and covers the following topics:

- Strategy – conducting industry analysis and positioning the firm for competitive advantage; developing organizational resources and selecting organizational activities for effective performance
- Human and Social Capital – managing individual motivation via incentives, job design, and social influences; organizing how talent is identified/selected and how performance is appraised/rewarded; designing appropriate teams and organizations; developing employee capabilities for competitive advantage
- Global Strategy – creating value by strategically deciding where to conduct key activities across foreign locations and capturing value by coordinating those activities across cultural, institutional, and geographic boundaries

While some managerial theories and frameworks are common to both courses, case studies and key concepts are tailored to the more specific “established” versus “emerging” contexts as follows.

[MGMT 611](#): Managing the Established Enterprise

This course is about managing large enterprises that face the strategic challenge of being the incumbent in the market and the organizational challenge of needing to balance the forces of inertia and change. The firms of interest in this course tend to operate in a wide range of markets and segments, frequently on a global basis, and need to constantly deploy their resources to fend off challenges from new entrants and technologies that threaten their established positions.

[MGMT 612](#): Managing the Emerging Enterprise

This course is about managing during the early stages of an enterprise, when the firm faces the strategic challenge of being a new entrant in the market and the organizational challenge of needing to scale rapidly. The enterprises of interest in this course have moved past the purely entrepreneurial phase and need to systematically formalize strategies and organizational processes to reach maturity and stability, but they still lack the resources of a mature firm.