MANAGEMENT AND HUMAN RESOURCES (M H R)

M H R 300 — MANAGING ORGANIZATIONS
3 credits.


Requisites: Declared in a School of Business undergraduate major, Certificate in Business, or Certificate in Entrepreneurship.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 305 — HUMAN RESOURCE MANAGEMENT
3 credits.

Policies and practices; principles and techniques applicable to problems such as employee staffing, training, labor relations, wages, communications, etc. Not open to grad stdts

Requisites: So, Jr or Sr st.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R/ENVIR ST 310 — CHALLENGES & SOLUTIONS IN BUSINESS SUSTAINABILITY
3 credits.

This course provides students with central knowledge and skills to tackle challenges at the intersection of business and sustainability. Students will study the failures in market and decision making systems that lead to sustainability challenges, and learn how to address these challenges on the policy, organizational, and individual level.

Requisites: Sophomore standing
Course Designation: Level - Intermediate
L&S Credit - Counts as Liberal Arts and Science credit in L&S
Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 320 — NEW VENTURES IN BUSINESS, THE ARTS AND SOCIAL ENTREPRENEURSHIP
3 credits.

Students develop capabilities to create new ventures that create value, and critically analyze role of entrepreneurship in society. Activities: Imagine/design new ventures, identify markets and funding sources, develop founding teams, do scholarly research on impact of entrepreneurship. Not open to Grad stdts

Requisites: Fr, So, Jr or Sr st.
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 321 — SOCIAL ENTREPRENEURSHIP
1 credit.

For the student interested in creating socially-engaged businesses and using entrepreneurial approaches to non-profit ventures. Activities include developing mission statement, assessing social impact, seeking funding from varied sources. Guest lecturers, cases, role playing. Course grounded in management theory. Not open to Grad stdts

Requisites: Fr, So, Jr or Sr st.
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 322 — INTRODUCTION TO ENTREPRENEURIAL MANAGEMENT
3 credits.

Students gain knowledge about foundations of entrepreneurship, and key topics such as founding teams, industry analysis assessing concept, communication, managing people and investors in new ventures. Business development project included. Not open to Grad Stdts

Requisites: Fr, So, Jr or Sr st.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 322 — INTRODUCTION TO ENTREPRENEURIAL MANAGEMENT
3 credits.

Students gain knowledge about foundations of entrepreneurship, and key topics such as founding teams, industry analysis assessing concept, communication, managing people and investors in new ventures. Business development project included. Not open to Grad Stdts

Requisites: Fr, So, Jr or Sr st.
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 365 — CONTEMPORARY TOPICS
1-3 credits.

A course for the exploration of subject areas possibly to be introduced into the business curriculum. Not open to grad stdts. Prerequisite varies by topic.

Requisites: So, Jr or Sr st; cons inst.
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

M H R 399 — READING AND RESEARCH-MANAGEMENT
1-6 credits.

Not open to grad stdts

Requisites: Jr or Sr st; cons inst.
Course Designation: Level - Advanced
L&S Credit - Counts as Liberal Arts and Science credit in L&S
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

M H R 401 — THE MANAGEMENT OF TEAMS
3 credits.

Examines components that comprise teams, highlights key factors that influence team effectiveness, develops skills in diagnosing opportunities and threats that face teams, and enhances teamwork expertise. Not open to grad stdts

Requisites: Jr or Sr st; MHR 300.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R/INTL BUS 403 — GLOBAL ISSUES IN MANAGEMENT
3 credits.

This course focuses on the strategic management required in global business. Topics include environmental analysis, global strategy, and subsidiary control. The aim of the course is to develop special skills that are required to manage international firms. Not open to grad stdts

Requisites: Jr st or Sr st.
Repeatable for Credit: No
Last Taught: Fall 2017
M H R 412 — MANAGEMENT CONSULTING
3 credits.

Offers an understanding of fundamental principles, methods, and tools used in management consulting and develop skills to diagnose the functioning of an organization, problem solving, and to design and implement interventions to enhance individual, group, and organizational effectiveness.

Requisites: So St, MHR 300
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 420 — MANAGING CHANGE AND ORGANIZATIONAL EFFECTIVENESS
3 credits.

How large and complex organizations are structured, and basic managerial processes within organizations. Topics: Classical bureaucratic structure contrasted with contemporary organization structure; the impact of different organizational goals and environments on the structure of organizations; planning, coordination and control processes as related to different service and production technologies. Not open to grad stdts
Requisites: So, Jr or Sr st; MHR 300.
Repeatable for Credit: No
Last Taught: Spring 2011

M H R 422 — ENTREPRENEURIAL MANAGEMENT
3 credits.

Addresses entrepreneurship as a career, a phenomenon and as a method of bringing ideas to market. Appropriate for students interested in starting entrepreneurial ventures, advising managers or working in a small business. Including opportunity discovery, business and financial planning. Not open to grad stdts
Requisites: GEN BUS 310 or Acct IS 300 or (Acct IS 100 Acct IS 211) or (Acct IS 100 FINANCE/ECON 300) Jr or Sr st.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 423 — STRATEGIC MANAGEMENT
3 credits.

Synthesis of material from accounting, economics, finance, operations management, human resources, law, marketing, and technology to consider problems in corporate and business-level strategy; top management problems; discussion of actual business cases. Not open to grad students
Requisites: Junior or Senior standing; Acct IS 211; FINANCE/ECON 300; Marketing 300; MHR 300.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 427 — ENTREPRENEURIAL GROWTH STRATEGIES
3 credits.

General management course that analyzes and integrates growth patterns and business disciplines in context of nascent and high growth firms. Not open to graduate students
Requisites: Junior or Senior standing; MHR 422; Acct IS 211.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 434 — VENTURE CREATION
3 credits.

Intended for students who seek to transform their own ideas into new ventures. Students will learn the process of evaluating, formalizing, and communicating a new venture idea. Student originated product/service/venture concept required for course. Not open to graduate students
Requisites: Sophomore, Junior or Senior standing.
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 441 — TECHNOLOGY ENTREPRENEURSHIP
3 credits.

Designed for undergraduate students interested in learning about the fundamental issues related to starting and managing technology-based new ventures. Encourages students to consider how technology-based solutions can solve economic and socially oriented problems.
Requisites: So, Jr or Sr st; Not open to Grad stdts
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 470 — SEMINAR: ORGANIZATIONAL ISSUES
3 credits.

Analysis and discussion of selected issues in organizational strategy, behavior, theory, design, or entrepreneurship. Not open to grad stdts
Requisites: Jr or Sr st; MHR 300 MHR 420 or con reg.
Repeatable for Credit: No
Last Taught: Spring 2011

M H R 471 — SEMINAR: HUMAN RESOURCES ISSUES
3 credits.

Analysis and discussion of selected issues in human resource management. Not open to grad stdts
Requisites: Jr or Sr st; MHR 300 305.
Repeatable for Credit: No
Last Taught: Spring 2009

M H R/A A E 540 — INTELLECTUAL PROPERTY RIGHTS, INNOVATION AND TECHNOLOGY
3 credits.

Uses economic concepts to illustrate the nature of technological innovation, competition, and economic growth. Topics: economics of the intellectual property protection (IPP); market structure and innovation; interaction between public and private sectors; IPP and anticompetitive policies; globalization.
Requisites: ECON 301 or equiv
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2016
M H R 610 — COMPENSATION: THEORY AND ADMINISTRATION
3 credits.
Determinants of wage levels, wage structures and individual wages; analysis of the impact of wages on individual attitudes and decisions to participate and perform in organizations. Open to grad stdts
Requisites: Jr or Sr st; MHR 305 or 705.
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 611 — PERSONNEL STAFFING AND EVALUATION
3 credits.
Designed to help students develop an understanding of personnel staffing. This includes staffing strategy, legal compliance, staffing planning, job analysis, external recruitment, internal recruitment, measurement, external selection, internal selection, employment decision-making, and staffing system management. Open to grad stdts
Requisites: Jr or Sr st; GEN BUS 303 or equiv; MHR 305 or 705.
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 612 — LABOR-MANAGEMENT RELATIONS
3 credits.
Labor-management relations at the firm level including its evolution, characteristics and contemporary issues. Emphasis on analysis of the labor-management relationship through reference to theory and research on collective action, bargaining behavior and conflict resolution. Open to grad stdts
Requisites: Jr or Sr st; MHR 305 or 705.
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 628 — NEGOTIATIONS
3 credits.
Theory and practice of negotiations.
Requisites: Senior standing and MHR 300 or 704
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 700 — ORGANIZATIONAL BEHAVIOR
3 credits.
Employee work attitudes and behaviors in organizations. Analysis of how individual, group and organizational characteristics influence employee attitudes, such as satisfaction and alienation, and employee behaviors, such as participation and performance. How managerial policies and practices such as reward systems and leadership influence work attitudes and behaviors.
Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 704 — MANAGING BEHAVIOR IN ORGANIZATIONS
3 credits.
Examines the effective management of behavior in organizations. Focuses on the application of theories of leadership and work motivation. Includes critical conceptual and analytical assessment of these theories. Emphasizes the management of work performance, managerial skill building, and enabling followers.
Requisites: MBA degree stdts or permission
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 705 — HUMAN RESOURCE MANAGEMENT
3 credits.
Two broad substantive areas are covered. (1) Evidence (theoretical and empirical) reviewed on the determinants of employee job attitudes and behavior. For example, the impact of compensation on employee satisfaction and performance. (2) Functional activities of personnel management and their impact on employee behavior evaluated. Sample topics: Selection, development, evaluation and compensation.
Requisites: Crse in intro stats
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 706 — LEADING AND WORKING IN TEAMS
1 credit.
This course examines team dynamics, highlights key factors that influence team effectiveness, develops skills in diagnosing opportunities and threats that face teams, and enhances teamwork expertise. The content is applicable to projects across specializations. For instance, teamwork skills are essential to project teams developing new products/services, working on business strategy, implementing process improvements, designing new financial investment instruments, and developing real estate. In any of these projects, employees would work as a team to accomplish their goals. The team's success or failure will depend, to a large extent, on how the team members work together.
Requisites: Declared in MBA program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017
**M H R/ENVIR ST 710 — CHALLENGES & SOLUTIONS IN BUSINESS SUSTAINABILITY**  
3 credits.

This course provides students with central knowledge and skills to tackle challenges at the intersection of business and sustainability. Students will study the failures in market and decision making systems that lead to sustainability challenges, and learn how to address these challenges on the policy, organizational, and individual level.  
**Requisites:** Graduate or professional standing  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Spring 2017

**M H R 715 — STRATEGIC MANAGEMENT OF INNOVATION**  
3 credits.

Helps student gain tools, concepts and information about how to generate value from Innovation and technology in existing organizations.  
**Requisites:** Graduate or professional standing  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Spring 2017

**M H R 722 — ENTREPRENEURIAL MANAGEMENT**  
3 credits.

Describes activities and skills necessary to start and manage an enterprise. Includes decisions about domain, purchase versus start-up, preferred market, financing, legal form, staffing, organization structure, location, and legal requirements. Describes the entrepreneurial role in business initiation.  
**Requisites:** Graduate or professional standing  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Fall 2017

**M H R 723 — BUSINESS STRATEGY**  
3 credits.

Integrative approach to strategic management, including strategy formulation/implementation at business unit, corporate levels. Cases, discussion, lecture, simulation are used to communicate concepts. Emphasizes development of unique tools for analysis of companies and industries, application of knowledge to business problems.  
**Requisites:** Graduate or professional standing  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Fall 2017

**M H R 727 — ENTREPRENEURIAL GROWTH STRATEGIES**  
3 credits.

Describes activities and skills necessary to initiate and manage rapid growth in small young firms.  
**Requisites:** MHR 722, ACCT I S 700 Grad st  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Spring 2010

**M H R 728 — BARGAINING, NEGOTIATING AND DISPUTE SETTLEMENT FOR MANAGERS**  
3 credits.

Designed to improve student knowledge of the bargaining process and their negotiating skills. Students will learn about different bargaining theories and have the opportunity to apply these theories in exercises and role-playing cases.  
**Requisites:** MBA standing or cons inst  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Fall 2017

**M H R/I SY E 729 — BEHAVIORAL ANALYSIS OF MANAGEMENT DECISION MAKING**  
3 credits.

Examination of behavioral science literature dealing with the processes by which individuals, small groups and organizations make decisions. Understanding decision-making behavior in order to improve managerial performance; modeling decision-making processes for systems design and theory building purposes.  
**Requisites:** Intro course in mgmt processes intermediate course in stat  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Fall 2017

**M H R 734 — VENTURE CREATION**  
3 credits.

Intended for students who seek to transform their own ideas into new ventures. Students will learn the process of evaluating, formalizing, and communicating a new venture idea. Student originated product/service/venture concept required for course.  
**Requisites:** Grad stdt  
**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement  
**Repeatable for Credit:** No  
**Last Taught:** Fall 2017
M H R 737 — WAVE PRACTICUM I
3 credits.

Students develop and present comprehensive analyses of local entrepreneurial firms' overall operations and their industry environments. The class meets in a seminar format to discuss assigned readings and student research, and also incorporates presentations by various subject matter experts.

Requisites: MHR 722, MHR 727 (may be con reg), cons inst
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2010

M H R 738 — WEINERT APPLIED VENTURES IN ENTREPRENEURSHIP (WAVE)
3 credits.

Students develop and present comprehensive business and financing plans for a start-up firm. Investment recommendations are made to the WAVE Board. Class meets in a seminar format with various subject matter experts.

Requisites: MHR 722 or MHR 734
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 741 — TECHNOLOGY ENTREPRENEURSHIP
3 credits.

Designed for graduate students interested in learning about the fundamental issues related to starting and managing technology-based new ventures. Encourages students to consider how technology-based solutions can solve economic and socially oriented problems.

Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 765 — CONTEMPORARY TOPICS
1-4 credits.

Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

M H R 773 — SEMINAR-ARTS ADMINISTRATION
3 credits.

Examination and applied analysis of selected topics in administration of both visual and performing arts organizations; marketing and audience development, contracts and legal problems, fund development, program planning and evaluation, facilities management, business and government relations.

Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R 774 — SEMINAR-ARTS ADMINISTRATION
3 credits.

Continuation of MHR 773.
Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

M H R/E P D/GEN BUS 783 — LEADING TEAMS
1 credit.

Students will gain the knowledge and skills to continuously enhance their own team performance and productivity as well as the teams they are involved with. They will also be in a much better position to lead teams effectively. This course will not apply toward fulfilling the MBA degree requirements.

Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

M H R/E P D/GEN BUS 785 — EFFECTIVE NEGOTIATION STRATEGIES
1 credit.

This course aims at improving students' negotiating skills, doing so by providing a theoretical underpinning that will help them to understand the sources of effective and ineffective approaches to negotiations. This course will not apply toward fulfilling the MBA degree requirements.

Requisites: Graduate or professional standing
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Summer 2017

M H R 790 — MASTER'S RESEARCH AND THESIS
1-6 credits.

Completion of master's thesis for MBA program.
Requisites: Grad st in Arts Administration MBA prog, or cons inst
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Spring 2014

M H R 799 — READING AND RESEARCH-MANAGEMENT
1-6 credits.

Individual work suited to the needs of graduate students may be arranged both during regular sessions and the intersession periods.

Requisites: Consent of instructor
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017
M H R 835 — RESEARCH METHODS IN MANAGEMENT I
3 credits.

(First of a two-course sequence; may be taken as a single course.)
Review and critique of published research with focus on the improvement of method. Ethics, theory and research, generating testable theory, reliability, validity, operationalization, measurement and scaling, and surveys.
Requisites: MHR 700 GEN BUS 704 or equiv
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2010

M H R 870 — SEMINAR-ADMINISTRATIVE POLICY
3 credits.

Application of management processes and decision theory to the analysis of cases and critical incidents in management. Cases and incidents deal with both administrative or corporate strategy and with supervisory tactics.
Requisites: MHR 720
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2016

M H R 871 — SEMINAR-PERSONNEL MANAGEMENT
3 credits.

Study and evaluation of merging issues in the field of personnel management. Extensive reading of appropriate literature together with analysis, reports and discussions.
Requisites: MHR 610, 611, 705
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

M H R 872 — SEMINAR IN ORGANIZATIONAL BEHAVIOR AND DESIGN
3 credits.

Analysis and discussion of selected topics in organizational behavior and design.
Requisites: MHR 700 730
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

M H R 975 — DOCTORAL RESEARCH SEMINAR IN MANAGEMENT
3 credits.

Seminar for Ph.D. candidates majoring in management and at or near the doctoral thesis stage. Focus: Assisting the student in working through the conceptualization and design of a thesis topic.
Requisites: PhD cand cons inst
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

M H R 976 — DOCTORAL RESEARCH SEMINAR IN MANAGEMENT
2 credits.

Continuation of MHR 975.
Requisites: PhD cand cons inst
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Spring 2017

M H R 977 — EMERGING ENTREPRENEURSHIP THEORY AND RESEARCH
3 credits.

This PhD seminar explores contemporary entrepreneurship theory and research topics; providing students an opportunity to probe and develop scholarly theories of entrepreneurial behavior and outcomes. The course will incorporate presentations by the instructor, students and invited speakers.
Requisites: PhD stdt cons inst
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2016

M H R 990 — MANAGEMENT INDEPENDENT RESEARCH PHD THESIS
1-12 credits.

Individual work to complete dissertation requirement of Ph.D. program.
Requisites: Consent of instructor
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

M H R 999 — READING AND RESEARCH-MANAGEMENT AND HUMAN RESOURCES PHD
1-6 credits.

Individual work suited to the needs of Ph.D. students may be arranged both during regular sessions and during the intersession periods.
Requisites: PhD st cons inst
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Summer 2017