MANAGEMENT AND HUMAN RESOURCES (M H R)

**M H R 300 — MANAGING ORGANIZATIONS**  
3 credits.  
The management of organizations: strategy, culture, structure, teams, leadership, human resources, entrepreneurship, and change management. Enroll Info: None  
Requisites: Freshman, sophomore, or junior standing; or member of Business Exchange program  
Repeatable for Credit: No

**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. Enroll Info: None  
Requisites: Freshman, sophomore, or junior standing; or member of Business Exchange program  
Repeatable for Credit: No

**M H R/ENVIR ST 310 — CHALLENGES & SOLUTIONS IN BUSINESS SUSTAINABILITY**  
3 credits.  
Provides central knowledge and skills to tackle challenges at the intersection of business and sustainability. Study of the failures in market and decision making systems that lead to sustainability challenges, and learn to address these challenges on the policy, organizational, and individual level. Enroll Info: None  
Requisites: Sophomore standing, not open to graduate students  
Course Designation: Level - Intermediate  
L&S Credit - Counts as Liberal Arts and Science credit in L&S  
Repeatable for Credit: No

**M H R 320 — NEW VENTURES IN BUSINESS, THE ARTS AND SOCIAL ENTREPRENEURSHIP**  
3 credits.  
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. Enroll Info: None  
Requisites: Member of Entrepreneurial Residential Learning Community (ERLC)  
Repeatable for Credit: No

**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. Enroll Info: None  
Requisites: Member of Entrepreneurial Residential Learning Community (ERLC)  
Repeatable for Credit: No

**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. Enroll Info: None  
Requisites: Not open to undergraduates in the School of Business or graduate students  
Repeatable for Credit: No

**M H R 365 — CONTEMPORARY TOPICS**  
1-3 credits.  
Exploration of subject areas possibly to be introduced into the business curriculum. Enroll Info: None  
Requisites: Sophomore standing, not open to graduate students  
Repeatable for Credit: Yes, unlimited number of completions

**M H R 399 — READING AND RESEARCH-MANAGEMENT**  
1-6 credits.  
Individual work suited to the needs of undergraduate students may be arranged with a faculty member. Enroll Info: None  
Requisites: Consent of instructor  
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

**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. Enroll Info: None  
Requisites: Sophomore standing, not open to graduate students  
Repeatable for Credit: No
M H R/INTL BUS 403 — GLOBAL ISSUES IN MANAGEMENT
3 credits.

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. Enroll Info: None
Requisites: Sophomore standing, not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None
Requisites: Sophomore standing, not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None
Requisites: Sophomore standing, not open to graduate students
Repeatable for Credit: No

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. Enroll Info: None
Requisites: Junior standing and (GEN BUS 310), or (ACCT I S 300), or (ACCT I S 100 and 211), or (ACCT I S 100 and FINANCE/ECON/ FINANCE 300); or member of Business Exchange program. Not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None
Requisites: Sophomore standing, not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None
Requisites: Sophomore standing, M H R 422, and ACCT I S 211; or member of Business Exchange program. Not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None
Requisites: Sophomore standing, not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None
Requisites: Sophomore standing, not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2018

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

Analysis and discussion of selected issues in organizational strategy, behavior, theory, design, or entrepreneurship. Enroll Info: None
Requisites: Junior standing, not open to graduate students
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. Enroll Info: None
Requisites: Junior standing, not open to graduate students
Repeatable for Credit: No
Last Taught: Spring 2009
MHR/AAE 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. Enroll Info: None
Requisites: Graduate/professional standing and (ECON 301 or 311)
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2016

MHR 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. Enroll Info: None
Requisites: Sophomore standing and (MHR 305 or 705); or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

MHR 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. Enroll Info: None
Requisites: Sophomore standing and (MHR 305 or 705); or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

MHR 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. Enroll Info: None
Requisites: Sophomore standing and (MHR 305 or 705); or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

MHR 628 — NEGOTIATIONS
3 credits.
Theory and practice of negotiations. Enroll Info: None
Requisites: Sophomore standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

MHR 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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

MHR 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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

MHR 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. Enroll Info: Knowledge of Statistics strongly encouraged such as STAT 301.
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017
MHR 706 — LEADING AND WORKING IN TEAMS

1 credit.

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. Enroll Info: None

Requisites: Declared in a Master of Business Administration degree program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2017

MHR/ENVIR ST 710 — CHALLENGES & SOLUTIONS IN BUSINESS SUSTAINABILITY

3 credits.

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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

MHR 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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

MHR 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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

MHR 727 — ENTREPRENEURIAL GROWTH STRATEGIES

3 credits.

Describes activities and skills necessary to initiate and manage rapid growth in small young firms. Enroll Info: None

Requisites: MHR 722
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2010

MHR 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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

MHR/I SYE 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. Enroll Info: Knowledge of statistics strongly encouraged such as STAT 301.

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018
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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
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. Enroll Info: None

Requisites: M H R 715, 722, 734, or 741
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. Enroll Info: None

Requisites: M H R 715, 722, 734, or 741
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

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

Exploration of advanced subject areas possibly to be introduced into the business curriculum. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Summer 2018

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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No

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

Improves 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. Enroll Info: None

Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
MHR 790 — MASTER'S RESEARCH AND THESIS
1-6 credits.
Completion of master's thesis for MBA program. Enroll Info: None
Requisites: Declared in Arts Administration MBA
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Spring 2014

MHR 799 — READING AND RESEARCH-MANAGEMENT
1-6 credits.
Individual work suited to the needs of graduate students. Enroll Info: None
Requisites: Consent of instructor
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Spring 2018

MHR 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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2010

MHR 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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Fall 2016

MHR 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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2017

MHR 872 — SEMINAR IN ORGANIZATIONAL BEHAVIOR AND DESIGN
3 credits.
Analysis and discussion of selected topics in organizational behavior and design. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

MHR 973 — DOCTORAL RESEARCH SEMINAR IN BUSINESS STRATEGY
3 credits.
This doctoral level strategy research seminar invites students to explore drivers of performance heterogeneity among firms. Why do some firms out-perform others? The topic is integrative in that the answer draws on theory and empirical evidence from economics, sociology, and psychology, as well as management and organizational theory that is more interdisciplinary in nature. In studying this topic, we also focus on the research process: what is the anatomy of a scholarly contribution in strategy and how does one conduct strategy research? Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No

MHR 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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions
Last Taught: Fall 2017

MHR 976 — DOCTORAL RESEARCH SEMINAR IN MANAGEMENT
2 credits.
Continuation of MHR 975. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
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. Enroll Info: None
Requisites: Graduate/professional standing or member of Business Exchange program
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: No
Last Taught: Spring 2018

M H R 990 — MANAGEMENT INDEPENDENT RESEARCH PHD THESIS
1-12 credits.
Individual work to complete dissertation requirement of Ph.D. program.
Enroll Info: None
Requisites: Consent of instructor
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions

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. Enroll Info: None
Requisites: Consent of instructor
Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement
Repeatable for Credit: Yes, unlimited number of completions