

MANAGEMENT AND HUMAN RESOURCES (MHR)

MHR 300 – MANAGING ORGANIZATIONS

3 credits.

The management of people and organizations: diversity, attitude and job satisfaction, emotions, personality and value, individual and group decision making, motivation, teams, leadership, influence, strategy, organizational structure and culture, and change management.

Requisites: Open to undergraduates or declared in undergraduate Business Exchange program

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Summarize how employee behavior affects organizational performance.

Audience: Undergraduate

2. Explain strategies that improve individual, group, and team performance.

Audience: Undergraduate

3. Develop leadership and management potential through feedback, self-reflection, and implementable action plans to achieve personal and career goals.

Audience: Undergraduate

4. Explain how organizational inputs and processes relate to critical outcomes such as productivity and survival.

Audience: Undergraduate

5. Recommend organizational behavior-related solutions to address problems faced by organizations.

Audience: Undergraduate

MHR 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.

Requisites: None

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Explain strategy-driven human resource management, including how activities must be aligned with processes, structure, culture, and each other.

Audience: Undergraduate

2. Measure and diagnose human resource-related conditions based on assessment of vertical and horizontal alignment and performance-relevant metrics.

Audience: Undergraduate

3. Develop and evaluate human resource policies and actions designed to effectively address common human resource challenges.

Audience: Undergraduate

4. Recognize rights of both employers and employees, ethically and according to major employment laws.

Audience: Undergraduate

MHR 310 – CHALLENGES & SOLUTIONS IN BUSINESS SUSTAINABILITY

3 credits.

Provides central knowledge and skills to tackle challenges at the intersection of business and sustainability. Analysis of the causes of sustainability challenges as relating to business and study of frameworks and measurement systems for incorporating sustainability into corporate decision-making and business analysis.

Requisites: Junior standing or declared in undergraduate Business Exchange program. Not open to graduate/professional students

Course Designation: Breadth - Social Science

Level - Intermediate

L&S Credit - Counts as Liberal Arts and Science credit in L&S

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Explain the social, economic, and environmental dimensions of the sustainability challenges of business activity and identify potential trade-offs and interrelationships among these dimensions at a level appropriate to the course.

Audience: Undergraduate

2. Analyze the causes of and solutions for the sustainability challenges resulting from business activity.

Audience: Undergraduate

3. Apply sustainability principles and/or frameworks to addressing the challenge of incorporating sustainability into corporate decision-making.

Audience: Undergraduate

M H R 320 – NEW VENTURES IN BUSINESS, THE ARTS AND SOCIAL ENTREPRENEURSHIP

3 credits.

Develop capabilities to conceive of new ventures that create value and critically analyze the role of entrepreneurship in society. Activities include: Imagine/design new ventures, identify markets and funding sources, develop founding teams, do scholarly research on impact of entrepreneurship.

Requisites: None

Repeatable for Credit: No

Last Taught: Fall 2024

Learning Outcomes: 1. Explain the entrepreneurial mindset and methods used in starting new ventures and what differs for social purpose ventures
Audience: Undergraduate

2. Generate new venture concepts using idea generation techniques and articulate their value proposition
Audience: Undergraduate

3. Evaluate opportunities using rigorous feasibility and experimentation processes
Audience: Undergraduate

4. Develop, define, and clearly communicate a business concept
Audience: Undergraduate

5. Apply introductory concepts in accounting, finance, marketing, intellectual property strategy and entity selection
Audience: Undergraduate

M H R 321 – SOCIAL ENTREPRENEURSHIP

1 credit.

Learn how to create a socially-engaged businesses and how to use entrepreneurial approaches to non-profit ventures. Activities include developing mission statements, assessing social impact, seeking funding from varied sources. Guest lecturers, cases, role playing. Grounded in management theory.

Requisites: None

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Define social entrepreneurship
Audience: Undergraduate

2. Articulate elements of effective mission statements
Audience: Undergraduate

3. Explain the social, economic, and/or environmental dimensions of the sustainability challenge(s) of businesses and nonprofit organizations
Audience: Undergraduate

4. Apply sustainability principles and/or frameworks to addressing the challenge of assessing social impact
Audience: Undergraduate

5. Identify basic forms of financing available to social-purpose organizations
Audience: Undergraduate

M H R 322 – INTRODUCTION TO ENTREPRENEURSHIP

3 credits.

Gain and apply knowledge about foundations of entrepreneurship, and key topics such as founding teams, customer/market discovery, starting and growing a business.

Requisites: Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Apply basic market discovery techniques.
Audience: Undergraduate

2. Define the basic steps taken to start a new venture.
Audience: Undergraduate

3. Identify career paths in entrepreneurship.
Audience: Undergraduate

4. Exercise appropriate leadership, value diverse perspectives, and work collaboratively to accomplish organizational objectives in an entrepreneurial context.
Audience: Undergraduate

M H R 365 – CONTEMPORARY TOPICS

1-3 credits.

Exploration of subject areas possibly to be introduced into the business curriculum.

Requisites: Sophomore standing. Not open to graduate/professional students

Repeatable for Credit: Yes, unlimited number of completions

Last Taught: Spring 2026

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.

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

Last Taught: Spring 2026

M H R 401 – LEADING 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.

Requisites: Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Explain the challenges and opportunities of working in teams as well as developing and leading them.

Audience: Undergraduate

2. Identify common pitfalls in team dynamics and decision-making, and how to avoid them.

Audience: Undergraduate

3. Describe different types of conflicts that teams experience and how to resolve them.

Audience: Undergraduate

4. Practice different techniques to promote team communication, cohesion, and creativity.

Audience: Undergraduate

5. Reflect on how personality and emotional intelligence influences interactions with others.

Audience: Undergraduate

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.

Requisites: Sophomore standing. Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Analyze the key drivers of globalization and their impact on organizational strategy, structure, and culture in global settings.

Audience: Undergraduate

2. Evaluate the role of cultural differences in facilitating or hindering organizational success and recommend strategies for effective leadership across cultures.

Audience: Undergraduate

3. Apply global human resource and corporate social responsibility practices to improve organizational productivity and sustainability in a global economy.

Audience: Undergraduate

4. Assess country, competitor, market, and consumer data to develop and refine management and marketing plans that allows a company to gain a sizeable market share and achieve strong financial performance for its operations in another country.

Audience: Undergraduate

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: Sophomore standing. Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Articulate fundamental principles, methods and tools used in management consulting.

Audience: Undergraduate

2. Apply management consulting tools and methods to diagnose the functioning of an organization and develop recommendations for solving problems.

Audience: Undergraduate

3. Design and implement interventions to enhance individual, group, and organizational effectiveness.

Audience: Undergraduate

4. Compose, communicate and deliver recommendations based of investigation and analysis.

Audience: Undergraduate

M H R 415 – STRATEGIC MANAGEMENT OF INNOVATION AND CORPORATE ENTREPRENEURSHIP

3 credits.

Covers innovation and entrepreneurship in an existing corporate environment. Adopt the perspective of decision-makers who must evaluate the potential of new technologies, decide on their adoption, and establish their implementation in the current firm's activities and products. Discuss how established firms can build an internal environment such that all employees adopt entrepreneurial behaviors and generate their own technological or business model innovations.

Requisites: M H R 322, 423, or 434

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Analyze the unique characteristics of technology markets and industries. This includes a focus on platforms, technology standards, and ecosystems.

Audience: Undergraduate

2. Evaluate whether a technological solution is a business opportunity within an established organization.

Audience: Undergraduate

3. Identify the process of commercializing technology in existing organizations and the appropriate mode of commercialization (i.e., license, internal commercialization, sale, or startup).

Audience: Undergraduate

4. Offer recommendations regarding the work environment and practices that support entrepreneurial initiatives within an established organization.

Audience: Undergraduate

M H R 420 – LEADING CHANGE IN ORGANIZATIONS

3 credits.

To be effective, leaders must be able to adapt their organization and the people within it to address the challenges they face. Those who are able to adapt quickly can create a competitive advantage. Explore how leaders can enact, foster, and implement change in organizations and individuals. Topics will include managing organizational transformations, responding to crises, and performance improvement.

Requisites: Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Recognize the nature of complex organizations, the dynamic environments in which they exist, and key issues involved in the successful management of evolving organizations.

Audience: Undergraduate

2. Become effective leaders of the change management process from initiation to execution.

Audience: Undergraduate

3. Facilitate inclusive change in organizations and organizations characterized by diverse views and populations.

Audience: Undergraduate

4. Develop the capability to effectively respond to organizational crises considering the short- and long-term needs of all stakeholders.

Audience: Undergraduate

5. Identify and facilitate opportunities for performance improvement in individuals and teams.

Audience: Undergraduate

M H R 422 – ADVANCED ENTREPRENEURSHIP

3 credits.

Focuses on the process of starting and growing a new venture. Develop and utilize a set of qualitative and quantitative skills that can be applied in this context. Topics include how to assess and quantify growth potential of an entrepreneurial opportunity, how investors value startups, and how startups are effectively managed. Acquire a set of cross-functional concepts in finance, law, marketing, and strategy.

Requisites: M H R 322 and (ACCT 1 S 100 or GEN BUS 310) or declared in the Business Exchange program

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Evaluate whether an idea is an entrepreneurial opportunity using both quantitative and qualitative tools.

Audience: Undergraduate

2. Explain the process of building and growing a startup and the challenges associated with each phase of that process for both high-growth and traditional startups.

Audience: Undergraduate

3. Apply select quantitative and qualitative skills and resources required for successfully managing and growing a startup.

Audience: Undergraduate

4. Explain how to start and finance a new business venture.

Audience: Undergraduate

5. Create and present a report analyzing commercial potential of an entrepreneurial opportunity including evaluating potential for sustained growth.

Audience: Undergraduate

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.

Requisites: Sophomore standing. Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Conduct an external analysis of the firm, focusing on the industry, competitors, and the general environment.

Audience: Undergraduate

2. Analyze alternative strategic positions within an industry, differentiating between cost and differentiation strategies, and their implications for competitive advantage.

Audience: Undergraduate

3. Assess firm diversification and internationalization, considering mergers, acquisitions, and alliances as potential means.

Audience: Undergraduate

4. Develop and communicate strategic analyses and recommendations both individually and as part of a team.

Audience: Undergraduate

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.

Requisites: Sophomore standing, M H R 422, and ACCT I S 211; or declared in undergraduate Business Exchange program. Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Fall 2024

Learning Outcomes: 1. Identify specific challenges, such as scaling, resource management, and market competition, affecting high-growth ventures.

Audience: Undergraduate

2. Analyze the implications of industry trends, competitive positioning, financial sustainability, and operational capacity on growth strategies.

Audience: Undergraduate

3. Explain how search funds identify, evaluate, and acquire existing small to medium-sized businesses.

Audience: Undergraduate

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.

Requisites: Sophomore standing. Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Identify market opportunities for new venture concepts.

Audience: Undergraduate

2. Explain the process involved in forming a company.

Audience: Undergraduate

3. Develop and validate aspects of a business model for a proposed product or service.

Audience: Undergraduate

4. Develop knowledge and skills to create materials required to finance a new venture.

Audience: Undergraduate

M H R 438 – WISCONSIN APPLIED VENTURES IN ENTREPRENEURSHIP (WAVE)

3 credits.

Develop, refine, and present business models following the Lean Start-Up approach for customer/market discovery. Presentations are made to the WAVE Board for feedback and investment potential.

Requisites: M H R 322, 415, 422, 434 or 441

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Apply market discovery techniques to identify and assess customer needs, preferences, and potential product-market fit.

Audience: Undergraduate

2. Design and conduct entrepreneurial experiments to validate key assumptions and test early-stage business models.

Audience: Undergraduate

3. Evaluate and refine venture concepts by providing and incorporating constructive feedback from peers, instructors, and industry experts.

Audience: Undergraduate

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: Sophomore standing. Not open to graduate/professional students

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Describe entrepreneurship and the nature of opportunities including the aspects of technology entrepreneurship that are distinct from other types of entrepreneurship.

Audience: Undergraduate

2. Identify the appropriate legal form and potential intellectual property protections for a technology venture.

Audience: Undergraduate

3. Design, evaluate, and select appropriate business models and business strategies for technology ventures.

Audience: Undergraduate

4. Describe and plan appropriate product development and sales and marketing activities for a technology venture.

Audience: Undergraduate

5. Explain basic concepts associated with financial reports in the context of technology venturing.

Audience: Undergraduate

6. Identify, evaluate, and propose specific financing options for technology ventures.

Audience: Undergraduate

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: 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 2021

Learning Outcomes: 1. Describe major issues in economics of intellectual property protection (IPP), technology and innovation.

Audience: Both Grad & Undergrad

2. Employ basic economic analysis of IPP, technology and innovation related policy issues.

Audience: Both Grad & Undergrad

3. Articulate and critique theories and firms' commercial strategies related to IPP, technology and innovation.

Audience: Graduate

4. Communicate clearly economic and policy issues related to IPP, technology and innovation.

Audience: Both Grad & Undergrad

M H R 604 – LEADERSHIP THEORY AND PRACTICE

2-3 credits.

Presents leadership theories grounded in research in Industrial and Organizational Psychology and Organizational Behavior and the implications of those theories for practice in organizations.

Requisites: Not open to students with credit for M H R 704.

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Articulate the differences between effective management and leadership principles.

Audience: Undergraduate

2. Identify leadership research that supports or rebuts leadership myths and popular half-truths.

Audience: Undergraduate

3. Explain foundational theories and approaches to leadership using research and professional literature.

Audience: Undergraduate

4. Explain the implications of leadership theories for leadership practice in organizations.

Audience: Undergraduate

5. Reconcile the results of leadership psychometric self-assessments with leadership theories and personal experiences with effective leadership.

Audience: Undergraduate

6. Apply leadership theories to guide leadership practice in order to enhance real-world effectiveness in organizations.

Audience: Undergraduate

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.

Requisites: Sophomore standing and (M H R 305 or 705), or declared in the Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Articulate the principles of effective compensation systems and their role in supporting organizational strategy, internal alignment, external competitiveness, pay for performance, and cost control.

Audience: Both Grad & Undergrad

2. Explain the impact of global, legal, organized labor, and regulatory contexts on an organization's compensation practices.

Audience: Both Grad & Undergrad

3. Apply course concepts to support careers in compensation strategy, managing people, and recognizing how one's own pay and career progression is determined.

Audience: Both Grad & Undergrad

4. Analyze compensation strategies to identify problems and develop solutions that support an organization's strategy.

Audience: Graduate

M H R 611 – STRATEGIC TALENT MANAGEMENT

2-3 credits.

Explores the strategies and range of processes, methods, and resources that organizations use in talent (human capital) management initiatives to support achievement of business strategy and short and long-term objectives. The focus is on understanding the fundamentals of effective talent management including talent attraction, talent acquisition, talent (career) development, motivation and engagement, and talent retention.

Requisites: M H R 300, 305, graduate/professional standing, or declared in the Business Exchange program

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Develop a talent attraction and acquisition strategy, using data-based decisions, that aligns with business strategy

Audience: Undergraduate

2. Recommend methods to develop the skills and abilities of talent

Audience: Undergraduate

3. Propose strategies that motivate talent in a manner that supports achievement business objectives

Audience: Undergraduate

4. Design a talent retention strategy that aligns with and reinforces business strategy

Audience: Undergraduate

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.

Requisites: Sophomore standing and (M H R 305 or 705), or declared in the Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Analyze the role of the state in regulating labor relations, including conflict resolution and the enforcement of individual and collective workplace rights.

Audience: Both Grad & Undergrad

2. Evaluate the process of union organization and collective bargaining, identifying key strategies and challenges faced by both workers and management.

Audience: Both Grad & Undergrad

3. Develop a thorough understanding of contract administration, including grievance handling, arbitration, and contract interpretation in labor disputes.

Audience: Both Grad & Undergrad

4. Assess current and emerging challenges in labor-management relations and propose strategies for human resource professionals to respond.

Audience: Graduate

M H R 614 – PEOPLE ANALYTICS

2-3 credits.

Technological advances have led many organizations to adopt a more "data-driven" approach to managing their employees. It is therefore critical for managers to understand how to integrate data analytics into their organization's human resource management or risk being at a competitive disadvantage. Build hands-on skills to analyze data in ways that facilitate the development and evaluation of human capital policies, practices, programs, and strategies. Learn to take advantage of data and analytics in decision-making processes. Emphasis on experiential learning using data from various organizational contexts.

Requisites: None**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement**Repeatable for Credit:** No**Last Taught:** Spring 2026**Learning Outcomes:** 1. Design an analytic plan that can inform managers' decision-making processes

Audience: Both Grad & Undergrad

2. Apply statistical tools to answer applied questions of interest

Audience: Both Grad & Undergrad

3. Use results of statistical analyses to inform HR practices, policies, and strategies

Audience: Both Grad & Undergrad

4. Communicate analytic plans and findings to non-expert audiences

Audience: Both Grad & Undergrad

5. Apply advanced statistical tools to answer applied questions of interest

Audience: Graduate

6. Communicate analytic plans and findings to statistically advanced audiences

Audience: Graduate

M H R 617 – DIVERSITY IN ORGANIZATIONS

2-3 credits.

Provides a thorough understanding of the advantages and challenges presented by workplace diversity, suggesting techniques to manage effectively and maximize the benefits of diversity. Includes a comprehensive survey of demographic groups and an analysis of their history to foster a thorough understanding of the dimensions of diversity. Discussions will include effectively managing diversity on the basis of race, sex, LGBTQIA, religion, age, ability, national origin, and intersectionality in organizations and about issues various groups face, including discrimination. Provides practical insight into subconscious/implicit bias, team diversity, and diversity management in the United States and abroad. Goal is to learn to work with diverse groups to create a productive organization in which everyone feels included.

Requisites: Junior standing**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement**Repeatable for Credit:** No**Last Taught:** Spring 2026**Learning Outcomes:** 1. Define key terminology associated with diversity in organizations

Audience: Both Grad & Undergrad

2. Explain the major theories used in diversity research to understand diversity in organizations

Audience: Both Grad & Undergrad

3. Apply these theories to replicate diversity successes, diagnose diversity challenges, and make informed decisions to manage diversity well

Audience: Both Grad & Undergrad

4. Connect historical context to current impact for various demographics

Audience: Both Grad & Undergrad

5. Reflect upon the topics discussed in the class and determine applications for future work settings

Audience: Graduate

M H R 628 – NEGOTIATIONS

2-3 credits.

Theory and practice of negotiations.

Requisites: Sophomore standing or declared in the Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Explain the game theory approach to the negotiator's dilemma, and thus the issues of distributive and integrative bargaining (i.e., to compete or cooperate; to claim value or create value).

Audience: Both Grad & Undergrad

2. Recognize the contingent nature of appropriate tactics for negotiation preparation, opening, concession-making, and closing.

Audience: Both Grad & Undergrad

3. Explain the foundational impacts of bargaining style, goals, relationships, standards, interests, leverage, ethical concerns, cultural differences, and departures from economic interests.

Audience: Both Grad & Undergrad

4. Understand how some issues can be exploited to create value, enabling win-win outcomes.

Audience: Both Grad & Undergrad

5. Apply appropriate tactics in cooperative and competitive negotiations, both alone and as part of a negotiating team.

Audience: Both Grad & Undergrad

6. Analyze the negotiations process and settlements in order to identify strengths, weaknesses, and opportunities for improvement.

Audience: Both Grad & Undergrad

7. Evaluate recent negotiations research in relation to course principles.

Audience: Graduate

M H R/INTEGART 632 – INTRODUCTION TO ARTS ENTREPRENEURSHIP

3 credits.

An overview and foundation in preparation for developing, launching, or advancing innovative projects in arts, culture, design, and humanities.

Learn the unique contexts and challenges of creative careers. Develop creative project goals while gaining an understanding of the nature and structure of arts entrepreneurship in a variety of sectors - for-profit, nonprofit, government, and hybrid.

Requisites: Sophomore standing

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Recognize and equitable entrepreneurship opportunities in arts and cultural expression through projects, partnerships, initiatives, and organizations.

Audience: Both Grad & Undergrad

2. Assess challenges and opportunities in the arts and cultural sector and develop them into project business plans.

Audience: Both Grad & Undergrad

3. Analyze case studies that lead to the discovery, acquisition, and alignment of key resources necessary for a concept's success (time, money, space, equipment, talent.)

Audience: Graduate

4. Communicate and present a clear and compelling project plan which includes narrative, budget, marketing plan, fund development plan, and the accompanying strategies in written and spoken form.

Audience: Both Grad & Undergrad

5. Evaluate a project's outcomes in ways that consider equity, inclusivity, and diversity as a measure of current and future success.

Audience: Both Grad & Undergrad

6. Illustrate acquired skills and learning by creating a web-based professional portfolio with work samples.

Audience: Both Grad & Undergrad

M H R/INTEGART 636 – ENTREPRENEURSHIP IN ARTS & CULTURAL ORGANIZATIONS

3 credits.

Become familiar with basic entrepreneurship principles and value proposition design techniques in social entrepreneurship settings with attention to the perspective of arts and cultural organizations. Content includes business model development, customer-driven innovation, lean startup practices, organizational capacity for entrepreneurial action, team performance, the structure of alliances and partnerships and funding mechanisms in the sector.

Requisites: Junior standing**Course Designation:** Grad 50% - Counts toward 50% graduate coursework requirement**Repeatable for Credit:** No**Last Taught:** Spring 2026**Learning Outcomes:** 1. Identify and describe the key elements of a value proposition canvas

Audience: Both Grad & Undergrad

2. Articulate the role of mission statements in social-purpose organizations, implications of entity choices, and sources of funding for nonprofit and related organizations in the arts and cultural space

Audience: Both Grad & Undergrad

3. Identify and analyze business models used in the creative economy across nonprofit and social-purpose organizations

Audience: Both Grad & Undergrad

4. Define the design thinking problem-solving approach and outline key elements of the process

Audience: Both Grad & Undergrad

5. Apply appropriate research methods (ethnographic versus market research) and invoke related tools (literature reviews, observational note-taking, etc.) to help test hypothesis in the development of new products/services for arts and cultural organizations

Audience: Both Grad & Undergrad

6. Analyze arguments about the role of entrepreneurial action and funding for arts and cultural organizations in the context of other disciplinary approaches in the visual and performing arts, design, and related fields

Audience: Graduate

7. Design a value proposition canvas for an entrepreneurial cultural/creative organization in the Madison community that will inform product/service development for a distinct customer segment.

Audience: Both Grad & Undergrad

8. Rapidly test emergent ideas in the field with (potential) customers using a design thinking approach that includes creation of "prototypes" (storyboards, role play, 3D printed objects, etc.) and interpretation of results

Audience: Both Grad & Undergrad

9. Make connections between the world of ideas and concepts with day-to-day issues and concerns in cultural/creative organizations. Where possible, encourage/highlight/expose new connection points (e.g., "I never thought of it that way...")

Audience: Both Grad & Undergrad

10. Develop teamwork, written and oral communication skills

Audience: Both Grad & Undergrad

M H R 640 – CREATIVE DESTRUCTION LAB I

1 credit.

Introduces key topics and concepts associated with technology entrepreneurship, venture formation, and project-based organizational consulting. Allows for practice of key analytical approaches to understanding technology venturing processes. Application required.

Requisites: Consent of instructor**Repeatable for Credit:** No**Last Taught:** Fall 2025**Learning Outcomes:** 1. Assess entrepreneurial challenges and startup viability in a disciplined and objective manner.

Audience: Undergraduate

2. Recognize opportunity spaces in knowledge-intensive industries and assess whether a specific technological innovation may generate new value for stakeholders.

Audience: Undergraduate

3. Utilize a set of tools and frameworks to evaluate tech startup capabilities, processes, and opportunities.

Audience: Undergraduate

M H R 641 – CREATIVE DESTRUCTION LAB II

2 credits.

Action learning through engaging with a real-world technology venture in the context of a knowledge-intensive industry. In teams, negotiate a project to support venture development, plan and implement the project, and present the results to the venture and the instructor. Provides direct insight into technology venture processes, observation of pitching and mentoring activities, and the real-world challenges associated with early stage venturing.

Requisites: M H R 640**Repeatable for Credit:** No**Last Taught:** Spring 2026**Learning Outcomes:** 1. Effectively collaborate with peers on a long-term project with multiple milestones and outputs.

Audience: Undergraduate

2. Summarize desk and action research to address timely, important, and relevant challenges identified by the venture.

Audience: Undergraduate

3. Reflect on one's contributions to a self-managed consultation project to support the development of a real-world technology venture.

Audience: Undergraduate

M H R 700 – LEADING PEOPLE AND ORGANIZATIONS

1-3 credits.

Management of people and organizations, exploring concepts that will be valuable as a current employee or a future employee, manager, or leader. Concepts will be discussed at the individual, group or team, and the organizational level. Key organizational behavior topics include: diversity, attitude and job satisfaction, emotions, personality and value, individual and group decision making, motivation, teams, leadership, influence, strategy, organizational structure and culture, and change management.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Summarize how employee behavior affects organizational performance.

Audience: Graduate

2. Explain strategies that improve individual, group, and team performance.

Audience: Graduate

3. Develop leadership and management potential through feedback, self-reflection, and implementable action plans to achieve personal and career goals.

Audience: Graduate

4. Explain how organizational level inputs and processes relate to critical outcomes such as productivity and survival.

Audience: Graduate

5. Recommend organizational behavior-related solutions to address current problems faced by organizations.

Audience: Graduate

M H R 704 – MANAGING BEHAVIOR IN ORGANIZATIONS

2-3 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: Graduate/professional standing or declared in graduate Business Exchange program. Not open to students with credit for M H R 604.

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Apply the scientific method as an epistemological guide to first understand, then be able to predict, and consequently lead organizational behavior.

Audience: Graduate

2. Evaluate research behind some of the foundational theories of motivation and leadership: operant conditioning, goal-setting, social cognitive, contingency model of leadership effectiveness, and transactional vs. transformational leadership paradigm.

Audience: Graduate

3. Practice differentiating research-derived, cumulatively-built evidence from leadership myths, popular half-truths, idiosyncratic anecdotes, and complete nonsense.

Audience: Graduate

4. Articulate deductive and inductive reasoning, understanding of chance and associated errors of inference, and characterizing of applied recommendations through the lens of their inferential probabilities, or the lack of thereof.

Audience: Graduate

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. Knowledge of Statistics strongly encouraged such as STAT 301.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Evaluate the expected effectiveness – based on theory, empirical research, and experience – of alternative human resources strategies to align with and achieve organizational goals.

Audience: Graduate

2. Formulate and execute human resources strategies to achieve organizational goals, considering internal (people-related resources and capabilities) and external influences/constraints (product/labor markets, legal framework, ethics, and labor unions).

Audience: Graduate

3. Utilize data analytics to inform/improve decision-making, diagnose human resources/organizational challenges, and evaluate the effectiveness of human resources strategies in achieving human resources/organizational goals.

Audience: Graduate

M H R 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.

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 2025

Learning Outcomes: 1. Analyze team dynamics to identify barriers and facilitators of effective team functioning and performance.

Audience: Graduate

2. Explain the effectiveness of various leadership strategies and styles in shaping team outcomes.

Audience: Graduate

3. Apply creativity and communication techniques to enhance team collaboration and problem-solving in real-world scenarios.

Audience: Graduate

M H R 710 – CHALLENGES & SOLUTIONS IN BUSINESS SUSTAINABILITY

2-3 credits.

Provides central knowledge and skills to tackle challenges at the intersection of business and sustainability. Analysis of the causes of sustainability challenges as relating to business and study of frameworks and measurement systems for incorporating sustainability into corporate decision-making and business analysis.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Explain the social, economic, and environmental dimensions of the sustainability challenges of business activity and identify potential trade-offs and interrelationships among these dimensions at a level appropriate to the course.

Audience: Graduate

2. Analyze the causes of and solutions for the sustainability challenges resulting from business activity.

Audience: Graduate

3. Apply sustainability principles and/or frameworks to addressing the challenge of incorporating sustainability into corporate decision-making.

Audience: Graduate

4. Use knowledge and skills in business sustainability for developing professional values and pathways.

Audience: Graduate

M H R 715 – STRATEGIC MANAGEMENT OF INNOVATION

2-3 credits.

Helps student gain tools, concepts and information about how to generate value from Innovation and technology in existing organizations.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Evaluate whether a technological solution is a business opportunity.

Audience: Graduate

2. Explain the process of commercializing technology and the challenges associated with each phase of that process.

Audience: Graduate

3. Articulate the skills and resources required for successfully managing technologies and innovative processes.

Audience: Graduate

4. Produce an analysis of the commercial potential of a technological solution.

Audience: Graduate

M H R 716 – ACCELERATING INNOVATION

2-3 credits.

How startups and business accelerators create and diffuse innovation. Topics covered include the basic economics of startups and business accelerators, the development of acceleration platforms, the accelerator model of innovation sourcing and selection, and fostering mindsets of innovation.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Articulate the startup model and business accelerator model of innovation that is driving the entrepreneurial economy.

Audience: Graduate

2. Explain how external innovation is financed.

Audience: Graduate

3. Utilize analytic skills and effective communication to present an investment decision and logic to decision-makers.

Audience: Graduate

M H R 720 – LEADING CHANGE IN ORGANIZATIONS

2-3 credits.

To be effective, leaders must be able to adapt their organization and the people within it to address the challenges they face. Explore how leaders can enact, foster, and implement change in organizations and individuals. Topics will include managing organizational transformations, responding to crises, and performance improvement.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Recognize the nature of complex organizations, the dynamic environments in which they exist, and key issues involved in the successful management of evolving organizations.

Audience: Graduate

2. Demonstrate effective leadership of the change management process from initiation to execution.

Audience: Graduate

3. Develop the capability to effectively respond to organizational crises considering the short- and long-term needs of all stakeholders.

Audience: Graduate

4. Identify opportunities for performance improvement in individuals and teams.

Audience: Graduate

M H R 722 – ENTREPRENEURIAL MANAGEMENT

2-3 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/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Explain what it takes to be a successful entrepreneur.

Audience: Graduate

2. Understand how to manage an entrepreneurial firm.

Audience: Graduate

3. Recognize and evaluate entrepreneurial opportunities.

Audience: Graduate

4. Demonstrate effective oral and written communication skills associated with entrepreneurial management.

Audience: Graduate

5. Explain the importance of entrepreneurial organizations in society.

Audience: Graduate

6. Demonstrate positive and productive interactions with professionals and fellow students across the entrepreneurial spectrum.

Audience: Graduate

M H R 723 – BUSINESS STRATEGY

2-3 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/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Perform an external analysis of the firm's environment (industry, competitors, and the broader environment), and an internal analysis of the firm's resources (capabilities, tangible and intangible assets, etc.).

Audience: Graduate

2. Perform an analysis of alternative strategic positions within an industry, distinguishing between cost and differentiation strategies, with implications for building competitive advantage.

Audience: Graduate

3. Analyze a firm's resources (capabilities, tangible and intangible assets etc.) as a basis of assessing the merits of firm growth into new industries and geographies.

Audience: Graduate

4. Assess and respond to different types of change in the industry environment (technological change, industry evolution, competitive threats, disruption) that may alter industry structure and the firm's competitive advantage.

Audience: Graduate

5. Analyze the benefits and challenges of alternative modes of achieving growth including: de novo growth, mergers, acquisitions, and alliances.

Audience: Graduate

M H R 724 – GROWTH STRATEGIES: MULTI BUSINESS AND GLOBAL ARENAS

2-3 credits.

Examines growth strategies that extend the firm's scope into new businesses and geographies. Most firms operate in multiple products, markets, and geographic arenas. Explore complementarities (and costs) of operating in a portfolio of strategic arenas defined by products, customers, and global markets. This includes the analysis of strategic choices to vertically integrate (e.g., internal suppliers) as well as maintaining external alliance partners.

Requisites: (M H R 723 or concurrent enrollment) or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Analyze a firm's resources (capabilities, tangible, and intangible assets, etc.) as a basis to assess the merits of firm growth into new industries and geographies.

Audience: Graduate

2. Evaluate the costs and potential gains (synergies) associated with operating in multiple product or geographic markets.

Audience: Graduate

3. Balance the tradeoffs associated with different market entry strategies such as de-novo growth, strategic alliances, and mergers and acquisitions.

Audience: Graduate

4. Assess a firm's need to vertically integrate business units.

Audience: Graduate

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: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Analyze negotiation frameworks and bargaining contexts.

Audience: Graduate

2. Demonstrate context-appropriate negotiation tactics used in preparation, opening, offering of concessions, and closing.

Audience: Graduate

3. Utilize quantitative analysis to assess potential negotiation outcomes.

Audience: Graduate

4. Reflect on ethical, relational, competitive, and cooperative dimensions in negotiation.

Audience: Graduate

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. Knowledge of statistics strongly encouraged such as STAT 301.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2022

Learning Outcomes: 1. Evaluate behavioral science literature on individual, group, and organizational decision-making

Audience: Graduate

2. Apply decision-making models to improve managerial performance, system design, and theory development

Audience: Graduate

3. Identify key challenges in behavioral decision-making and their implications for leadership and policy

Audience: Graduate

M H R 734 – VENTURE CREATION

2-3 credits.

Transform ideas into new ventures. Learn the process of evaluating, formalizing, and communicating a new venture idea. Develop an original product/service/venture concept.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Identify and prioritize market opportunities for new venture concepts based on scalability and feasibility.

Audience: Graduate

2. Evaluate founder roles, responsibilities, agreements, and potential outcomes.

Audience: Graduate

3. Develop and validate a business model that aligns a venture's value proposition, resources, and financial goals.

Audience: Graduate

4. Design a comprehensive plan for a new venture, addressing key legal and operational considerations.

Audience: Graduate

5. Develop a credible investment-ready business plan.

Audience: Graduate

M H R 738 – WISCONSIN APPLIED VENTURES IN ENTREPRENEURSHIP (WAVE)

3 credits.

Develop, refine, and present business models following the Lean Start-Up approach for customer/market discovery. Presentations are made to the WAVE Board for feedback and investment potential.

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 2026

Learning Outcomes: 1. Apply market discovery techniques to identify and assess customer needs, preferences, and potential product-market fit.

Audience: Graduate

2. Design and conduct entrepreneurial experiments to validate key assumptions and test early-stage business models.

Audience: Graduate

3. Evaluate and refine venture concepts by providing and incorporating constructive feedback from peers, instructors, and industry experts.

Audience: Graduate

4. Communicate venture ideas and findings clearly and persuasively through written and oral presentations tailored to potential investors and stakeholders.

Audience: Graduate

M H R 739 – WISCONSIN ENTERPRISE DEVELOPMENT FELLOWSHIP SEMINAR

1 credit.

An applied early stage startup practicum and professional socialization seminar in Entrepreneurship and Enterprise Development for students admitted into the Wisconsin Fellowship in Enterprise Development Program. Meets weekly on the topic of entrepreneurship and enterprise development. Learn to apply business and entrepreneurship frameworks and skills in a class project focused on early-stage ideas. Requires admission to the Wisconsin Enterprise Development Fellowship program

Requisites: Consent of instructor

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Practice applying business frameworks/skills to early stage ideas

Audience: Graduate

2. Demonstrate ability to provide and accept constructive business feedback on ideas

Audience: Graduate

3. Improve ability to communicate your business idea via a short pitch

Audience: Graduate

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/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Describe entrepreneurship and the nature of opportunities, including the aspects of technology entrepreneurship that are distinct from other types of entrepreneurship.

Audience: Graduate

2. Identify the appropriate legal form and potential intellectual property protections for a technology venture.

Audience: Graduate

3. Evaluate and select appropriate business models and business strategies for technology ventures.

Audience: Graduate

4. Create and plan appropriate product development, sales, and marketing activities for a technology venture.

Audience: Graduate

5. Interpret financial reports in the context of technology venturing in order to evaluate and propose specific financing options.

Audience: Graduate

M H R 744 – NONPROFIT GOVERNANCE & BOARD MEMBERSHIP

2 credits.

Learn about nonprofit board structure and governance, develop a commitment to community and civic engagement, and network with representatives from nonprofit organizations.

Requisites: Graduate/professional standing

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Articulate different organizational structures and board governance models in the nonprofit and not-for-profit sectors.

Audience: Graduate

2. Demonstrate and articulate the responsibilities of a nonprofit governance board including the duties of the board chair and board members.

Audience: Graduate

3. Recognize the processes and protocols used by nonprofit and advisory boards to shepherd key issues through decision-making and into action by the organization.

Audience: Graduate

4. Demonstrate connections between the world of ideas and concepts with day-to-day issues and concerns in cultural and creative organizations.

Audience: Graduate

M H R 747 – IMPACT CONSULTING FOR ARTS-BASED ORGANIZATIONS AND COMMUNITIES

2 credits.

With the Wisconsin Idea as our guidepost, emphasis placed on learning and practicing the conceptual frameworks and skills related to creating lasting and sustainable impact in Wisconsin communities. Through classroom discussions, guest speakers, site visits, and field-consulting project(s), acquire and practice skills needed in designing, facilitating and developing key relationships and strategies that promote community vibrancy, revitalization, and create (or keep) the essence of what makes our Wisconsin towns and organizations special. Examples of the types of projects that will be conducted include the development of cultural plans, strategic/comprehensive community planning, program evaluations, change management, bench-marking, data collection and analysis, hosting public convenings (focus groups, town halls and forums), and business modeling.

Requisites: Graduate/professional standing

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Apply knowledge of management consulting practices.

Audience: Graduate

2. Demonstrate use of consulting practices in active learning with community clients through interviews, focus group/survey design and delivery for discovery, data acquisition, analysis and reporting, which lead to strategic planning and change management.

Audience: Graduate

3. Practice in a variety of processes and interventions inherent in the management consulting field, specifically those techniques used in service to create equity, building diverse stakeholder groups, and being inclusive of all members of a community.

Audience: Graduate

4. Recognize individual strengths, non-strengths, likes, dislikes, personality and goals with consulting opportunities, demands and behaviors so as to help enhance their placement and career opportunities in the future.

Audience: Graduate

M H R 750 – PROFESSIONAL DEVELOPMENT FOR ARTS LEADERSHIP

1 credit.

Experience networking, engagement, and access to research and industry leaders. Practice active reflection through application of course concepts in non-classroom settings. Includes professional development through career services support and mock interview panels.

Requisites: Declared in Business: Arts and Creative Enterprise Leadership MA

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, for 2 number of completions

Last Taught: Spring 2026

Learning Outcomes: 1. Demonstrate connections between the world of ideas and concepts with day-to-day issues and concerns in cultural and creative organizations.

Audience: Graduate

2. Demonstrate integrative learning through the application of knowledge, skills, and responsibilities to complex issues facing the sector.

Audience: Graduate

3. Build cross-sector professional networks through conversations with professionals within and across arts/ creative enterprises and/or relevant communities.

Audience: Graduate

M H R 765 – CONTEMPORARY TOPICS

1-4 credits.

Exploration of advanced subject areas possibly to be introduced into the business curriculum.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, unlimited number of completions

Last Taught: Summer 2025

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/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Analyze business models, mission statements, and strategic frameworks used in arts and cultural organizations.

Audience: Graduate

2. Develop leadership and management skills through applied learning projects.

Audience: Graduate

3. Evaluate marketing and communications strategies using professional tools or audit techniques.

Audience: Graduate

4. Synthesize theories and best practices in arts management through writing, presentation, performance, or discussion.

Audience: Graduate

M H R 774 – SEMINAR-ARTS ADMINISTRATION

3 credits.

Continuation of M H R 773.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Assess financial management strategies and program evaluation methods relevant to arts and cultural organizations.

Audience: Graduate

2. Develop data-informed solutions to complex fundraising and management challenges.

Audience: Graduate

3. Create compelling grant proposals or development audits aligned with organizational goals and donor expectations.

Audience: Graduate

4. Connect with arts industry professionals to enhance career readiness and expand professional networks.

Audience: Graduate

5. Synthesize theories and best practices in arts management through writing, presentation, performance, or discussion.

Audience: Graduate

M H R 775 – APPLIED LEARNING IN HUMAN RESOURCE MANAGEMENT

1 credit.

Explore emerging and current human resources topics through applied learning experiences such as personal assessments, case studies, industry meetings, and exercises or workshops. Interact with leading human resources and business professionals to gain exposure to various leadership and communication styles. Focus on enhancing leadership and communication effectiveness.

Requisites: M H R 705 or concurrent enrollment

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, for 4 number of completions

Last Taught: Spring 2026

Learning Outcomes: 1. Examine industry standard human resource technical competencies (reflecting what knowledge HR professionals apply on the job) and behavioral competencies (reflecting how knowledge is applied).

Audience: Graduate

2. Articulate current career aspirations

Audience: Graduate

3. Prepare a strategic human resources-related business recommendation to address a current opportunity or challenge

Audience: Graduate

4. Create a comprehensive dynamic (evergreen) networking plan

Audience: Graduate

**M H R 776 – STRATEGIC HUMAN RESOURCE MANAGEMENT
CAPSTONE**

2 credits.

Conduct research, apply strategic human resources knowledge, and complete a capstone project for a local client organization, addressing a human resources business challenge or need.

Requisites: M H R 705 and GEN BUS 725

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2026

Learning Outcomes: 1. Analyze a specific real-world human resources-related organizational challenge or need

Audience: Graduate

2. Demonstrate the value and the impact of a specific human resources-related initiative utilizing appropriate business metrics

Audience: Graduate

3. Create an action plan with necessary associated deliverables that meets the client challenge or need in a manner that aligns with the client's business strategy

Audience: Graduate

4. Demonstrate effective, ethical team and client communication and relationship-building

Audience: Graduate

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.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2024

Learning Outcomes: 1. Describe team dynamics, roles, and expectations that influence a STEM team's performance

Audience: Graduate

2. Identify and effectively deploy specific team member strengths relevant for technical projects

Audience: Graduate

3. Plan, lead, and facilitate productive team meetings

Audience: Graduate

4. Identify and manage team conflict more effectively and constructively

Audience: Graduate

5. Assess and improve their current STEM team leadership methods and practices

Audience: Graduate

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.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Summer 2025

Learning Outcomes: 1. Describe game theory and distinguish between distributive and integrative bargaining, recognizing appropriate tactics
Audience: Graduate

2. Identify bargaining styles, set goals, improve relationships, and leverage interests effectively
Audience: Graduate

3. Analyze ethical issues in negotiations and create mutual gain through value creation
Audience: Graduate

4. Demonstrate thorough preparation for negotiations, use individual and team techniques, and evaluate post-negotiation strengths and areas for improvement
Audience: Graduate

M H R 799 – READING AND RESEARCH-MANAGEMENT

1-6 credits.

Individual work suited to the needs of graduate students.

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 2026

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: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2024

Learning Outcomes: 1. Articulate the concepts, theory, and research in human resources/human capital.
Audience: Graduate

2. Summarize, integrate, and evaluate research in human resources/human capital.
Audience: Graduate

3. Develop new ideas and/or approaches that advance this research literature and that might serve as starting points for publishable research papers.
Audience: Graduate

4. Evaluate, frame, develop, and conduct research and communicate findings.
Audience: Graduate

M H R 872 – SEMINAR IN ORGANIZATIONAL BEHAVIOR AND DESIGN

3 credits.

Analysis and discussion of selected topics in organizational behavior and design.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, unlimited number of completions

Last Taught: Spring 2026

Learning Outcomes: 1. Recognize core areas of organizational behavior and become familiar with the literature in these fields.
Audience: Graduate

2. Describe central concepts and debates in the field of organizational behavior.
Audience: Graduate

3. Identify and describe where and how to potentially make contributions to research in organizational behavior.
Audience: Graduate

M H R 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?

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Spring 2025

Learning Outcomes: 1. Explore foundational concepts and theories in strategic management to build a strong knowledge of seminal research.
Audience: Graduate

2. Develop expertise in emerging phenomena and streams in strategic management research to link and extend seminal theories to contemporary phenomena.
Audience: Graduate

3. Evaluate and creatively integrate research in strategic management to identify connections between ideas, gaps, and future directions for scholarship.
Audience: Graduate

4. Formulate new research questions, conceptual frameworks, or empirical designs that might serve as starting points for publishable research papers.
Audience: Graduate

5. Utilize various methodological approaches in strategic management research to enable the comprehension, design, and execution of reliable and robust empirical studies.
Audience: Graduate

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: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, unlimited number of completions

Last Taught: Fall 2025

Learning Outcomes: 1. Design and evaluate empirical research in management, applying principles of research design, measurement, and statistical analysis.
Audience: Graduate

2. Assess causal inference in management research, identifying potential threats such as endogeneity, measurement error, and bias.
Audience: Graduate

3. Apply quantitative research methods, including experimental, quasi-experimental, and observational approaches, to investigate management-related phenomena.
Audience: Graduate

4. Interpret and communicate empirical findings effectively, demonstrating an understanding of methodological trade-offs and implications for theory and practice.
Audience: Graduate

M H R 976 – DOCTORAL RESEARCH SEMINAR IN MANAGEMENT

2 credits.

Continuation of M H R 975.

Requisites: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, unlimited number of completions

Last Taught: Spring 2026

Learning Outcomes: 1. Create and evaluate advances in scholarly theories of management processes and outcomes.

Audience: Graduate

2. Develop high-impact testable causal hypotheses and select appropriate evidence for their specific claims in the deductive research tradition, with awareness of inductive and abductive research strategies.

Audience: Graduate

3. Formulate, write, and distinguish compelling theory motivations/ contributions for research studies to be published in top-level refereed journals.

Audience: Graduate

4. Assemble a broad research agenda into which a focal study fits and evaluate gaps that it would help to fill.

Audience: Graduate

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: Graduate/professional standing or declared in graduate Business Exchange program

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: No

Last Taught: Fall 2025

Learning Outcomes: 1. Analyze emerging topics and debates in entrepreneurship research, identifying key theoretical and empirical advancements.

Audience: Graduate

2. Evaluate diverse research methodologies used in entrepreneurship studies, assessing their strengths and limitations.

Audience: Graduate

3. Develop novel research questions and theoretical contributions that address gaps in the field.

Audience: Graduate

4. Communicate research insights effectively through written critiques, presentations, and scholarly discourse.

Audience: Graduate

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: Spring 2026

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: Consent of instructor

Course Designation: Grad 50% - Counts toward 50% graduate coursework requirement

Repeatable for Credit: Yes, unlimited number of completions

Last Taught: Fall 2025