

Department of
Management and Human Resources
 College of Business

Head: Professor Caryn L. Beck-Dudley, business law, employment law, and social responsibility
 Office in Business 411

Undergraduate Program Advisor: Senior Lecturer Mary Jo Blahna, organizational behavior, teams, and interpersonal skill development

Graduate Program Director: Associate Professor Gaylen N. Chandler, human resources, management, entrepreneurship
Associate Graduate Program Director and Graduate Advisor: Senior Lecturer Mary Jo Blahna, organizational behavior, teams, and interpersonal skill development

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Professors Glenn M. McEvoy, human resources, organizational behavior, management; David B. Stephens, business strategy and labor relations; **Adjunct Professor** Patricia S. Terrell, student services; **Professors Emeritus** Vernon M. Buehler, Howard M. Carlisle, John R. Cragun, Gary B. Hansen, Leon R. McCarrey, Y. Krishna Shetty; **Associate Professors** David R. Daines, business law, employment law, and social responsibility; Steven H. Hanks, business strategy, management, and entrepreneurship; Ross E. Robson, lean manufacturing, management; **Assistant Professors** Ronda R. Callister, management, organizational behavior, international management; David L. Dickinson, labor and employee relations, labor economics; Douglas W. Lyon, management, business strategy; **Adjunct Assistant Professors** Andrew Hong, international management; Shari Tarnutzer, international management; **Senior Lecturer** Alan P. Warnick, human resource management

Degrees offered: Bachelor of Science (BS) and Bachelor of Arts (BA) in Management; BS and BA in Human Resource Management; Master of Science (MS) in Human Resources; department coordinates the Master of Social Sciences (MSS) degree with a specialization in Human Resources Management. Students can also get an emphasis in Student Services Personnel Administration in conjunction with the MSS.

The department also participates in the College of Business Master of Business Administration (MBA) Degree. A description of the MBA degree and program requirements can be found on pages 160-161. Graduate-level courses offered by the department are included in the plans of study of graduate students in a wide variety of disciplines. Students can specialize in Entrepreneurship or Human Resource Management in the MBA program.

Undergraduate Programs

Objectives

The programs in the Department of Management and Human Resources are designed to prepare students for administrative and leadership positions in business, government, and other institutions. Specialized training is provided in Management and Human Resource Management, as well as training directed at understanding the broader aspects of business as it functions within a national and international environment. The study of management is approached from an organizational leadership framework.

Management deals with the skills and attributes of organizational leadership. These include the ability to critically assess issues currently facing one's organization or unit; the ability to develop a vision for the organization and translate it into a mission, objectives, and strategies; and the ability to accomplish these through the acquisition and allocation of resources, and organizing, leading, and empowering people.

Human Resource Management deals with those processes which provide, develop, and maintain a productive workforce. Subject areas include recruiting employees, determining what tasks need to be performed, placing the right person in the right position, determining fair benefits and compensation, evaluating

performance, determining current and future employment needs, training and development, labor-management relations, and following legal/ethical practices in employment.

Requirements for Majors

College of Business Requirements. All students majoring in management or human resource management must satisfy the College of Business requirements, provided on pages 83-84. Academic advising about these requirements is available in the College of Business Student Service Center, Business 308.

Departmental Admission Requirements. New freshmen admitted to USU in good standing qualify for admission to the College of Business. Students with 1-46 semester credits, who are transferring from other institutions or from other colleges at USU, need a minimum overall GPA of 2.20. Students transferring with 46 or more semester credits are required to have a minimum overall GPA of 2.50. Upon admission, all degree-seeking students will be identified with the College of Business Prespecialization Unit for the purpose of qualifying for advanced standing within their chosen major field. Transfer students and others desiring to be admitted to advanced standing in the Department of Management and Human Resources must meet the prespecialization requirements stated below.

Prespecialization. For approximately the first two years, a student will be identified with the College of Business Prespecialization Registration Unit. The basic objective of this portion of the student's studies is to provide a broad and sound educational foundation upon which to build a specialized education relating to business.

All students at the University are required to satisfy the University Studies requirements of the University as described on pages 56-63 of this catalog. Additional requirements for Management and Human Resources majors consist of two basic components.

1. College of Business Prespecialization Core. The following courses are required: MHR 1000, 2990; Acct 2010, 2020; BIS 2450, 2550; Econ 1500, 2010; Math 1050, 1100; Stat 2300; and Psy 1010 or Soc 1010.

2. Department of Management and Human Resources Prespecialization Requirement. The following courses are required for majors in Management and Human Resource Management: Math 1100; Soc 1010 or Psy 1010; Spch 2600, 3050, or BIS 2450.

Completion of 20 credits of university work with a minimum GPA of 2.2 is necessary before a student is allowed to enroll in BIS 2550; Acct 2010, 2020; and MHR 2990.

Access to 3000-level Management and Human Resources courses is restricted. Only those students who have completed a minimum of forty (40) semester credits with a minimum GPA of 2.50 will be allowed to enroll in 3000-level Management and Human Resources courses.

College of Business Enrollment Restrictions. Admission to the college does not insure access to the prespecialization core courses required for graduation. The following admission requirements must be met by all USU students:

1. An overall GPA (transfer credits included) of 2.20 and 20 semester credits of college-level work are required for admission into Acct 2010, 2020; MHR 2990; and BIS 2550.

2. An overall GPA of 2.50 and completion of 40 semester credits are required for admission into Acct 3110, 3120, 3310, 3410; BA 3080, 3400, 3500, 3700; BIS 3000, 3100, 3140, 3330, 3500, 3550; Econ 3400; and MHR 3110, 3710, 3720, 3810, 3820.

3. All 4000- and 5000-level courses in the College of Business are restricted to students with unconditional Advanced Standing and the continued maintenance of a 2.50 overall GPA.

4. An overall GPA of 2.50, unconditional Advanced Standing, and completion of 84 credits are required for admission into MHR 4880 and 4890.

5. To earn a College of Business bachelor's degree, at least 60 semester credits must be from courses outside the College of Business.

6. Many of the courses in the College of Business require prerequisites. Before registering for courses within the College of Business, students should consult with their advisor or refer to the current *General Catalog* to ensure they have completed the necessary prerequisites.

Advanced Standing. The objective of the advanced standing portion of the program is to provide sufficient specialized business training to prepare the student to successfully enter the business world in a chosen field of interest. The program is also directed at providing the type of business education that develops the attitudes, analytical ability, and the social conscience required for future professional advancement.

Students are required to achieve unconditional advanced standing to be admitted to the Department of Management and Human Resources. Until they have attained unconditional advanced standing, students are not allowed to take 4000-level courses.

The requirements for attaining unconditional advanced standing in the Department of Management and Human Resources are as follows:

1. Students must have completed a minimum of 53 credits and must have earned an overall grade point average (GPA) of at least 2.50 for all the hours of study taken up to the time the petition for advanced standing is made. This will include all transfer credits.

2. Students must have completed the prespecialization requirements for both the College of Business and the Department of Management and Human Resources, as indicated above, and must have earned a GPA of 2.50 or above in these courses.

(Some courses may have prerequisites, and students would be expected to satisfy the course prerequisites as well.)

3. File a request for advanced standing with the College of Business Student Service Center, Business 308.

It is strongly recommended that each student make the transition from prespecialization in the college to unconditional advanced standing in the Department of Management and Human Resources as soon as possible after having met the 53-credit requirement.

Departmental Core for Both Undergraduate Majors. During the initial portion of the Management and Human Resources upper-division programs, all degree seeking students will be required to take the following core classes, which are designed to provide a broad background in the various areas of business: BA 3400, 3500, 3700; Econ 3400; MHR 3110, 3250, 3710, 3820, 4630; MHR 4880¹ or 4890¹.

¹MHR 4880 and 4890 are both capstone courses, and should not be taken until near the end of the senior year.

During the latter portion of the program, the student working toward a degree in the Department of Management and Human Resources will be devoting his or her efforts toward fulfilling the requirements in one of the two areas of specialization.

Major in Human Resource Management. In addition to the core requirements, students majoring in Human Resource Management must complete two of the following classes: MHR 3720, 3810; Phil 3520 or MHR 4730; MHR 5640; BIS 4350 or Econ 5660; Econ 5670 or 5680. It is recommended that students wishing to work in a human resource position, and who are not planning to pursue a graduate degree in human resource management, take MHR 3810, BIS 4350 or Econ 5660, and either Econ 5670 or 5680.

Major in Management. In addition to the core requirements, students majoring in Management must complete two of the following classes: MHR 3720, 3810; Phil 3520 or MHR 4730; MHR 5640; BIS 4350; Econ 5670 or 5680; or other classes as determined through advisement.

If a College of Business student elects to take a minor, he or she is encouraged to select one from outside the College of Business.

Requirements for Minors

A minor in Management and a minor in Human Resource Management are available, as outlined below. Any deviation from the programs as outlined must be submitted in writing, with justification for the changes, to the department head for approval. A 2.50 GPA in the minor courses is required.

Minor in Management. This minor is for students with **majors outside the College of Business** who want to work in an organization where they will assume leadership or management responsibilities. The Management minor consists of 12 credits. MHR 3110 is required. In addition, three courses must be selected from the following: MHR 2990, 3710, 3720, 3810, 4630, 4730, 5640; Phil 3520 or MHR 4730; BIS 4350 or Econ 5660; Econ 5670 or 5680; or other classes as determined through advisement.

Minor in Human Resource Management. This minor is for students with **majors outside the College of Business** who want to work in any human resource function of an organization. The Human Resource Management minor consists of 12 credits. MHR 3110 and 4630 are required. In addition, one course must be selected from the following: MHR 2990, 3710, 3720, 3810, 3820, 5640; Econ 5670 or 5680; Phil 3520 or MHR 4730; BIS 4350 or Econ 5660; or other classes as determined through advisement.

Minors for Students with majors within the College of Business. Students with majors within the College of Business may elect to take a minor in either Management or Human Resource Management. In such cases, in consultation with the head of the Department of Management and Human Resources, an appropriate minor will be determined based on the student's career objectives. Students will be expected to complete 12 credits of related coursework beyond the College of Business Pre-specialization Requirements and Core Requirements. All such minors must be approved by the head of the Department of Management and Human Resources.

Graduation Requirements

To be recommended by the department for graduation, majors in the Department of Management and Human Resources must have a grade point average of at least 2.50 in their upper-division core and specialization courses, as well as an overall GPA of 2.50. This includes transfer credits. The College of Business requires that at least 60 semester credits be taken in courses taught outside the College of Business. Up to 9 semester credits of economics and 6 semester credits of statistics can be considered as courses taught outside the College of Business. At least fifty percent of the business credits required for a business degree must be taken on the Utah State University campus or at a designated residence center.

Financial Assistance

The Department of Management and Human Resources and the College of Business award scholarships in addition to those available through the University Financial Aid Office. Information and application forms are available from the College of Business Student Service Center Office, Business 308.

Student Organization

The department sponsors a student organization. Membership in the organization is open to all students, both undergraduate and graduate, who meet the membership requirements.

Society for Human Resource Management (SHRM) is the professional Human Resource Management organization co-sponsored by the Bridgerland Chapter of SHRM.

Graduate Programs

Master of Science in Human Resources (MS HR)

The MS in Human Resources degree prepares students for professional careers in the field of Human Resource Management. The instruction is designed to teach students to assume a strategic role in helping organizations gain competitive advantage by building employee commitment, competence, and effectiveness. Required subject areas include human resource planning, recruiting, selection, placement, compensation and benefits, performance management, career planning, training and organizational development, labor and employee relations, ethical/legal employment practices, statistical methods, and program evaluation.

Students without sufficient relevant work experience are required to complete an approved internship. The executive in residence in the MHR Department and/or the MS in Human Resources steering committee will serve as facilitators to help secure internship opportunities. All students are strongly encouraged to take the certification exam of the Human Resource Certification Institute (HRCI).

Students are expected to be admitted to the program as matriculating students before taking coursework leading to the degree.

Degree Requirements. Students are held responsible for meeting requirements as outlined in this catalog. Requirements specific to this degree are outlined below. It is the student's responsibility to be aware of all requirements and initiate the resolution of apparent inconsistencies.

The typical degree option is Plan C, which includes coursework to meet the degree requirements. The student should consult with the graduate program director if the Plan B option is being considered.

The MS in Human Resources degree usually requires 33 credits beyond the Business Core. The total number of credits is 51 for students without an undergraduate business degree or commensurate work experience. Coursework includes MHR 6160, 6250, 6330, 6360, 6510, 6550, 6620, 6630, 6640, 6650, 6690, 6760; Econ 6670; and one 3-credit elective approved by the steering committee. Students with applicable and relevant work experience may waive MHR 6250 (Graduate Internship) on approval of the MS in Human Resources steering committee. Students with an undergraduate degree from an AACSB-accredited business school or equivalent work experience will not be required to take MHR 6160. Students are also strongly encouraged to take the HRCI (Human Resource Certification Institute) exam.

Additional information about the MS in Human Resources degree may be obtained by contacting the Department of Management and Human Resources.

Human Resources Management Specialization in the Master of Social Sciences (MSS)

The MSS is an interdisciplinary degree involving social science courses designed to provide breadth in content and the perspective of the social and work environment in which people operate (see pages 424-425). This degree is available *only* through Continuing Education. The Human Resources Management specialization deals with those processes which provide, develop, and maintain a productive work force. Subject areas include human resource planning, recruiting, selection, placement, benefits and compensation, performance management, career planning, training and development, labor/management relations, and ethical/legal employment practices.

A dynamic and changing work environment within an increasingly complex social environment provides unique challenges and opportunities for students in this discipline. One focus of this degree is to prepare students for professional certification by the Human Resource Certification Institute. The program advisor of the graduate program has information on the institute and its accreditation designations.

This program is open to students with a variety of undergraduate majors. However, students who have specialized in human resources at the undergraduate level should see the program director for advisement.

Students are expected to be admitted to the program as matriculated students before taking coursework leading to the degree.

Degree Requirements. Students are held responsible for meeting requirements as outlined in this catalog. Requirements specific to this degree are outlined below. It is the student's responsibility to be aware of all requirements and initiate the resolution of apparent inconsistencies.

The typical degree option is Plan C, which includes coursework to meet the degree requirements. The student should consult with the MSS/HRM Program Director if the Plan B option is being considered.

A minimum of 36 semester credits is required for the degree. Under Plan C, no thesis credit is allowed. The required core courses include a capstone course which meets the requirement of a Plan C culminating experience. A maximum of three credits may be earned either from readings/conferences or from independent research. A maximum of three supervised internship credits is also permitted. Eighteen (18) credits are taken from the MHR Department and must be approved by the Graduate Program Director. In addition, a minimum of 6 credits in each of two coop-

erating minor disciplines, or 6 credits in a cooperating minor and a minimum of 6 credits in a cluster, is required. A cluster is a grouping of courses outside of the major and the minor which is complementary to the degree and which meets the professional goals of the student. All clusters must be approved by the Program Director. In some instances, a minor from a discipline other than the cooperating minor disciplines may be approved. A list of cooperating minor disciplines and preapproved courses is available from the Graduate Program Office in the Management and Human Resources Department. Up to 3 credits of 3000- or 4000-level coursework may be included in a program of study with the prior approval of the Graduate Program Director and the dean of the School of Graduate Studies (see page 74).

Courses include: MHR 6330, 6360, 6510, 6550, 6620, 6630, 6640, 6650, 6690, 6760; MHR/Econ 6670; and Soc 6100 or Psy 6010. If a student has taken a comparable course, an acceptable substitute may be approved by the Director of the MSS/MHR Graduate Program. Students are encouraged to work closely with the Graduate Program Director when selecting their coursework.

All students who have not completed a basic statistics course with a grade of *B* or better will be required to complete Stat 2300 or equivalent with a grade of *B* or better. Further information or assistance can be obtained from the MSS/HRM Program Office.

Human Resources Management Specialization in the Master of Social Sciences (MSS) with Emphasis in Student Services Personnel Administration

The Student Services Personnel Administration emphasis builds on the core Human Resources Management courses by studying: higher education and student services in the U.S.; organization and administration of student services; student development theory; legal developments in higher education; current issues in student services; and applied internships.

Students choosing the SSPA emphasis work closely with the professional staff in Student Services at USU. Opportunities to participate in staff meetings, developmental workshops, and regional professional conferences are incorporated into the SSPA emphasis. For more information, contact the graduate program director in the Department of Management and Human Resources.

Admission Requirements

See Admission Procedures on pages 72-73. Students are required to submit scores on either the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT). Prospective students may request information on the expected test performance standards for acceptance. Applicants are expected to have strong written and oral communication skills.

Financial Assistance and Assistantships

A limited number of graduate assistantships, scholarships, and other departmental awards are provided to outstanding on-campus students on a competitive basis. Acceptance to the program does not guarantee financial assistance. Application forms are available from the MHR Department. The deadline for financial aid assistance is March 15.

Additional Information

Additional information about graduate degrees may be obtained by contacting the Department of Management and Human Resources.

For additional information about the MSS degree, see *Interdepartmental Program in Social Sciences*, on pages 424-425 of this catalog. For details about other MSS programs, see program descriptions in the Department of Economics (page 207), the Department of History (page 279), and the Department of Sociology, Social Work and Anthropology (page 432).

Master of Business Administration (MBA)

The department also participates with other departments in the College of Business in offering the Master of Business Administration (MBA) Degree. A description of the MBA degree and program requirements can be found on pages 160-161 of this catalog.

Management and Human Resources Courses (MHR)

MHR 1000. Business Orientation. Orients freshmen and transfer students to College of Business programs, academic and student services, professional organizations, and career possibilities. Also taught as Acct 1000, BA 1000, BIS 1000, and Econ 1000. (0.5 cr) (F,Sp)

MHR 1160. Developing Self-Management Skills. A practical course designed to provide basic self-management skills contributing to personal effectiveness. For freshmen and sophomores only. (1 cr) (F,Sp,Su)

MHR 2160. Student Applied Leadership Training. Available to students involved in structured leadership training provided as part of their role and responsibility at the University. For details, contact the Office of Advising and Transition Services (SC 304). Prerequisite: Approval of course coordinator. (1-3 cr) (F,Sp,Su) ®

MHR 2250. Introductory Internship. Introductory-level experience in a career-related position approved by the Cooperative Education Office. One credit for every 75 hours of internship experience, with a maximum of 9 credits. A maximum of 12 credits of 2250 and 4250 combined can be counted toward the minimum degree requirements for the College of Business. (1-9 cr) (F,Sp,Su) ®

MHR 2350. Small Business Management. Provides practical overview of management principles and practices as they apply to the small business enterprise. For non-business majors. (3 cr) (Sp) ©

MHR 2990. Legal and Ethical Environment of Business. Surveys the legal and ethical environment of business. Introduction to elementary legal research and writing and critical thinking techniques. Lecture and laboratory. (3 cr) (F,Sp)

MHR 3110 (DSS). Managing Organizations and People. Overview of the role of management, and an introduction to leadership theory and practice. Includes defining of mission and goals, organizing work, and managing human performance. (3 cr) (F,Sp) ©

MHR 3250. Discussions With Business Leaders. Students attend Partners in Business Program seminar sessions to examine new methods for improving performance in organizations. Repeatable to a maximum of 1.5 credits. (0.5 cr) (F,Sp) ®

MHR 3710. Developing Team and Interpersonal Skills. Experientially-driven course focusing on the role of teams in organizations and on developing skills which individuals and teams need to be effective. Topics include self-awareness, supportive communication, problem solving, and conflict management. (3 cr) (F,Sp)

MHR 3720 (DSS). Leading Organization Change. Explores the topic of organizational change and transformation, with special emphasis on the role of leadership, vision, and organization culture in change programs. Extensive use of case studies and experiential exercises. Also covers the history of organization development, change facilitation, and dealing with resistance to change. Prerequisite: MHR 3110. (3 cr) (F)

MHR 3810 (DSS). Employment Law and Policy Development. Examines laws related to employment, labor relations, civil rights, compensation, safety, health, and retirement. Provides hands-on experience in drafting and reviewing human resource policies in a business setting. Addresses implementing and influencing public policy. Prerequisite: MHR 2990. (3 cr) (F,Sp)

MHR 3820 (DSS). International Management. Exploration of international culture and context of management, the impact of globalization on businesses today, and the pressures and complexities of operating in global markets, including the processes of managing multi-cultural human resources. (3 cr) (F,Sp)

MHR 4250. Advanced Internship. Advanced or middle-level internship experience in a career-related position approved by the Cooperative Education Office. One credit for every 75 hours of internship experience, with a maximum of 9 credits. (1-9 cr) (F,Sp,Su) ®

MHR 4630. Human Resource Management. Introduces the process of managing human resources, including human resource planning, recruitment, selection, training, performance evaluation, compensation, career management, and labor relations. Also discusses diversity, human resource strategy, and related ethical issues. (3 cr) (F,Sp)

MHR 4710.³ Senior Leadership Project. Students plan and complete advanced leadership projects, present results, and document accomplishments. Students gain practical experience and demonstrate ability to manage complex projects, contributing to organizational goals and their own career objectives. Prerequisite: Permission of instructor. (3 cr)

MHR 4730.³ Business and Society. Examines the relationship of business enterprises with their external environment and helps students to develop an analytical framework for addressing the business and society relationship over one's career in business or government. Helps students recognize, formulate, and analyze moral issues, as well as trace decisions forward to personal, cultural, and societal consequences. (3 cr)

MHR 4800. Independent Research and Readings. Provides opportunity for student to pursue special interests under tutorship of faculty. Prerequisite: Approval of faculty member and department head. (1-3 cr) (F,Sp,Su) ®

MHR 4880 (CI). Business Strategy in an Entrepreneurial Context. Integrative capstone course dealing with processes, methods, and steps involved in starting and growing small to mid-size business ventures. Emphasizes cross-functional challenges of market entry, finance, operations, managing business growth, and entrepreneurs' responsibilities to society. Prerequisites: Senior standing; MHR 3110, BA 3400, 3500, 3700. (3 cr) (F,Sp)

MHR 4890 (CI). Business Strategy in a Global Context. Integrative capstone course dealing with challenges and strategies associated with international business. Students develop global business judgment and perspective through addressing problems related to global market entry and growth, finance, operations, strategic alliances, social responsibility, and business-government relationships. Prerequisites: Senior standing; MHR 3110, BA 3400, 3500, 3700. (3 cr) (F,Sp,Su)

MHR 4950H. Senior Honors Thesis/Project. Creative project that will then be written up, and presented, as a Senior Thesis as required for an Honors Plan. (3 cr) (Sp)

MHR 5350 (d6350).² Contemporary Manufacturing Management. Examines contemporary principles, techniques, and research findings of high-performance manufacturing. Analysis of leading models of management and continuous improvement, based upon best company practices, particularly lean, just-in-time manufacturing. (3 cr) (F)

MHR 5640 (d6640). Selected Topics in Management and Human Resources. Selected topics in management and/or human resources are pursued in depth. Topics and instructor may vary. (1-3 cr) ®

MHR 6010.³ Advanced Business Law. Detailed investigation of business law, including law of contracts, torts, property, secured transactions, commercial paper, and business organizations. Prerequisite: MHR 2990. (3 cr)

MHR 6160. Integrative Pre-MBA Core. Integrates financial reporting, analysis, and markets; domestic and global economic and legal environments; creation and distribution of goods and services; and human behavior in organizations. Upon completion, students without undergraduate degrees in business are prepared to enter advanced MBA (or MS HR) core. Also taught as Acct 6160, BA 6160, BIS 6160, and Econ 6160. (18 cr) (Su)

MHR 6250. Graduate Internship. Graduate-level internship in a career-related position for graduate students wishing to develop or expand their occupational experience. Maximum of 6 credits. (1-6 cr) (F,Sp,Su) ®

MHR 6330. Human Resource Applied Research. Provides applied research for selected human resource topics. (1-3 cr) (F)

MHR 6350 (d5350). Contemporary Manufacturing Management. Examines contemporary principles, techniques, and research findings of high-performance manufacturing. Analysis of leading models of management and continuous improvement, based upon best company practices, particularly lean, just-in-time manufacturing. (3 cr) (F)

MHR 6360. Human Resource Certification Preparation. Prepares students for certification as human resource professionals. (1 cr) (F)

MHR 6370.³ Project Management. Teaches concepts of project management, while intensively involving students in production and operations related projects. Requires integrative organizational and industry research and a professional report. (3 cr)

MHR 6410.³ New Venture Creation. Focuses on development of new ventures, including entrepreneurial competencies, venture teams, recognizing business opportunities, gathering resources, new venture finance, entry strategies, legal structure, licensing and regulatory requirements, patents, copyrights, and product liability. (3 cr)

MHR 6430.³ New Venture Growth and Expansion. Analyzes the growth phase of business development. Topics include organizational competencies and systems, growth strategies, growth finance and staging, cash-flow, franchising, estate and family business issues, harvest strategies including buyouts and public offerings, and employment law for small employers. (3 cr)

MHR 6470.³ Entrepreneurship Project. Teaches concepts of project management, while intensively involving students in entrepreneurship-related projects such as initiating a start-up or consulting with management of an emerging business. Requires integrative organizational and industry research and a professional report. (3 cr)

MHR 6500. Managing Individuals and Groups. Focuses on development of interpersonal and team skills. Includes development of organizational systems supporting effective use of human resources, including performance management, motivation, selection, training, rewards, and career development. (3 cr) (F)

MHR 6510.³ Performance Management. Introduces Human Resource Management, and then undertakes an in-depth analysis of performance management process, including job analysis, choice of raters, performance feedback, employee motivation and discipline, and training for improvement of individual performance. (1-3 cr)

MHR 6550. Human Resource Planning and Staffing. Focuses upon creation of competitive advantage through strategic human resources planning and staffing. Topics include job analysis, preparing candidate specifications, recruitment, assessment, and placement. Also covers pertinent laws/regulations and applicable descriptive/inferential statistics. (3 cr) (F)

MHR 6620. Training and Organizational Development. Provides advanced treatment of employee, management, and organizational development. Specific topics include: historical background, needs assessment, program design and implementation, outcomes evaluation, and how individuals and organizations change. (3 cr) (Sp)

MHR 6630. Compensation and Benefits. Strategic analysis of compensation and benefits policies and programs. Includes job evaluation systems, job pricing, wage and salary surveys, statistical methods used in compensation, group and individual pay for performance, executive compensation, and employee benefits. (3 cr) (Sp)

MHR 6640 (d5640). Selected Topics in Management and Human Resources. Selected topics in management and/or human resources are pursued in depth. Topics and instructor may vary. (1-3 cr) ®

MHR 6650. Team and Interpersonal Effectiveness. Experiential course designed to develop team effectiveness, and specific managerial and leadership skills contributing to interpersonal competence and effectiveness in work groups and organizations. (3 cr) (F)

MHR 6670. Employee Relations and the Labor Movement. Comprehensive survey of union-management relationships, including labor markets and the labor movement, labor history and law, union organization and government, and contract negotiation and administration. Includes exercises and cases in negotiations and grievance processes. Also taught as Econ 6670. (3 cr) (Sp)

MHR 6690. Human Resource Policy and Strategy. Capstone course in Human Resource Management, designed to integrate concepts learned in specialized courses to the management of a total Human Resource function, with integration from both strategic and tactical perspectives. Covers domestic and international issues, as well as organizational change and development. (3 cr) (Sp)

MHR 6760. Employment Law. Examines laws related to employment, labor relations, civil rights, compensation, safety, health, and retirement. Provides experience in dispute resolution techniques in a nonunion employment setting, including negotiation, mediation, and arbitration. (3 cr) (F)

MHR 6890. Global Business Strategy. Integrative capstone course, taking a CEO's perspective, addressing global competitiveness, strategic assessment, policy development, and strategy execution. Must be taken at end of advanced MBA core. (3 cr) (Sp)

MHR 6900. Independent Research and Readings. Provides opportunity for students to pursue special interests under tutorship of the faculty. Prerequisite: Approval of faculty member and department head. (1-3 cr) (F,Sp,Su) ®

MHR 6960. Professional Paper. Preparation of paper of professional quality, designed to demonstrate ability to complete a major project and effectively present the results. (3 cr)

MHR 6970. Thesis. Designed for students preparing a master's degree thesis. (1-4 cr) (F,Sp,Su) ®

MHR 6990. Continuing Graduate Advisement. (1-3 cr) (F,Sp,Su) ®

²Parenthetical numbers preceded by *d* indicate a *dual* listing.

³This course will be taught as needed. For information about availability, check with Management and Human Resources Department.

® Repeatable for credit. Check with major department for limitations on number of credits that can be counted for graduation.

© This course is also offered by correspondence through Continuing Education Independent and Distance Education.