

Management and Entrepreneurship

Chair

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Undergraduate major: entrepreneurship (BBA), management (BBA)

Graduate degree: management subprogram for the PhD in business administration

Faculty: <https://tippie.uiowa.edu/people/?cohort=417809&category=FACULTY&size=10>

Website: <https://tippie.uiowa.edu/about/management-and-entrepreneurship-department>

The Department of Management and Entrepreneurship prepares students for high-impact careers in leadership, human resources, and business innovation. Our programs emphasize evidence-based instruction and practical application, equipping graduates to:

- launch careers in Human Resource Management as HR specialists, recruiters, compensation analysts, or training and development managers;
- become entrepreneurial leaders and business founders, driving innovation in startups or corporate ventures; and
- lead projects, teams, and organizations in roles such as project manager, operations manager, business consultant, or organizational change leader.

With strengths in leadership, entrepreneurship, and human resource management, the department provides the knowledge and skills employers seek in today's competitive business environment.

For Tippie College of Business students, the department offers undergraduate majors in entrepreneurship and management. For undergraduate students across the University of Iowa, the Tippie College of Business and the John Pappajohn Entrepreneurial Center (Iowa JPEC) offer the Certificate in Entrepreneurial Management. The Tippie College of Business and Iowa JPEC collaborate with the College of Engineering to offer the Certificate in Technological Entrepreneurship. Iowa JPEC collaborates with the College of Liberal Arts and Sciences to offer the BA in enterprise leadership, an interdisciplinary major that includes coursework in entrepreneurship, leadership, and communications, and the minor in media management.

At the graduate level, the Department of Management and Entrepreneurship also contributes to the MBA program; see the Master of Business Administration Program in the catalog. Finally, the department offers a Doctor of Philosophy in Business Administration (management subprogram).

Programs

Undergraduate Programs of Study

Majors

- Major in Entrepreneurship (Bachelor of Business Administration)
- Major in Management (Bachelor of Business Administration)

Certificate

- Certificate in Entrepreneurial Management

Graduate Program of Study

- Management subprogram for the Doctor of Philosophy in Business Administration

Facilities

John Pappajohn Entrepreneurial Center

The John Pappajohn Entrepreneurial Center (Iowa JPEC) is the hub for entrepreneurship education and outreach at the University of Iowa. The main office is located in the John Pappajohn Business Building. Students who would like information about undergraduate entrepreneurship-related academic programs or those interested in learning more about resources and programs to support student entrepreneurship are encouraged to stop by and visit with a staff member.

Bedell Entrepreneurship Learning Laboratory

The Bedell Entrepreneurship Learning Laboratory is an applied learning environment for University of Iowa students creating a new business. The laboratory provides dedicated office space for individual students and teams, enabling them to concentrate on developing their business concepts. Student entrepreneurs participate in the Startup Incubator, a student business acceleration program open to any student at the University of Iowa. Separate programs exist for undergraduate and graduate students. Intense summer tracks are also available. All business incubation and acceleration programs connect students with the resources to launch start-ups and grow them into sustainable businesses. Participants have access to a variety of resources including collaborative workspace and equipment, workshops, training, networking, funding opportunities, and one-on-one mentoring from experienced professionals. Students also compete for capital in several campus and national pitch and business model competitions. They gain access to technical support, accounting, legal, engineering, and prototyping services, and are connected with potential investors and business partners.

Contact the John Pappajohn Entrepreneurial Center for information or visit Startup Incubator on the center's website to apply.

Courses

- Entrepreneurial Management Courses
- Management and Entrepreneurship Courses

Entrepreneurial Management Courses

ENTR:1010 Exploring Entrepreneurship 3 s.h.

Introduction to entrepreneurship, including identifying characteristics of the entrepreneur, evaluating opportunities, engaging in customer discovery, design thinking, feasibility, financing, and planning for success.

ENTR:1020 Business Innovation 3 s.h.

Overview of entrepreneurship, innovation, and project management concepts; work in teams with science, technology, engineering, and mathematics (STEM) industry mentors to develop innovative solutions to real-world problems.

ENTR:1030 STEM Innovator 3 s.h.

Work with science, technology, engineering, and mathematics (STEM) industry mentors to engage in innovation and entrepreneurship by employing conceptual understandings and practices of STEM within an entrepreneurship framework; students solve real-world STEM problems that are of interest to them and their community, acquire and demonstrate 21st-century skills working on authentic, meaningful, and cross-curricular projects; exposure to potential STEM careers and entrepreneurial pathways; preparation for success in postsecondary STEM majors, careers, and entrepreneurial ventures of the future. Requirements: enrollment in STEM Innovator program and consent of UI STEM innovator program administrators.

ENTR:1300 First-Year Seminar 1 s.h.

Small discussion class taught by a faculty member; topics chosen by instructor; may include outside activities (e.g., films, lectures, performances, readings, visits to research facilities).

ENTR:1350 Foundations in Entrepreneurship 3 s.h.

Introduction to important tools and approaches entrepreneurs and innovators utilize to identify and assess opportunities including innovation and design thinking, the business model canvas, customer discovery, and pitching ideas. Learn how entrepreneurial approaches are leveraged in different types of organizations including new ventures, small-to-medium sized businesses, large corporations, and nonprofit and social entrepreneurship organizations. Recommendations: non-business major interested in studying entrepreneurship.

ENTR:1800 Innovation in Action: Sustainability 0-1 s.h.

For businesses to successfully compete and thrive in a global marketplace, they must embrace innovation throughout their organizations, and one of the critical issues businesses face today is that of sustainability—how to most effectively acquire and utilize scarce resources while limiting their overall environmental impact; introduction to sustainability; focus on economic, social, and environmental issues facing organizations and society; project management fundamentals; students work in teams to identify a specific sustainability challenge, and prepare and present a strategic approach for addressing a sustainability problem.

ENTR:2000 Entrepreneurship and Innovation 3 s.h.

Students will learn how entrepreneurial leaders identify and evaluate opportunities, design innovative solutions, create successful business strategies, and bring sustainable products and services to the global marketplace. Topics include innovation and creativity; opportunity recognition; characteristics of entrepreneurial leaders; traditional, social, and corporate entrepreneurship; feasibility analysis; strategic business planning; design thinking; and the business model canvas. Students will learn how to apply the latest models and approaches used by entrepreneurs and existing organizations to create sustainable value and positively impact society.

ENTR:2800 Entrepreneurial Experience 1-3 s.h.

Applied learning course designed to enhance innovation and opportunity recognition skills, develop customer discovery expertise, and foster team-building and leadership abilities.

ENTR:3000 Practicum in Entrepreneurship 0-3 s.h.

High-energy, hands-on learning experience; development of applied entrepreneurial competencies through building, testing, and refining real ventures within the university's startup incubator; advancement of ventures through opportunity recognition, customer discovery, rapid iteration, pitching, and strategic execution; completion of structured weekly milestones to strengthen entrepreneurial skill sets and venture viability.

ENTR:3050 Professional Preparation for Enterprise Leadership and Entrepreneurship 1 s.h.

Survey of professional career paths for students studying enterprise leadership, entrepreneurial management, and entrepreneurship; support for creating professional résumés, LinkedIn profiles, and Handshake profiles; students enhance interview skills, develop a strategy for securing an internship or full-time employment, and discuss topics on successfully transitioning from college to professional world; students also expand their professional network through regular interactions with alumni, entrepreneurs, and business professionals.

ENTR:3100 Entrepreneurial Finance 3 s.h.

Understanding financial aspects of new and growing ventures; focus on preparing financial projections, analyzing financial performance, managing cash flow, and determining financial feasibility; detailed overview of various sources of capital available for start-up and growing ventures. Prerequisites: ENTR:2000 or ENTR:3350.

ENTR:3200 Entrepreneurial Marketing 3 s.h.

Practical marketing concepts for evaluating the market potential for new products, services, or business opportunities; how to obtain and evaluate market data, determine customer demand, analyze the competition, design effective promotions, develop and implement effective sales strategies, and write a successful marketing plan. Prerequisites: ENTR:2000 or ENTR:3350.

ENTR:3350 Entrepreneurial Strategy 3 s.h.

Study of entrepreneurial models and approaches utilized by entrepreneurs and organizational leaders to identify and evaluate opportunities and design innovative solutions that create economic, social, and environmental value; topics include entrepreneurial mindset, innovation and creativity, design thinking, opportunity recognition and assessment, feasibility analysis, strategic business planning, corporate entrepreneurship, and social entrepreneurship.

ENTR:3400 Strategic Management of Technology and Innovation **3 s.h.**

New technology innovation and commercialization; technology innovation process, identification of commercialization strategies, feasibility analysis, intellectual property issues. Prerequisites: ENTR:2000 or ENTR:3350.

ENTR:3500 Social Entrepreneurship **3 s.h.**

Introduction to the growing field of social entrepreneurship; creation of ventures with dual missions of social benefit and return on investment; issues related to evaluating market opportunities; acquiring and managing scarce resources; sustainability; maximizing social and economic value. Prerequisites: ENTR:2000 or ENTR:3350.

ENTR:3550 Commercializing New Technology I **3 s.h.**

Students work in teams to identify technology-based innovation opportunities arising from the validation of market needs or problems; application of design thinking, lean methodology, and business model canvas approaches; regular interaction with alumni entrepreneurs and industry experts; conduction of customer discovery to validate assumptions and identify product-market fit; creation of a minimal viable product for further customer discovery and initial testing; first of a two-course sequence. Prerequisites: ENTR:2000 or ENTR:3350 or MGMT:2100. Requirements: admission to the Tippie College of Business, or declared entrepreneurial leadership major, or declared entrepreneurial management certificate student, or declared technological entrepreneurship certificate student, and 60 s.h. completed.

ENTR:3575 Commercializing New Technology II **3 s.h.**

Creation of a formal technology commercialization plan for a university-based discovery by student teams; team assignment to alumni entrepreneurial mentors, interaction with industry experts, and engagement with potential customers and partners; preparation of a formal strategic business plan, intellectual property assessment, and pitch deck; presentation of final plans to alumni angel investors and venture capitalists; second in a two-course sequence. Prerequisites: ENTR:3550. Requirements: 60 s.h. completed.

ENTR:3595 Nonprofit Organizational Effectiveness I **3 s.h.**

Operational and financial aspects of nonprofit management; mission and governance of organization; strategic planning for effective management, including finance, budget, income generation, fund-raising. Same as MGMT:3500, MUSM:3500, NURS:3595, RELS:3700, SSW:3500.

ENTR:3600 Social Media Strategies for Entrepreneurial Ventures **3 s.h.**

Evaluate, plan, implement, and assess the value of social media strategies for startups and early-to-mid-stage entrepreneurial ventures; introduction to the use of Google Analytics in goal-setting and value-assessment of social media strategy; basic tactics of strategy implementation for various social media platforms including Instagram, Facebook, YouTube, and LinkedIn; collaboration with Iowa entrepreneurial and social ventures to create social media strategic plans to help grow their enterprises. Prerequisites: ENTR:2000 or ENTR:3350.

ENTR:3700 Sustainable Innovation and Management **3 s.h.**

Examine the sustainable strategies of entrepreneurial and innovation-based organizations as they relate to key business functions including product development, marketing, logistics, human resources, and finance; work closely with existing organizations to assess their current sustainability practices, prepare plans for enhancing sustainable efforts, and then assist with the implementation and assessment of those initiatives designed to positively impact the organization, community, and environment. Prerequisites: ENTR:2000 or ENTR:3350 or MKTG:3000. Requirements: 60 s.h. earned.

ENTR:3800 Entrepreneurial Leadership Academy I **3 s.h.**

Exposure to latest research and techniques in leading entrepreneurial organizations; students learn how to successfully manage innovation based projects and engage with entrepreneurial leaders and business experts to understand how they utilize entrepreneurial approaches to launch and lead high potential entrepreneurial ventures; first of a two-course sequence. Prerequisites: MGMT:2100 or ENTR:2000 or ENTR:3350. Requirements: admission to the Tippie College of Business, or declared enterprise leadership major, or declared entrepreneurship management certificate student, or declared technological entrepreneurship certificate student, and 60 s.h. completed. Same as MGMT:3800.

ENTR:3850 Entrepreneurial Leadership Academy II **3 s.h.**

Students work in teams to provide advanced strategic management consulting services to entrepreneurial ventures, corporations, and select nonprofit organizations; students work directly with C-level executives on projects and receive mentoring from faculty who have built and led successful organizations; teams are responsible for developing innovative strategies to address significant challenges facing clients; second of a two-course sequence. Prerequisites: MGMT:3800 or ENTR:3800. Same as MGMT:3850.

ENTR:4000 Topics in Entrepreneurship **1-3 s.h.**

Current topics in entrepreneurship. Prerequisites: ENTR:2000 or ENTR:1350.

ENTR:4050 Directed Readings in Entrepreneurship **arr.**

Independent study; topics and assignments approved by instructor.

ENTR:4100 International Entrepreneurship, Culture, and Social Impact **1-3 s.h.**

International entrepreneurship and business strategy, foreign exchange, tariffs and trade, microfinance, economic conditions, and culture of destination countries; students travel abroad or utilize distance technology to complete real-world projects with international entrepreneurs and business leaders; group projects focus on evaluating entrepreneurial opportunities, identifying sustainable growth strategies, incorporating innovation throughout the organization, and understanding international business culture. Prerequisites: ENTR:2000 or ENTR:3350. Requirements: junior standing.

ENTR:4200 Entrepreneurship: Business Consulting**3 s.h.**

Students provide strategic business consulting services to new entrepreneurial ventures, existing small-to-medium size enterprises, and select social/nonprofit organizations; real world application of project consulting process including proposal development, data collection and analysis, leading and working in interdisciplinary teams, professional communications with clients, developing actionable business strategies, preparing formal written and oral reports; projects may include market research and competitive analysis, financial analysis and modeling, and strategic growth planning; opportunities to complete international projects. Prerequisites: (ENTR:2000 or ENTR:3350 or MGMT:2100) and (ENTR:3200 or MKTG:3000). Requirements: 60 s.h. completed.

ENTR:4300 Launching an Entrepreneurial Venture**arr.**

Work on the launch of an entrepreneurial venture; students are expected to have a concept that they have vetted and be seriously considering starting a new business or focused on growing an existing business they have recently launched; focus on strategic business planning, building a management team, developing growth strategies, capital acquisition, and presenting the plan.

ENTR:4400 Managing the Growth Business**3 s.h.**

Practical experience in leading and running a business from startup to maturity in an interactive, competitive simulation that incorporates strategic planning, entrepreneurial mindset, and conscious capitalism; learn and practice critical thinking skills, teamwork, leadership, and collaboration with others to create and build a company; development of new products, what markets to enter, how to finance growth and be prepared to pivot to changing environments; application of operations, marketing, and financial strategies to make data driven decisions and see immediate results and consequences. Prerequisites: ENTR:2000 or ENTR:3350. Requirements: 75 s.h. earned.

ENTR:4460 Entrepreneurship and Global Trade**3 s.h.**

Complex issues of business operations in a global economy; trade transactions related to importing and exporting, logistics, and ethical issues in international trade; global business management, global marketing, global supply chain management, and trade finance; preparation for work in global marketplace and for the Certified Global Business Professional certification exam offered by the North American Small Business International Trade Educators. Prerequisites: ENTR:2000 or ENTR:3350 or SEES:2910.

ENTR:4510 Arts Leadership Seminar**3 s.h.**

Performing arts management and administrative principles, practical applications, trends in arts leadership and advocacy. Same as INTD:4510, THTR:4510.

ENTR:4610 Advanced Venture Finance**3 s.h.**

Examination of sources of financing available to emerging and high potential ventures including angel investing, venture capital, state and federal funding programs, and public offerings; various business valuation methods; due diligence process; how to develop and evaluate term sheets. Prerequisites: (ENTR:2000 or ENTR:3350) and (ENTR:3100 or FIN:3000).

ENTR:4650 Applied Venture Finance**3 s.h.**

Students work directly with early stage and high potential, scalable entrepreneurial ventures seeking assistance with financial modeling and capital acquisition; connectivity to experienced entrepreneurship faculty, C-level alumni mentors, and successful entrepreneurs who have raised equity capital; students experience first-hand the process of raising capital for a business venture. Prerequisites: FIN:3900 or (ENTR:3100 and (ENTR:3200 or ENTR:4200)).

ENTR:4900 Academic Internship**arr.**

Academic credit through integration of a professional internship with structured academic work; 80% professional activities to apply classroom learning in a formal workplace setting; project-based work that includes conducting research, analyzing data, and preparing written or oral reports for management; technical work such as creating social media or marketing content, writing computer code, or supporting finance/accounting operations; completion of management or sales training programs; internship preapproved and completed in the same semester as the course. Prerequisites: (ENTR:2000 or ENTR:3350 or MGMT:2100) and (ENTR:3200 or MKTG:3000). Requirements: declared enterprise leadership major, entrepreneurship major, or enrollment in entrepreneurial management certificate or technological entrepreneurship certificate.

ENTR:4999 Honors Thesis in Entrepreneurial Studies**arr.**

Independent study project directed by a faculty member or staff advisor, and culminating in a thesis that conforms to University of Iowa Honors Program guidelines; project includes empirical research, library research, applied projects. Requirements: honors standing, UI GPA of at least 3.50, and enterprise leadership GPA of 3.50.

ENTR:9100 Entrepreneurship and Innovation**3 s.h.**

Entrepreneurial process from ideation to commercialization of innovations for new ventures, existing businesses, and nonprofit organizations; topics include innovation and creativity, opportunity recognition and assessment, venture screening, business modeling, resource identification and acquisition, entrepreneurial leadership, and strategic business planning.

ENTR:9150 Venture School International**arr.**

Innovative training focused on real-world experimentation, customer discovery, and lean methodologies; curriculum developed by the National Science Foundation I-Corps to help entrepreneurs and startups turn their ideas into reality; individual and team ideation, problem identification, and validation using real customer discovery interviews; students test their hypothesis by talking with customers, partners, and suppliers; encountering chaos and uncertainty of commercializing innovations and creating new ventures in a safe environment; creation of a business model that creates value.

ENTR:9200 Entrepreneurial Finance**3 s.h.**

Financial aspects of launching and growing entrepreneurial ventures; topics include financial feasibility, financial forecasting and cashflow management, business valuation, sources of venture financing, deal structure, financing growth, and exit strategies. Prerequisites: MBA:8140.

ENTR:9300 Design Thinking 3 s.h.

Introduction to concepts of design thinking—a human-centered approach to developing products, services, and experiences; methods and mindset of design thinking including identifying the problem, gathering customer insights, ideating a solution, developing a prototype, experimenting, and iterating based on customer feedback to creatively develop solutions that are desirable, feasible, and viable.

ENTR:9450 Strategic Management of Technology and Innovation 3 s.h.

Role of technology in creation, growth, and survival of industries; processes, risks, and rewards of technological innovation and commercialization; successful approaches to developing technological strategy and products.

ENTR:9500 Managing the Growth Business 3 s.h.

Issues faced by new, rapidly growing businesses; adapting organizational structure as business expands, building a management team, hiring new employees, managing strategic growth of a business; case studies, particularly in technology sector.

ENTR:9600 Seminar in Entrepreneurship 1-3 s.h.

Topics vary; franchising, business acquisition, real estate development, e-commerce, technology transfer.

ENTR:9610 STEM Innovator I: Introduction to STEM Innovation and Entrepreneurial Thinking 1-3 s.h.

Exploration of current best practices in problem/project-based learning with research-driven curriculum, instruction, and assessment to prepare all students to be future ready; introduction to skills and mindsets of STEM innovators and entrepreneurs; how a growth mindset and leveraging student strengths facilitates successful team projects; exploration of a problem identification strategy and establishing the value of solving a problem through the entrepreneurial process of customer discovery. Requirements: enrollment in STEM Innovator professional development program or approval of UI STEM Innovator instructor.

ENTR:9620 STEM Innovator II: Skills, Mindsets, Practices, and Academic Knowledge of Problem-Based Learning 1-3 s.h.

Introduction to STEM innovation, invention, and entrepreneurship academic language, activities, and reflective assessment to assist development of innovation skills, mindsets, and practices; engagement in the design thinking process to tackle STEM problems and develop sustainable solutions of value for potential users; strengths leveraged to form collaborative teams and engage in project development; exploration of prototype development research process with focus on implementation in the K-14 environment. Recommendations: ENTR:9610.

ENTR:9630 STEM Innovator III: Lean Start-Up, Data Analysis, Prototyping, and Project Development 1-3 s.h.

Exploration of STEM practices of Lean Start-Up methodology, quantitative and qualitative data analysis, prototype research and development, and project development frameworks; activities and reflective assessment to assist development of innovation skills, mindsets, and practices; advancement of a solution to a STEM problem and development of sustainable solutions of value for potential users; exploration of STEM practices and activities with focus on implementation in the K-14 environment. Requirements: enrollment in STEM Innovator professional development program or approval of UI STEM Innovator instructor. Recommendations: ENTR:9610.

ENTR:9640 STEM Innovator IV: STEM Innovation Activities, Portfolio Assessment, and Community Engagement 1-3 s.h.

Strategies to engage community mentors in assisting student innovation teams through technical and project management expertise; exploration of STEM Innovator Portfolio assessment tool to capture student innovation, invention, and entrepreneurial competencies over time; engagement with STEM Innovator curriculum toolkit to advance professional expertise and implement activities directly into classroom practice; activities and reflective assessment to assist development of innovation skills, mindsets, and practices; exploration of STEM practices and activities with focus on implementation in the K-14 environment. Requirements: enrollment in STEM Innovator professional development program or approval of UI STEM Innovator instructor. Recommendations: ENTR:9610.

ENTR:9650 STEM Innovator V: STEM Innovator Tools to Create an Innovation Model for the Classroom 1-3 s.h.

Utilization of STEM Innovator curriculum, instruction, and assessment tools to develop an implementation framework to infuse innovation, invention, and entrepreneurship into classroom practice; development of curriculum scope and sequence, align core K-14 content standards, secure community partnerships, and network with administrators, counselors, parents, and industry experts to build support during initial launch of the model; activities and reflective assessment to assist development of innovation skills, mindsets, and practices. Requirements: enrollment in STEM Innovator professional development program or approval of UI STEM Innovator instructor. Recommendations: ENTR:9610.

ENTR:9660 STEM Innovator VI: Creating a STEM Innovation Pathway Across K-14 Learning Experiences 1-3 s.h.

Engagement in systems thinking to design a model K-14 STEM innovation, invention, and entrepreneurial pathway for students across a school or district; utilization of STEM Innovator portfolio assessment tool to demonstrate student growth in skills, mindsets, practices, and academic content knowledge in STEM; networking to leverage additional educators, administrators, and industry leaders to develop, promote, and implement a STEM pathway for the district to increase student participation. Requirements: enrollment in STEM Innovator professional development program or approval of UI STEM Innovator instructor. Recommendations: ENTR:9610.

ENTR:9800 Entrepreneurship: Advanced Business Planning 0-3 s.h.

Mentoring for individuals in final stages of preparing to launch their own business or working with an entrepreneurial venture to grow their business.

Management and Entrepreneurship Courses

MGMT:1300 First-Year Seminar 1 s.h.

Small discussion class taught by a faculty member; topics chosen by instructor; may include outside activities (e.g., films, lectures, performances, readings, visits to research facilities).

MGMT:2000 Introduction to Law 3 s.h.

Legal issues surrounding start-up and day-to-day management of a business; contract law, standard business formations, tort law, employment law, business ethics, and alternative dispute resolution. Requirements: sophomore standing.

- MGMT:2100 Introduction to Management** 3 s.h.
Principles of management, organizational structure, decision-making, leadership, line-staff relationships, and administration of organizations; overview of the demands and challenges facing managers, behaviors of effective managers, management theory, personal effectiveness, decision-making, team skills, and leadership skills. Requirements: sophomore standing.
- MGMT:3050 Professional Preparation for Management** 1 s.h.
Survey of career paths in the field of management through discussions with individuals working in human resources, management consulting, entrepreneurial endeavors, and more; hands-on activities for students to hone the skills required to succeed in today's workplace.
- MGMT:3200 Individuals, Teams, and Organizations** 3 s.h.
Theories of organizational behavior applied to current business trends for individuals, teams, organizations; personality, managing diversity, work-family conflict, self-managed teams, charismatic leadership, work motivation, managing conflict, organizational culture. Prerequisites: MGMT:2000 and MGMT:2100.
- MGMT:3250 Leading Innovation** 3 s.h.
Knowledge and skills needed to lead teams and organizations—formally or informally—to achieve sustainable innovation culture, strategy, execution, and outcomes; how to navigate corporate innovation challenges from culture to management and resourcing, in order to successfully lead innovation efforts; problem definition, critical thinking, metrics, design thinking, and entrepreneurial business model development; innovation prerequisites, roles, leadership skills, and strategy. Prerequisites: MGMT:2000 and MGMT:2100.
- MGMT:3300 Strategic Human Resource Management** 3 s.h.
People management activities, policies, and practices that promote effective organizations; how changes in technology, business restructuring, legal and social concerns, other issues affect human resource management. Prerequisites: MGMT:2000 and MGMT:2100.
- MGMT:3400 Employment Law** 3 s.h.
Laws affecting employers and employees, such as regulatory health and safety policies, unemployment and retirement benefits, and employment discrimination including hiring, termination, testing issues. Prerequisites: MGMT:2000 and MGMT:2100.
- MGMT:3450 International Business Environment** 3 s.h.
Differences in international and domestic business; cultural, legal, political factors for managers. Requirements: junior or higher standing.
- MGMT:3500 Nonprofit Organizational Effectiveness I** 3 s.h.
Operational and financial aspects of nonprofit management; mission and governance of organization; strategic planning for effective management, including finance, budget, income generation, fund-raising. Same as ENTR:3595, MUSM:3500, NURS:3595, RELS:3700, SSW:3500.
- MGMT:3600 Nonprofit Organizational Effectiveness II** 3 s.h.
Qualities for leadership of nonprofit organizations, including relationships with staff and volunteers; relationship of nonprofit and outside world; marketing, public relations, advocacy strategies for nonprofits. Same as NURS:3600, RELS:3701, SSW:3600.
- MGMT:3700 Field Experience: Nonprofit Leadership and Philanthropy** 3 s.h.
Faculty-supervised professional work experience with a nonprofit organization with associated academic content.
- MGMT:3800 Entrepreneurial Leadership Academy I** 3 s.h.
Exposure to latest research and techniques in leading entrepreneurial organizations; students learn how to successfully manage innovation based projects and engage with entrepreneurial leaders and business experts to understand how they utilize entrepreneurial approaches to launch and lead high potential entrepreneurial ventures; first of a two-course sequence. Prerequisites: MGMT:2100 or ENTR:2000 or ENTR:3350. Requirements: admission to the Tippie College of Business, or declared enterprise leadership major, or declared entrepreneurship management certificate student, or declared technological entrepreneurship certificate student, and 60 s.h. completed. Same as ENTR:3800.
- MGMT:3850 Entrepreneurial Leadership Academy II** 3 s.h.
Students work in teams to provide advanced strategic management consulting services to entrepreneurial ventures, corporations, and select nonprofit organizations; students work directly with C-level executives on projects and receive mentoring from faculty who have built and led successful organizations; teams are responsible for developing innovative strategies to address significant challenges facing clients; second of a two-course sequence. Prerequisites: MGMT:3800 or ENTR:3800. Same as ENTR:3850.
- MGMT:3999 CIMBA Italy Experiential Leadership 1-3** 3 s.h.
Leadership Initiative for Excellence (LIFE) includes a three-day training that enhances key leadership competencies including effective communication, decision-making, teamwork, focus, and interpersonal skills; Learn, Enrich, Achieve, Perform (LEAP) includes and builds upon concepts in LIFE, and is a semester-long professional development program that utilizes self-assessment, one-on-one and group coaching, and developmental seminars; for students enrolled in the CIMBA Italy Program.
- MGMT:4000 Topics in Management** 1-3 s.h.
Topics not regularly offered in other courses. Prerequisites: MGMT:2100.
- MGMT:4050 Directed Readings in Management and Organizations** arr.
- MGMT:4100 Dynamics of Negotiations** 3 s.h.
Predictable aspects and dynamics of bargaining experiences; simulations, experiential exercises to foster skills needed for effective negotiation in almost any situation. Requirements: 60 s.h. completed.
- MGMT:4200 Staffing and Talent Management** 3 s.h.
Staffing processes; external influences such as labor markets, the legal environment; support activities such as job analysis, employment planning; staffing activities such as internal and external recruiting, selection. Prerequisites: MGMT:3300 and MGMT:3200. Corequisites: MGMT:3400.
- MGMT:4300 Leadership and Personal Development** 3 s.h.
Practical development and application of leadership and managerial skills to enhance individual and organizational effectiveness.

- MGMT:4325 Team and Project Management** 3 s.h.
Fundamentals of managing teams and group projects; emphasis on practical application, using case studies, and interactive and experiential exercises. Prerequisites: MGMT:3200 and MGMT:3300.
- MGMT:4350 Performance Management and Strategic Rewards** 3 s.h.
Role of pay and other rewards on organizational objectives; compensation's impact on employee behavior and performance; mix of pay and benefits in compensation systems; legal environment regulating pay and benefits; nonmonetary forms of reward; the role of performance management, pay, and other rewards on employee performance and organizational objectives is examined; includes performance appraisals, coaching, performance feedback, incentive systems, the mix of pay and benefits in compensation systems, and the legal environment regulating pay and benefits. Prerequisites: MGMT:3300 and MGMT:3200.
- MGMT:4500 Strategy, Innovation and Global Competition** 3 s.h.
Development of skills for firm strategy formation in a complex and technology-driven global economy; analytical tools that are essential to any consultant, manager, or entrepreneur facing dynamic industry environments. Prerequisites: MGMT:2100.
- MGMT:4600 Nonprofit Ethics and Governance** 3 s.h.
Tools to help identify, understand, and resolve ethical issues in nonprofit sectors; how individual beliefs and societal standards shape ethical decision-making; application of ethical frameworks to classic and contemporary ethical dilemmas; how various forms of governance shape ethical behavior in organizations; case studies, readings, lectures, and guest speakers. Same as MUSM:4600.
- MGMT:4999 Honors Thesis in Management** arr.
Independent student project directed by faculty or staff advisor; culminates in thesis that conforms to University of Iowa Honors Program guidelines; may include empirical research, library research, applied projects. Prerequisites: BUS:1999.
- MGMT:7120 Research Design** 3 s.h.
Main steps in designing and conducting empirical research studies in behavioral and social sciences; topics may include generating research ideas, designing experiments and field studies, developing and validating measures, identifying a sample, collecting and analyzing data, and testing hypotheses.
- MGMT:7124 Methods for Qualitative Research** 2 s.h.
Qualitative methods available to researchers; role and contributions of qualitative methods in research; reasons why qualitative research papers get rejected by journals and strategies to avoiding them; work with qualitative data; philosophy of science, formulating research questions, sampling and gaining access, alternative qualitative data collection methods, ways of coding and analyzing qualitative data, building theory from qualitative data.
- MGMT:7128 Methods for Experimental Research** 2 s.h.
Nature of research and principles of experimental design, including laboratory and field experiments (quasi-experiments), event sampling, and methods of small-group research; analysis of variance (ANOVA), analysis of covariance (ANCOVA), multi-attribute analysis of variance (MANOVA); orthogonal, planned and unplanned comparisons, factorial experiments including repeated measures, nested-factors design, Latin square designs; analysis of data sets with SPSS.
- MGMT:7140 Meta-Analysis** 3 s.h.
Set of methods frequently used in behavioral and social sciences for systematically and quantitatively synthesizing findings across studies; basic and advanced topics in meta-analysis; generation and evaluation of high-impact meta-analysis ideas; literature search and screening; coding and management of meta-analytic databases; effect size computation and heterogeneity, analytic techniques and strategies (weighting studies, handling dependent outcomes and outliers, fixed-effect versus random-effects models, secondary uses of meta-analytic data); interpreting, reporting, and publishing meta-analytic findings.
- MGMT:7160 Advanced Regression Methods** 3 s.h.
Application of regression methods to examine multivariate relationships in behavioral and social sciences; basic and advanced topics related to regression, including multiple regression, relative importance analysis, mediated and moderated models, multilevel analysis, and polynomial regression; data cleaning, organization, and visualization. Requirements: basic statistical methods course.
- MGMT:7323 Foundations of Organizational Theorizing** 2-3 s.h.
Examination of the field of micro-organizational behavior (micro-OB); development of ability to evaluate and generate papers that make a theoretical contribution to the field; classic and contemporary research related to prevailing theories; students engage in weekly writing, including a series of theory building exercises and peer reviewing; objectives include supporting peers in generating new theoretical questions, models, and/or frameworks, and providing an overview of theoretical contributions in several important areas in organizational behavior.
- MGMT:7328 Academic Writing** 2-3 s.h.
Development of critical thinking skills and practices associated with successful academic writing; students learn and practice how to write stylized sections of a social science paper effectively (e.g., literature review, hypothesis development); how to write for impact; research-supported productive writing habits, including how to give and receive feedback on early drafts of writing; writing style/mechanics (e.g., using active voice); writing assignments include a combination of step-by-step revisions to an existing, self-selected paper and shorter hands-on exercises targeted at specific writing skills.
- MGMT:7335 Foundations of Organization Theory** 3 s.h.
Examination of multiple perspectives on the formation, adaptation, interaction, effectiveness, and survival of organizations; exploration of how organizations respond to environmental forces, the extent to which organizations operate rationally and efficiently, and how and why deviations from rationality occur; social construction of reality; organizations-environment relationships; corporate governance; resource dependence; power and influence; conflict; limits of rationality; organizational learning; institutional theory; economic, management, and sociological theories of organization; emerging trends in organization theory.
- MGMT:7340 Group Processes (PhD)** 3 s.h.
In-depth understanding of how work groups and teams can be made more effective in organizations; team design issues (i.e., task type, interdependence, leadership, member composition); process issues including power, influence, communications, conflict, collective memory, and intergroup relations.

- MGMT:7350 Foundations of Organizational Behavior** 3 s.h.
Understanding and preparation for implementing leadership in organizations; focus on reading and analysis of basic research-related leadership theories; contrast "great person" theories, traditional behavioral and situational theories, and transformational leadership theory.
- MGMT:7360 Motivation and Attitudes (PhD)** 3 s.h.
Motivational processes, attitudes, communication and interorganizational networks; emphasis on motivational antecedents and consequences, theoretical implications for models of work performance.
- MGMT:7700 Mentored Research** arr.
Management research conducted by doctoral students under faculty supervision; culminates in second-year research paper.
- MGMT:7800 Foundations of Human Resource Management** 2-3 s.h.
Broad survey of foundational topics in human resource management, particularly from a micro perspective, interspersed with special topics of growing interest within the field; introduction to foundational theoretical and empirical research on topics of staffing, training and development, performance management and compensation, including an examination of trending topics of interest in these areas; students develop skills necessary to evaluate, criticize, and contribute to literature on human resource management.
- MGMT:7900 Contemporary Topics in Management & Entrepreneurship** arr.
Research topics in human resources and organizational behavior.
- MGMT:7950 Directed Readings in Management** arr.
- MGMT:7975 Thesis in Management** arr.
Management research conducted by doctoral students under faculty supervision; culminates in dissertation.
- MGMT:8000 Healthcare Business Leadership** 1-2 s.h.
Explaining, predicting, and influencing human behavior in healthcare organizations and settings; topics include high-performance leadership, strategic hiring of employees, decision making, negotiations, entrepreneurship, and basic finance/accounting for clinicians. Requirements: acceptance into pharmacy Healthcare Business Leadership (HBL) Program, and full-time student status (12 s.h.) in each semester enrolled in the HBL program not including hours tied to this course.
- MGMT:9090 Influence and Constructive Persuasion** 3 s.h.
Exploration of methods of persuasion and the science behind why and how influence works in a contemporary business setting; leadership as a function of consensus building, convincing, and motivating in today's team-based, knowledge-centric enterprises; how leaders select from a variety of influence techniques to get others' commitment to a course of action rather than commanding others; persuasion—using solid evidence coupled with emotional appeal—as capacity to present a message in a way that leads others to support it; how persuasion, when used effectively, creates a sense of freedom—others freely choose your perspective and support it.
- MGMT:9091 Corporate Social Responsibility and Sustainability** 2-3 s.h.
Introduction to main corporate social responsibility (CSR) and sustainability issues; current debates; costs and benefits of CSR/sustainability; relationship between leadership, innovation, and CSR; CSR's effects on companies' ability to attract and retain good employees; numerous cases studies ranging from small to large companies from various sectors including food and agriculture, manufacturing, finance, mining, energy, retail, transportation; students read and debate articles and case studies written by leading business experts, academics, and CEOs; individual or teamwork on a CSR change analysis.
- MGMT:9092 Effective Managerial Communication** 2-3 s.h.
Decisive personal and organizational skills for business leaders and entrepreneurs; at individual level, students will refresh writing, listening, speaking, and interpersonal skills for business settings; at the organizational level, course provides crucial managerial skills—how to conduct an effective meeting, questioning skills for employment selection, engaging in small talk, and communication during a crisis.
- MGMT:9110 Dynamics of Negotiations** 2-3 s.h.
Predictable aspects and dynamics of bargaining experiences; simulations, experiential exercises to foster skills needed for effective negotiation in almost any situation. Requirements: MBA enrollment.
- MGMT:9120 Leadership and Personal Development** 2-3 s.h.
Major theories; determinants of leader effectiveness, personal and career success; practical development of leadership, managerial skills to enhance individual, organizational effectiveness.
- MGMT:9130 Strategic Management of Change** 3 s.h.
How congruence in organizational strategy, structure and culture, job design, and employee characteristics produces effective organizations; emphasis on managing organizational change, implementing and working in teams, project management. Recommendations: completion of MBA:8120.
- MGMT:9150 Nonprofit Organizational Effectiveness I** 3 s.h.
Operational and financing aspects of nonprofit management; mission and governance of organization; strategic planning for effective management, including finance, budget, income generation, fund-raising. Same as PBAF:6278, RELS:6070, SPST:6010, SSW:6247, URP:6278.
- MGMT:9160 Nonprofit Organizational Effectiveness II** 3 s.h.
Qualities for leadership of nonprofit organizations, including relationships with staff and volunteers; relationship of nonprofit and outside world; marketing, public relations, advocacy strategies for nonprofits. Same as PBAF:6279, RELS:6075, SPST:6020, SSW:6248, URP:6279.
- MGMT:9170 Human Resources Analytics** 3 s.h.
Introduces analytical techniques for making human resources (HR) decisions. Using Excel and Python, learn the importance of measurement and how to analyze data and interpret results to inform organizational decision-making related to selection, promotions, and turnover. Use data to make high-stakes decisions in the conceptual domain of human resources. Analytical techniques covered include basic descriptive statistics, correlations, regression, and introduction to natural language processing. Prerequisites: MBA:8150 or BAIS:9100.

MGMT:9185 Project Management 2-3 s.h.

Preparation for managing projects and project portfolios; project selection, project planning and budgeting, scheduling, resource allocation, project control; integration of project planning tools, including project management software.

MGMT:9210 Law and Ethics 2-3 s.h.

Legal issues surrounding start-up and day-to-day management of a business; contract law, standard business formations, tort law, employment law, business ethics, and alternative dispute resolution; exploration of the ways in which ethics and law intersect as well as the ways in which law reflects various ethical judgments; consideration and comparison of the roles of law and the role of ethics in our society.

MGMT:9220 Maximizing Team Performance 3 s.h.

Current approaches to implementing effective teams within organizations; team selection and formation, group dynamics, facilitation skills, performance and obstacle management.

MGMT:9230 Managing and Preventing Conflict 3 s.h.

Skills for management of high-conflict situations in the workplace and for long-term business success and job satisfaction; experience developing mediation-based skills and communication techniques to prevent and resolve workplace conflicts.

MGMT:9240 Inclusive Leadership 3 s.h.

Skills to develop a more inclusive leadership style including leading productive conversations about diversity, transforming diversity-related conflicts into opportunities for learning and growth, evaluating diversity initiatives for potential effectiveness, and developing a change management plan for increasing inclusion in an organization; exploration of foundations for inclusive leadership behaviors and team cultures through self-assessments, case studies, and group activities. Prerequisites: MBA:8120.

MGMT:9250 Managing Employee Performance 3 s.h.

Concepts and practices to effectively manage, measure, and improve employee performance; establishing and communicating organizational expectations, the manager as coach and motivator, measurement methodologies, and performance improvement methods; concepts and practices to effectively manage, measure, and improve employee performance; establishing and communicating organizational expectations; the manager as coach and motivator, performance improvement methods, and designing more effective reward practices.

MGMT:9260 Strategic Employee Development 3 s.h.

Concepts, practices in training and development; strategic issues affecting the design, implementation, and evaluation of training programs and of career management and organizational development activities.

MGMT:9270 Human Resource Management 3 s.h.

Systematic approach to managing human resources through practices consistent with validated theories and empirical research; human resources practices and business strategies; human resources strategy, recruitment and selection, training and development, employment law, international human resources, career management, compensation.

MGMT:9290 Global Business Management 3 s.h.

Theoretical knowledge and practical skills that are critical to successfully compete in the global marketplace and to make sound management decisions in international contexts; economic, political, legal, and social aspects of a business environment in foreign markets; multinational companies' winning moves in entering and growing in these markets; best practices in managing people in different cultural settings.

MGMT:9320 Managing in a Global Environment 3 s.h.

Examination of the leadership and management challenges of operating in today's complex, dynamic, and interconnected global environment; exploration of how to lead change across cultures, exercise influence, and conduct effective cross-cultural negotiations in high-stakes contexts; creation of a toolkit for building collaboration, alignment, and accountability in diverse, cross-border environments; development of the skills needed to lead diverse teams, navigate cross-cultural complexity, and drive organizational effectiveness across borders through case studies, applied projects, and reflection.