Human Resources Management

Human resources managers are an integral part of the leadership team charged with directing complex organizations and a diverse workforce. Managing people and organizations requires both functional skills in human resources as well as expertise in strategic planning and organizational development. The Master of Arts in Human Resources Management prepares individuals in a variety of employment settings to join other organizational leaders at the table of decision makers.

The Master of Arts in Human Resources Management provides the student with skills and information in key operational areas such as human relations and communications, compensation and benefits, training and development, employee and labor relations, and staffing and retention. Additionally, the program teaches professionals how to contribute to organizational development, change, risk management, and strategic planning.

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Website: http://ucollege.wustl.edu/programs/graduate/masters-human-resources-management

Degree Requirements

Master of Arts in Human Resources Management

The Master of Arts in Human Resources Management consists of 36 units of graduate course work composed of 18 units of core courses, including:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit</th>
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<tbody>
<tr>
<td>HRM 506</td>
<td>21st-Century Perspectives on Organization and Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>HRM 514</td>
<td>Integrative Capstone Project for Human Resources</td>
<td>3</td>
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<tr>
<td>HRM 520</td>
<td>Organizational Behavior and Administration</td>
<td>3</td>
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<td>HRM 558</td>
<td>HR Metrics</td>
<td>3</td>
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<tr>
<td>HRM 559</td>
<td>Strategy Formation and Organizational Effectiveness</td>
<td>3</td>
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<tr>
<td>HRM 582</td>
<td>Corporate Finance</td>
<td>3</td>
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<tr>
<td><strong>Total units</strong></td>
<td></td>
<td><strong>18</strong></td>
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Additionally, students are required to take a minimum of 6 units of additional course work in each of two focus areas:

- Professional and Human Resources Management
- Management and Organizational Development

Courses


**U87 HRM 500 Independent Study**
Credit variable, maximum 3 units.

**U87 HRM 502 SHRM Learning System**
This course prepares participants to successfully complete the certification examination for the PHR and SPHR which are the standards in the human resources management field. The course covers six major areas that comprise the body of knowledge defined as central to the profession and, accordingly, the information required for certification. These areas, which correspond to the course modules, include: Business Management and Strategy; Workforce Planning and Employment; Human Resource Development; Compensation and Benefits; Employee and Labor Relations; and Risk Assessment. Pass/Fail only.
Same as U87 HRM 402
Credit 3 units. UColl: HRP

**U87 HRM 506 21st-Century Perspectives on Organization and Human Resources**
This course explores the attraction, retention, and development of human resources from several broad perspectives, including psychology, sociology, political science, law, philosophy, history, economics, and business. The objective is to expand the student's understanding of the relationship between the organization and the individuals employed in it. Prerequisites: U87-520 and/or permission of the program coordinator.
Credit 3 units.

**U87 HRM 508 Legal Issues in the Workplace**
This course complements the Employment Law course that focuses on Title Seven of the Civil Rights Act. The course provides the layman with an introduction to the case law surrounding five issues that are frequently encountered in the workplace. The goal is to sensitize the student to the issues, provide interventions to prevent the problem from arising, and offer appropriate legal actions when violations have occurred. Topics include: workplace violence; intellectual property and trade secrets; information technology and domestic terrorism; tort liability; and respondeat superior.
Credit 1.5 units.

**U87 HRM 509 Using Assessment and Measurement to Help Transform Your Organization**
Although "what gets measured gets done," many organizations do not use assessment and measurement effectively to achieve the outcomes they seek. This course will focus on the practical use of assessment and measurement to help transform an organization. Emphasis will be placed on examining a range of assessment techniques that can be used to increase performance at the individual, group, and organizational levels.
Credit 1.5 units.
<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Description</th>
<th>Credit Units</th>
<th>UColl: HRO</th>
</tr>
</thead>
<tbody>
<tr>
<td>U87 HRM 510</td>
<td>Research Methods in Human Resources Management</td>
<td>The application of basic behavioral and social science research methods in the evaluation and management of human resources programs and policies. Prerequisite: a course in statistics or permission of program director.</td>
<td>1.5 units</td>
<td>HRO</td>
</tr>
<tr>
<td>U87 HRM 512</td>
<td>Seminar: Topical Issues in Human Resources Management</td>
<td>The current issues and future trends in personnel and industrial psychology that influence the management and development of human resources. Prerequisite: U87-505, 510, and 520 and permission of the program director.</td>
<td>3 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 513</td>
<td>Executive Coaching</td>
<td>Executive coaching is an effective leadership development tool focused on high potential middle- to upper-level managers. It is a collaborative partnership between the executive, the sponsoring organization, and a professional coach designed to facilitate and hasten the executive’s learning and achieve identified business results. This course will compare and contrast executive coaching to other types of remedial and personal coaching and mentoring relationships; review the grounding principles that form the foundation of an executive coaching partnership; outline the steps in the coaching process; and review the expectations and guidelines for each member of the executive coaching team — executive, organization, coach.</td>
<td>1.5 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 514</td>
<td>Integrative Capstone Project for Human Resources</td>
<td>This capstone course provides the opportunity to integrate the program course work through 1) a substantial independent project conducted in a host organization, and 2) the review of several important trends affecting organizations and human resources management. Prerequisites: U87-505, 510, and 520, and permission of the program coordinator.</td>
<td>3 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 515</td>
<td>Building an Effective Mentoring Program</td>
<td>Many companies attempt to capture the power of an informal mentoring relationship in a formal, company-sponsored program. In this class, one learns how to construct a formal mentoring program for an organization. Topics covered will include recruitment and selection, matching, training, and assessment. Participants will create a mentoring program structure tailored to an organization’s needs. Prerequisite: Consult Course Listings.</td>
<td>1.5 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 516</td>
<td>Career Development: Frameworks, Strategies and Tactics</td>
<td>This course will examine innovative career development programs that create beneficial outcomes for both organizations and employees. The entire employment cycle will be reviewed along with implications for the new employment contract and opportunities for career growth. Work force trends will be discussed, with implications for employees and careers. With the aid of interest inventories, values clarification surveys, and personality style instruments, students will acquire many of the tools for effective career development.</td>
<td>1.5 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 517</td>
<td>Individual and Organizational Introspection</td>
<td>This course is designed to assist students in taking maximum advantage of the educational and personal development opportunity found by being introspective in the work setting. The course provides a framework for students to be introspective about their personal growth objectives, their strengths and weaknesses in an organizational context, and their desire for future career direction. Students must be employed full- or part-time during this course. There are five class meetings — spread relatively evenly over the semester — with most of the work completed on an individual basis. Same as U87 HRM 435.</td>
<td>3 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 518</td>
<td>ISO 9001: 2000 Quality Management System and the Human Resources Management</td>
<td>Organizations seeking registration to the ISO 9001: 2000 quality management system know that it will improve their manufacturing-related departments. However, Section 6 of the standard focuses on HR and related processes that sometimes are left out during critical planning. This course is designed to make sense of the standard and show how implementation has significant implications within HR.</td>
<td>1.5 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 519</td>
<td>Project Management Mastery in HR</td>
<td>In business today, managing small projects to large, multimillion dollar projects is a critical component of every organization. Projects evolve organizations so that they are able to compete and meet their future business goals. Project management skills are imperative in the business world, and they are skills that can be developed. This course will combine theory and application to grow and enhance skills as it relates to project and change management. Valuable frameworks, tools, and methodologies will be covered in detail so that students can utilize these approaches immediately.</td>
<td>3 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 520</td>
<td>Organizational Behavior and Administration</td>
<td>This is a survey course focusing on the individual, group, organizational and environmental factors relevant to understanding and managing behavior in complex organizations. It considers behavior from structural, human resources, political, and symbolic perspectives.</td>
<td>3 units</td>
<td>HRO</td>
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<tr>
<td>U87 HRM 523</td>
<td>Organizational Communication</td>
<td>This course identifies the major theories and methods of communication at the individual, group, and organizational levels. Particular attention is devoted to the role of communication in achieving long-term organizational effectiveness. Strategy and tactics relevant to interpersonal communication, negotiation, and consensus building are also analyzed. Same as U87 HRM 475.</td>
<td>3 units</td>
<td>HRO</td>
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U87 HRM 524 Special Topics in Human Resources Management
Credit 2 units.

U87 HRM 525 Special Topics in Human Resources Management
Credit 3 units.

U87 HRM 526 Special Topics in Human Resources Management
Credit 3 units.

U87 HRM 528 Accounting Principles and Practices for Human Resources Management
This course provides an introduction to managerial accounting from a human resources perspective. Topics include financial statement structure and analysis, operating budgets, capital budgets, financial ratios, development of long-term financial goals, and techniques applied to accounting for human resources.
Credit 2 units.

U87 HRM 529 HR Metrics
Credit 3 units.

U87 HRM 5291 Field Methods in the Study of Organizations
How to do field research in the study of organizations. Historical context provided from the work of Arsenberg, MacGregor, and Shyte; contemporary context from the work of Blau, Gouldner, and Scott. Each student carries out a small field study of an organization. Prerequisite: permission of instructor.
Credit 3 units.

U87 HRM 530 Organizational Development
This course is designed to assist students in developing a framework for: 1) assessing the current condition of an organization, 2) developing an intervention strategy for changing the organization, and 3) executing the planned change in a manner that promotes effective organizational change and development. Within this context, substantial attention will be devoted to the developing the analytical, conceptual, and interpersonal skills required of effective change agents.
Credit 3 units. UColl: HRO

U87 HRM 531 Human Resources Management
This course develops a comprehensive understanding of the human resources function in an organization. Particular attention is given to selection, performance management, training, wage and salary administration, career development, human resource planning, and the federal regulations impacting on the function.
Credit 3 units. UColl: HRP, OLH

U87 HRM 532 Administration of Affirmative Action and Equal Employment Opportunity Regulations
An advanced course on affirmative action and equal employment opportunity designed for the human resources manager. Includes a review of the laws, regulations, and key cases as well as practical means for developing policies and procedures and for preventing discrimination. Case studies and film vignettes used for analysis of selected issues. Prerequisite: admission to HRM program or graduate standing and permission of program director.
Credit 3 units.

U87 HRM 534 Employee Benefits and Compensation of Special Groups
Designed to provide students who will be working in the field of human resources the general background needed to manage two major areas of compensation: employee benefits and compensation of special groups.
Credit 3 units.

U87 HRM 535 Work and Organizations in Context
Intensive one-week seminar explores variety of perspectives (historical, political, economic, sociological) on work and organizations. Highlights the work ethic, approaches to motivate and control performance, and the development of organizational structures and human resources practices. Concentrates on the United States and Western Europe, but other nations are considered as well. Discusses implications for future trends. Prerequisite: Consult Course Listings.
Credit 3 units.

U87 HRM 536 Health and Safety Issues in Organizations
Credit 3 units.

U87 HRM 537 Innovative Philosophies of Management
Credit 2 units.

U87 HRM 538 Leadership: Vision, Strategies, and Practices
Credit 3 units.

U87 HRM 5381 Great Books in Leadership
The definition, role, and impact of "leadership" is one of the most contested concepts within the organizational behavior, organizational development, and human resources management literature. The objective of this course is to provide students with a forum for discussing the latest books from the leading scholars who are addressing this important topic.
Credit 3 units.

U87 HRM 539 Coaching: Strategies and Techniques for Managers
Through effective employee coaching, managers can better motivate individuals and assess performance. In this theory and experiential learning course, we will apply theories of organization development, leadership, intelligence, and personality to the practice of coaching as a management technique. In addition to reading and discussing research and trends in the field, students will role-play and practice coaching techniques.
Credit 3 units.

U87 HRM 540 Managerial Economics for Human Resource Managers
The fundamentals of microeconomic analysis, including consumer demand behavior, the productive behavior of firms, market and industrial structures, market institutions, and the role of government in the economy. Topics from the theory of the firm include firm evolution, personal interactions within the firm,
managerial incentive structures, and an analysis of public goods and externalities as they relate to firm decision making. Credit 2 units.

U87 HRM 541 Executive Compensation and Benefits
This course focuses on the unique challenges faced and strategies employed to compensate senior executives. Issues such as internal and external equity, risk-taking, long term organizational effectiveness, and performance measurement issues are explored in depth. Credit 1.5 units.

U87 HRM 542 Current Thinking in Organizational Effectiveness
The current issues and future trends in organizational behavior as reported in the academic and popular press and which affect human resources management. Prerequisites: U87-511 or 505, and 520 or permission of HRM program director. Credit 3 units.

U87 HRM 543 Compensation Management
The methods of rewards for employee availability, capability, and performance. Topics include measures of performance and employment market issues; skill-building and design of compensation packages of money and benefits to improve employees' work quality and productivity. Credit 3 units. UColl: HRP

U87 HRM 546 International Human Resources Management
Credit 3 units.

U87 HRM 5461 Managing Dispersed and Global Teams
This course focuses on understanding the social, political, and legal aspects of managing human capital in a global environment. The primary objective is to understand how effective management contributes to the overall success of international business ventures. The topics covered include recruitment; selection; legal and tax implications of international operations; compensation and benefit packages; training and development; cultural adaptation; and relocation and repatriation policies. This course is designed for both human resource professionals and other business professionals who will manage in a global business environment. Credit 1.5 units. UColl: HRP

U87 HRM 549 U.S. Retirement Programs
Credit 1.5 units.

U87 HRM 550 Effective Self-Management in Organizations
Credit 2 units.

U87 HRM 551 Interpersonal Competence in Organization
This course assumes that interpersonal competence is substantially based on intrapersonal competence and, therefore, focuses on self-management skills. The way we manage ourselves is an area that is frequently neglected or taken for granted, which can result in interfering with our effectiveness, creativity, and productivity. The approach is practical and aims for rapid implementation of learned skills. Credit 2 units.

U87 HRM 552 Six Sigma Processes for Human Resources Management
This course provides a look at the development and alignment of human resources processes with business strategies. It will also focus on inward process improvement. This includes the use of total quality and six sigma methodologies applied to human resources. Considerable time will be devoted to practical skill development of creating reliable and valid human resources measures, collecting and analyzing data, and implementing changes. Credit 1.5 units. UColl: HRO, HRP

U87 HRM 5521 Counseling Skills for Non-Counselors
Same as U08 Educ 5521 Credit 3 units.

U87 HRM 553 Principles of Human Resources Development: A Case-Based Approach
This course addresses the integration of human resource functions, performance management, employee relations, human resource planning, and organizational development. We will study how HR maximizes the return on investment from the organization's human capital while minimizing financial risk. The course emphasizes human beings as creative and social beings that are viewed as the organization's most strategic asset in a very turbulent and complex market environment. Credit 3 units. UColl: HRP

U87 HRM 554 Mergers and Acquisitions: Challenges for Human Resources Management
Consolidations through mergers and acquisitions in the current business environment create special challenges for the human resources function. Issues ranging from the integration of different organizational cultures and climates to the development of consistent salary and benefit programs to the possible adjustments of the workforce need to be addressed and resolved to facilitate the expected benefits of consolidation. Credit 1.5 units. UColl: HRO

U87 HRM 555 Union Campaigns: Strategies, Tactics, and Outcomes
This course provides the opportunity to learn about why employees seek out union representation, the legalities of a campaign, and the results from actual campaigns. Learning methodologies include readings, instructor lectures, case studies, and a campaign simulation. Regardless of one's opinion for or against unions, important insights concerning the causes of employee unrest will foster better employee-management relations. Credit 1.5 units. UColl: HRP

U87 HRM 556 U.S. Retirement Programs
This course provides an overview of the U.S. retirement system and the alternatives available for organizations. Attention is given to the purpose of employer-sponsored retirement programs and the employer objectives accomplished by different types of programs. Students will discuss the challenges a company faces in developing a retirement program and develop a program as part of the course requirement. Credit 1.5 units. UColl: HRP
U87 HRM 557 Leadership Skills for Women Executives
This course examines the latest research and practice on women and leadership. Students learn about tools and methods to evaluate their personal leadership strengths and avoid career derailment. The class uses case studies, personal essays, and role-play designed to help individuals develop strategies to more effectively manage their career paths.
Credit 1.5 units. UColl: HRO

U87 HRM 558 HR Metrics
This course provides the foundation for understanding how to measure the effectiveness of Human Resource Management (HRM) policies, programs and processes. The course will focus on the methods of developing appropriate measurement indices for the major HRM functional areas. An understanding of the principles of measurement, methods of qualitative and quantitative data collection, and analysis are also included.
Credit 3 units.

U87 HRM 559 Strategy Formation and Organizational Effectiveness
This course focuses on developing and implementing a strategy to sustain a competitive advantage in business. The process specifies mission, vision, and values, develops projects and programs, and allocates resources to achieve organizational goals. This course will give special attention to the allocation of human resources to achieve organizational effectiveness.
Credit 3 units.

U87 HRM 561 Human Resource Planning
The linkage between business goals and human resource requirements. Includes environmental scanning, human resource forecasting, strategies, individual assessment, career planning, and individual development techniques.
Credit 3 units.

U87 HRM 562 Group Processes in Organizations
Credit 3 units. UColl: HRO

U87 HRM 564 Workplace Harassment: Sources, Issues, and Remedies
The quality of life present in the workplace is an important consideration in attracting and retaining valued employees. Employee harassment, in any form, contributes to decreased productivity and the distinct possibility of substantial litigation. The roles of both the human resources department and top management in developing a constructive workplace environment are identified and developed.
Credit 1.5 units. UColl: HRP

U87 HRM 565 Building High Performance, Team-Based Organizations
This course examines the factors that are most critical in developing high-performance, team-based organizations. We pay particular attention to the assessment of organizational climate, and analyze steps organizational leaders must take to make the transition to a team-based approach. We also examine important systems and processes that support this design.
Credit 3 units. UColl: HRO

U87 HRM 566 Workplace Harassment: Sources, Issues, and Remedies
The quality of life present in the workplace is an important consideration in attracting and retaining valued employees. Employee harassment, in any form, contributes to decreased productivity and the distinct possibility of substantial litigation. The roles of both the human resources department and top management in developing a constructive workplace environment are identified and developed.
Credit 1.5 units. UColl: HRP

U87 HRM 567 The Changing Nature of Work
This course provides a historical perspective on the changing nature of work, the current trends, and possible future trends. Substantial attention is given to consideration of work/life balance issues, the changing demographics of the workplace, the impact on organizations, and the objectives that class participants have for their own professional careers.
Credit 1.5 units. UColl: HRO

U87 HRM 568 HR Metrics
This course provides the foundation for understanding how to measure the effectiveness of Human Resource Management (HRM) policies, programs and processes. The course will focus on the methods of developing appropriate measurement indices for the major HRM functional areas. An understanding of the principles of measurement, methods of qualitative and quantitative data collection, and analysis are also included.
Credit 3 units.

U87 HRM 569 Strategy Formation and Organizational Effectiveness
This course focuses on developing and implementing a strategy to sustain a competitive advantage in business. The process specifies mission, vision, and values, develops projects and programs, and allocates resources to achieve organizational goals. This course will give special attention to the allocation of human resources to achieve organizational effectiveness.
Credit 3 units.

U87 HRM 570 Employee Benefits
This course reviews the current trends and historical bases for employee benefit programs. The concept of risk and the regulatory, political, and social environments surrounding benefits will be discussed, with particular attention to health, life, and disability benefit programs.
Credit 1.5 units. UColl: HRP

U87 HRM 571 Legal Aspects of Human Resources Management
This course will provide a general legal framework for human resources practices in organizations. Particular attention will be given to legal issues regarding employment, personnel practices, wages and salary, benefits, family and medical leave, workers with disabilities, terminations, and unions.
Credit 3 units. UColl: HRP

U87 HRM 572 Incentive Compensation
This course provides an in-depth look at the design and development of effective variable pay plans that increase employee performance and productivity. Motivation theories, personality typing, and business anecdotes are combined with a practical step-by-step approach to new design or plan revision. Lectures, small group projects, and case studies are employed to build the knowledge and skill of the Human Resources professional or the front-line manager.
Credit 1.5 units. UColl: HRP

U87 HRM 573 World-Class Human Resources Practices
Credit 3 units.

U87 HRM 574 Human Resources Planning
Credit 1.5 units.

U87 HRM 575 International Human Resources Management
Credit 3 units.

U87 HRM 576 Human Resource Forecasting
Credit 3 units.

U87 HRM 577 The Changing Nature of Work
This course provides a historical perspective on the changing nature of work, the current trends, and possible future trends. Substantial attention is given to consideration of work/life balance issues, the changing demographics of the workplace, the impact on organizations, and the objectives that class participants have for their own professional careers.
Credit 1.5 units. UColl: HRO

U87 HRM 578 Corporate Finance
This course is designed to give HR personnel of the future the opportunity to develop skills in, and an understanding of, basic financial management methods, as well as evaluation techniques used to assess overall organizational financial and business performance. Specifically, the individual will gain an ability to evaluate capital investments, capital acquisitions and capital budgets, an understanding of uncertainty (risk) and risk management, a knowledge of cash and credit management techniques, a knowledge of the costs of alternative sources of short-, intermediate-, and long-term financing (both debt and equity), and an understanding of financial statements and their analysis.
Credit 3 units.
U87 HRM 597 Techniques for Teaching Adults
Techniques for group and individual instruction such as
discussion, demonstration, lecture, and role play. Content
organization, presentation skills, and media resources; the
appropriateness and effectiveness of each for various teaching
situations.
Same as U08 Educ 597
Credit 3 units.