

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 Human Resources Management graduate program provides students 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. In addition, the program teaches professionals how to contribute to organizational development, change, risk management and strategic planning.

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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.

Required courses (21 units):

Code	Title	Units
HRM 520	Organizational Behavior and Management	3
HRM 531	Human Resources Management	3
HRM 543	Compensation Management	3
HRM 558	HR Metrics	3
HRM 559	Strategy Formation and Organizational Effectiveness	3
HRM 571	Legal Aspects of Human Resources Management	3
HRM 514	Integrative Capstone Project for Human Resources	3
Total Units		21

In addition, students are required to take a minimum of 15 units of elective courses from the following list:

Elective courses (15 units):

Code	Title	Units
HRM 402	SHRM Learning System	3
HRM 435	Individual and Organizational Introspection	3
HRM 504	Consulting Skills for Human Resources and Organizational Development Professionals	3
HRM 523	Organizational Communication	3
HRM 5130	Coaching and the Modern Organization	3
HRM 530	Organizational Development	3
HRM 544	Diversity and Inclusion in the Workplace	3
HRM 565	Building High-Performance, Team-Based Organizations	3
HRM 582	Principles of Finance	3

Courses

Visit online course listings to view semester offerings for U87 HRM (<https://courses.wustl.edu/CourseInfo.aspx?sch=U&dept=U87&crslvl=5:8>).

U87 HRM 500 Independent Study

Credit variable, maximum 3 units.

U87 HRM 504 Consulting Skills for Human Resources and Organizational Development Professionals

In this course, we will learn essential internal and external consulting skills. Topics include phases in the consulting process, differences in consulting models, creating a business plan, estimating costs, consulting ethics, and cultivating relationships. Students will acquire the skills needed to build strong partnerships within organizations. This course is designed for people who consult within an organization or who are pursuing consulting as a profession.

Credit 3 units. UColl: HRO, HRP, OLI, OLI

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 513 Executive Coaching

Executive coaching is an effective leadership development tool often focused on high potential middle- to upper-level managers. It is also used by managers at all levels to develop individuals and teams. Coaching is a collaborative partnership designed to facilitate and hasten the individual's learning and achieve identified business results. This course will compare and contrast executive coaching to other types of remedial approaches; personal coaching; and mentoring relationships. It will review the grounding principles that form the foundation of a coaching partnership; outline the steps in the coaching process; and review the expectations and guidelines for each member of the coaching team-which can include the individual, the coach or manager-coach, organizational sponsors and human resources.

Credit 3 units. UColl: HRO, OLH

U87 HRM 5130 Coaching and the Modern Organization

Coaching overall has seen a dramatic increase in recent years as individuals and organizations have seen the impact coaching can have both personally and professionally. Coaching is a collaborative partnership between the coach and coachee focused on listening and development. It is also used in organizations to support richer conversations and to support ongoing development. In this course you will learn about the ways coaching can be used in modern organizations, the professionalism dedicated to a coaching approach, and the development of your own coaching techniques.

Credit 3 units. UColl: OLH, OLI

U87 HRM 514 Integrative Capstone Project for Human Resources

The overall objective of this capstone course is for master's students in Human Resources Management to integrate the program course work through a substantial, independent applied project conducted in a host organization. Students will demonstrate their professionalism through a written and oral presentation of their materials. Students should be in their final semester of study or have permission of the program coordinator.

Credit 3 units. UColl: OLH, OLI

U87 HRM 519 Project Management Mastery in HR

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.

Credit 3 units. UColl: HRO

U87 HRM 520 Organizational Behavior and Management

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.

Credit 3 units. UColl: OLH, OLI

U87 HRM 523 Organizational Communication

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.

Credit 3 units. UColl: HRO

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, OLI

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, OLH, OLI

U87 HRM 544 Diversity and Inclusion in the Workplace

In this course, we examine the history of diversity in the workplace and the demographic changes that drive diversity. We will study how inclusion affects business outcomes in areas such as talent, engagement, productivity, and innovation. Students will also explore diversity dimensions and unconscious biases in themselves and then apply these findings to the workplace by developing a business case for diversity and inclusion that includes defining return on investment, strategy, organizational alignment, accountability, and measurement. Successful diversity and inclusion initiatives will be addressed, including best practices for recruitment, development, training, mentoring, resource groups, benefits, and policies.

Credit 3 units. UColl: HRO, HRP, OLI

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 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 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 a foundation for measuring the effectiveness of human resources management (HRM) policies, programs, and processes. We will study basic measurement indices and research methods to better demonstrate outcomes such as cost savings, cost avoidance, and return on investment for the major HRM functional areas.

Credit 3 units. UColl: OLH, OLI

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. Most principles taught in this course are transferable to nonprofit organizations.

Credit 3 units. UColl: OLH, OLI

U87 HRM 562 Group Processes in Organizations

Credit 3 units. UColl: HRO

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, OLH

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, OLH, OLI

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 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 582 Principles of Finance

This course offers HR professionals training in basic financial management methods and evaluation techniques used to assess overall organizational financial and business performance. Students will acquire: an ability to evaluate capital investments, capital acquisitions, and capital budgets; an understanding of uncertainty (risk) and risk management; knowledge of cash and credit management techniques; knowledge of the costs of alternative sources of short-, intermediate-, and long-term financing (both debt and equity); and an understanding of financial statement analysis.

Credit 3 units. UColl: OLH, OLI