Courses

HRA 4110 Human Resource: Foundations and Practice (4 Credits)
This course provides a brief history and overview of the HR profession including career options. In-depth functional areas of HR including recruitment and selection, compensation and benefits, performance analysis and appraisal, employee and labor relations, HR technology, and professional development and organizational learning are researched and discussed. Foundational concepts of domestic and international workforce planning and talent management are also included.

HRA 4120 Legal, Ethical and Employment Issues in Human Resource (4 Credits)
This course provides students with a foundation of the major legal and ethical considerations impacting the functional areas of human resource management and its contribution to organizational growth and success. This course is designed to provide knowledge and practical application of employment, anti-discrimination, wage-hour and labor relation laws. The relationship between employment law and business ethics is a major focus of the course and both domestic and global perspectives are considered. Students are strongly encouraged to take HRA 4110, or be familiar with its content before taking this course.

HRA 4130 Finance for HR Professionals (4 Credits)
This course examines financial oversight and budget skills for organizations, including managerial financial, financial statements, cash flow, operating budget, cost-benefit analysis, and capital budgeting.

HRA 4140 Principles and Practice of Human Resources (4 Credits)
This course offers an introduction to HR as a professional field of study, and discusses how HR fits into the workplace. The course presents theories and issues in the HR field, and it defines the HR practitioner as a change agent. The course places HR management in the context of organizational strategy and policy. And it defines the core competencies of HR professionals including recruitment, selection, and placement; job classifications and wage and benefits; employee relations, supervision, counseling, and discipline, and employment law.

HRA 4150 Human Resources Across Organizations (4 Credits)
HR professionals may work in a number of organizational settings and sectors during their careers. This course provides an opportunity to explore how organizations may differ in legal structures, HR models, governmental oversight, records access, type and size, compensation processes, and benefits.

HRA 4160 Human Resources in a Global Economy (4 Credits)
This course explores the proprietorships, partnerships, corporations, nonprofits, multinational corporations, strategic alliances, regulatory agencies, and public organizations that cross sector and national boundaries from an HR-impact perspective.

HRA 4170 The Inclusive Organization (4 Credits)
Employees are coming to organizations with differences in race, ethnicity, gender, age, religion, sexual orientation, disability, and other aspects of diversity. How can organizations create a culture of respect, involvement, and positive outcomes for employers, employees, and other stakeholders with individual differences and group affiliations? This course examines these questions.

HRA 4180 Organizational Politics and the HR Professional (4 Credits)
Many programs developed by HR professionals may be impacted by politics, where decisions are made to further individual interests over the interests of other people. Despite the inclusion of best practices in the recommendations, decisions may be made for political reasons, agendas, or actions, and not always for the benefits of the employees. This course explores why and how politics may enter HR decision making, and identifies links between motivation and leadership.

HRA 4210 Strategic Workforce Planning & Talent Management (4 Credits)
This course explores the process of executing business strategy through the development of talent management programs that align the organization's talent needs with the specific competencies required to effectively execute corporate strategy. Successful execution of strategy requires a workforce that possesses the values, ethics, competencies, and behaviors needed to implement the strategy. The specific skills and professional competencies required will vary as a function of the roles and responsibilities performed, and the position held within the organization's hierarchy. Performance metrics, which focus primarily on operational efficiency or expense management rather than the effect that skills and competencies have on strategy implementation and execution may cause managers to make suboptimal decisions in achieving organizational goals. Workforce and HR scorecards should be based on performance that is tied directly to the achievement of the organization's unique strategy as opposed to standardized industry benchmarks. Effective talent management programs are essential to the maintenance of a firm's competitive advantage and the successful execution of organizational strategy. Students are encouraged to be familiar with HRA 4110 before taking this course.

HRA 4220 Learning: Development and Performance (4 Credits)
Organization, team, individual and management development are critical drivers for organizations succeeding in a global marketplace. Key steps in achieving development goals are: developing a firm understanding of the business needs, effectively engaging the workforce aligned with those needs, implementing effective learning and performance solutions and strategies, and measuring the return on investment (ROI). In this class, students research and examine effective development strategies as well as focus on various learning models, including adult learning. Differences between coaching and mentoring are addressed as they relate to employee or management development.
HRA 4230 Consulting and Human Resource Applications (4 Credits)
HR professionals must be able to turn strategy into action to benefit the organization. This course provides students with models, tools and concepts to effectively build relationships with key stakeholders, identify, analyze and diagnose organizational issues, develop and implement value-added solutions, effectively manage the change process and measure/monitor outcomes. Students apply a consulting model approach in all HR functions.

HRA 4240 HR Technology Solutions (4 Credits)
Technological advances have had a major impact on the use of information for managing human resource functions within both large and small organizations. The quantity of data being collected, stored, and manipulated on computers is growing at a rapid rate. The students in this course strengthen basic technology skills by examining how information is utilized in the functional areas of HR.

HRA 4250 HR Competencies and Talent Management (4 Credits)
In this course, students identify the political, economic and social systems that impact organizations and learn the essential principles for developing, utilizing and retaining human resources. Students will develop plans for staffing and forecasting, recruitment, career development, and succession planning, and they will understand the role of competencies.

HRA 4260 HR Analytics and Research (4 Credits)
This course covers a review of HR metrics, quantitative techniques and analysis. Students will examine HR research and consider a process to develop practical questions for HR use. Quantitative skills for modeling, spreadsheet analysis, process mapping, and workforce management reporting are developed. Human resource information systems (HRIS) and their role in supporting strategic decision making are examined and evaluated.

HRA 4270 Evaluating the Value and Impact of HR Interventions (4 Credits)
In this course, students will determine the long-term and short-term impact of interventions, especially looking at a cost-benefit analysis. The object is to have a practical strategy to provide decision makers the data for human capital investments support.

HRA 4310 Creating a Global Mindset (4 Credits)
Current writing suggests that leaders who develop a global perspective for change throughout their organizations will have a distinct advantage over those who do not. Models of effective global vs. domestic HR leadership skills and views are presented, discussed, and applied within the course setting. Common cultural, communication and diversity issues which can impede progress within organizations are addressed via surveys, assessment, suggestions and practice. Students strive to achieve a wide level of cultural competence.

HRA 4320 Global Human Resource Planning and Development (4 Credits)
Many organizations today are involved in international and intercultural interfaces with employees, customers, and owners. As business becomes more globalized, HR functions become more complex. This course explores global implications for policy development, HR planning, practices in HR functions, and processes that are necessary for effective global HR functioning. Through discussions, readings, research and projects students understand and apply global planning and development processes for human resources.

HRA 4330 Human Resource Challenges in the Global Marketplace (4 Credits)
Best practices within the domestic strategic HR management setting are a focal point for discussion while exploring and contrasting best practices in a global setting. Resulting HR challenges emerge which become the basis for course discussion, research and projects. Sample topics include acquiring, developing, engaging and retaining international talent, emerging markets, centralization vs. decentralization of functions, learning in a global setting. Resulting HR challenges emerge which become the basis for course discussion, research and projects. Sample topics include acquiring, developing, engaging and retaining international talent, emerging markets, centralization vs. decentralization of functions, learning in a global setting.

HRA 4340 Human Resource Case Studies and World Issues (4 Credits)
This course explores world events, laws, employment trends, international business topics and other significant issues which directly or indirectly affect the HR professional and the strategic positioning and preparation needed to function in a global HR environment.

HRA 4410 Problem Solving in Human Resource: Current Issues (4 Credits)
This is an advanced seminar covering various topics across the human resources (HR) function. It assumes a basic understanding of the key HR processes: recruiting, selection, on-boarding, training, rewards & recognition, and termination. Because the HR function does not operate separately from the rest of the business we will explore HR in the context of the broader business. This course examines HR issues through the use of case studies and reading of contemporary issues.

HRA 4420 Employee Relations (4 Credits)
The components of a comprehensive Employee Relations function are the focus of this course. Through research, small discussion groups, team presentations and case studies, students learn how the components of an Employee Relations function contribute as a strategic business partner within an organization. Topics include strategic partnering, policy interpretation, complaint resolution, leadership development, succession planning, inclusion, separation plans, business case development, coaching and counseling.

HRA 4430 Compensation and Benefits (4 Credits)
This course examines key issues and challenges facing compensation managers as they strive to attract and retain high performance talent in today's global economy. Such a task requires the implementation of an effective total rewards management system. A comprehensive view of compensation management concepts, models, strategies, incentives and practices are emphasized. Changes in legislation, behavioral science theories, social and human factors and economics are discussed. Investigation of the compensation management decision making process reveals the impact of decisions on stakeholders' constituencies. Other specific topics include administration and compensation systems across public and private sectors, job evaluation, perceived equity, planning and budgeting, performance and satisfaction.
HRA 4440 Supervision and Managerial Decision Making (4 Credits)
As our economy becomes more complex with domestic and international ramifications, managers and supervisors are increasingly called upon to make crucial decisions leading to organizational effectiveness. Therefore, this course explores objective and subjective decision making models, and develops supervision skills for HR professionals. The rational approach is taught via maximization of expected outcomes and decision tree analysis. The irrational side of decision-making is covered through demonstrations and discussion of decision bias and judgment heuristics. Various supervision techniques are identified and defined (such as contracting, feedback, problem-solving, coaching, motivating others and managing conflict), and methods for modeling, teaching and transferring supervisory skills to others are explored and practiced.

HRA 4500 Organizational Leadership, Team Effectiveness, and Communications (4 Credits)
HR professionals are expected to be organizational leaders, build teams, and build strong internal communications. The course explores how to lead organizational change, manage organizational crisis, build effective teams, and develop strategic communications.

HRA 4510 Organizational Lifecycles and HR Implications (4 Credits)
This course examines the role of mission, vision, and values. Moving from start-up to mature organizations, the course asks what are HR responses to compensation, benefits, and HR structure? Matching HR structure and policies to organizational strategy is considered.

HRA 4520 HR Change Management (4 Credits)
Human Resources planning is an essential step when designing or implementing a change, small or large, within an organizational culture. The magnitude of change and the organizational culture will impact the change management communication, planning, and process. This course examines those factors.

HRA 4600 Human Relations in Organizations (4 Credits)
The purpose of this course is to explore the quality of work life, which leads to greater retention and employee satisfaction. Using the life cycle of a typical employee, effective communication and the role of interviews and exit interviews will be discussed. Additionally, job enrichment (vertical and horizontal), flexible work schedules, employee assistance programs, drug and alcohol rehabilitation, retirement planning, community service, and other programs will be analyzed.

HRA 4610 Employee Compensation (4 Credits)
This course examines the development and management of employee compensation systems, including motivational, productivity, job classification, and strategic considerations. It explores the history and purpose of a compensation system, today’s issues, and key elements of compensation design.

HRA 4620 Employment Total Benefits (4 Credits)
This course develops historical context for employee benefits and the motivational implications. It reviews the wide range of potential benefits and discusses "total rewards" options. The course examines pension plans, social security, ERISA, major benefits legislation, health insurance, flex spending, and budget implications.

HRA 4630 Employment Law (4 Credits)
This course explores current legal issues that affect the HR function in organizations. These include EEO, sexual harassment, managing risk, discrimination, Wage and Hour, at-will employment, and current Supreme Court decisions. These legal issues will be examined from both the employee and the employer viewpoint.

HRA 4701 Topics in Human Resource (4 Credits)
The content of this course varies each time it is offered. The topics may include time-sensitive issues in the field of strategic human resource management, elective courses that are not scheduled regularly during the course of the year, or advanced inquiry into core-course subjects. Each time the course is offered, the specific content is announced in the quarterly course schedule. Depending on the subject matter, students may be required to have completed prerequisite courses.

HRA 4901 Capstone Project (4 Credits)
The Capstone Project provides students the opportunity to research a topic, problem, or issue within their field of study, and work individually with a Capstone advisor. Similar in weight to a thesis, but more flexible, this final project will synthesize and apply core concepts acquired from the program. The student will select an appropriate Capstone advisor who is knowledgeable in the field of study to work closely with and whom can guide the research project. Evaluation will be focused on the quality and professionalism of applied research and writing; critical and creative thinking; problem-solving skills; knowledge of research design, method, and implementation; and contribution to the field and topic of study. Please see the Capstone Guidelines for additional details. Prerequisites: A Capstone Proposal that has been approved by both the Capstone Advisor and the Academic Director, unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. A final grade of B- or better is required to pass.
HRA 4902 Capstone Seminar (4 Credits)
The Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem in their degree field of study. The students produce a Capstone of 7000-8000 words that presents a position on a relevant problem, supports the position with professional and academic literature, analyzes and tests the proposed solution, and discusses the findings as related to the field of study. The seminar is dependent upon quality, collegial discussion, and feedback of students’ research and work products, under the facilitation of a faculty member. The course structure guides the students through the process of independent, secondary research and writing of a Capstone. No primary research is allowed. Students generate the course content through ongoing discussion and peer feedback on the Capstone process and individual topic areas under investigation. Students professionally and academically communicate through written work and oral presentations. Students must have: Unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. A final grade of B- or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

HRA 4904 Interdisciplinary Capstone Seminar (4 Credits)
The Interdisciplinary Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. Members of the class will include students from various UCOL programs, representing multiple topics of study. On campus offerings of this course include required online components. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. Students professionally and academically communicate their findings through written work and oral presentations. The seminar is dependent upon active and collegial discussion and critique of student research and work under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. Students must have: Unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. A final grade of B- or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

HRA 4910 Research Practices and Applications (4 Credits)
This course develops competency in principles of research and measurement for use in the professional setting. As an initial course in the program of study, students will learn research methods to apply to program and systems design and evaluation to achieve successful measurement of outcomes and goals. Students will become critical consumers of pertinent literature to provide background and support for the choice and application of proper qualitative and quantitative research methods and data analysis for professional application. Critical thinking through comparing and contrasting cause and effect is used to build logic models. Research, design, and evaluation processes that address issues of implementation, feasibility, and sustainability are emphasized. At the conclusion of this course students will be prepared to apply and clearly communicate the practice of scientific research principles in the professional environment to ensure that the question being asked can be answered through rigorous research and the design and formative assessment of the program or system. Completion of Institutional Review Board (IRB) training via CITI Program is required as a basis for discussion of research ethics and IRB procedures. Competencies gained in this course, including practices of inquiry, self-analysis, and evaluation, will be applied and integrated throughout the course of study and demonstrated in the culminating capstone work of the master’s degree. This course is required of all degree-seeking students and should be taken in the first three quarters of enrollment.

HRA 4980 Internship (4 Credits)
The Strategic Human Resource Management Internship is designed to offer students a purposeful experience in a practical, industry related setting. The internship is an individualized learning experience. A training plan is created for each student in conjunction with the internship site supervisor to provide experiences related to the skills and knowledge covered in the certificate and master’s programs as well as professional goals. Students are responsible for finding their own internship site and proposing their internship ideas. University College will send notification to all SHRM students if they hear of internship possibilities. Students may also work through the DU career center to explore opportunities for internship experiences.

HRA 4991 Independent Study (1-8 Credits)
This is an advanced course for students wishing to pursue an independent course of study. The student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices before registering for the independent study. Independent Study is offered only on a credit basis and only may be used by degree candidates. Prerequisite: Admitted degree candidate.

HRA 4992 Directed Study (1-8 Credits)
This is an advanced course for students wishing to pursue a directed course of study. The student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices before registering for the independent study. Directed Study is offered only on a for-credit basis.