

STRATEGIC HUMAN RESOURCES

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Master of Science in Strategic Human Resources with a concentration in Human Resources Employment Relations

The Human Resource Employment Relations master's degree concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both, to meet the needs of busy adults. Successful organizations often have respectful employee–employer relationships. Human Resources can enhance the relationship and employee retention with ethical treatment of employees in terms of compensation, total benefits, achievement of organizational goals, and realistic expectations of performance. All of these functions must operate under laws and regulations that are interpreted and applied appropriately to both employee and organization.

The Strategic Human Resources (SHR) program provides strategic skills in development, operations, and employment relations, and the integral skills needed to succeed in a 21st-century HR marketplace. Human Resources professionals have a unique role and responsibility in organizations to align aspirations and talents of employees with the needs of the organization, in the important contexts of the organizational business strategy, organizational culture, and within the life cycle of the organization. This program provides courses that provide the students tools for this alignment while including human resources practices, ethical consideration, and global implications. Last, this program is designed to teach the students how to learn, and HR professionals are required to be lifelong learners due to the constantly changing nature of HR. The Strategic Human Resources master's degree program provides a comprehensive analysis of the HR profession and positions students for career advancement. Customize your Strategic Human Resources master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Analyze the typical phases of an employee experience while employed by an organization.
- Evaluate the compensation considerations for employees based on productivity, current legal and ethical issues in HR and the organization's domestic and global strategic goals.
- Analyze total benefits as a function of organizational goals, employee performance and retention, and budgeting.
- Identify, locate, and interpret laws and regulations relevant to the organization and the situation.

Master of Science in Strategic Human Resources with a concentration in Human Resources Management and Development

The Human Resource Management and Development master's degree concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both, to meet the needs of busy adults.

Organizations experience various successes and challenges in staying competitive in terms of overseeing employees, dealing with change, and reacting to the various organizational needs. Students will create strategies and plans to examine the HR roles and responsibilities for different stages of change; and manage the interventions, compensation, and benefits issues that accompany that change. Throughout the HR change process consulting methods can be used to ensure organizational objectives are met.

The Strategic Human Resources (SHR) program provides strategic skills in development, operations, and employment relations, and the integral skills needed to succeed in a 21st century HR marketplace. Human Resources professionals have a unique role and responsibility in organizations to align aspirations and talents of employees with the needs of the organization, in the important contexts of the organizational business strategy, organizational culture, and within the life cycle of the organization. This program provides courses that provide the students tools for this alignment while including human resources practices, ethical consideration, and global implications. Last, this program is designed to teach the students how to learn, and HR professionals are required to be lifelong learners due to the constantly changing nature of HR. The Strategic Human Resources master's degree program provides a comprehensive analysis of the HR profession and positions students for career advancement.

Customize your Strategic Human Resources master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Create an organizational change plan that encompasses HR strategies including leadership, teams, managing change and communication.
- Analyze consulting methods used by human resource departments to influence achievement of organizational objectives.
- Examine the business life cycle phases and provide analysis on interventions, compensation, and benefits within an organization.

- Compare and contrast stages of change in an organization to provide HR strategies for managing each of these stages.
- Differentiate strategies comparing HR-led initiatives to organization-led initiatives that include HR as a key team member.

Master of Science in Strategic Human Resources with a concentration in Human Resources Operations

The Human Resources Operations master's degree concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both, to meet the needs of busy adults and prepare graduates to understand the current need for analytics and assessment as they relate to the human resources profession. The Human Resources Operations master's degree concentration explores the impact of HR Analytics and measures as they relate to effective HR strategy.

Organizations operate differently depending on size, scope, mission, and sector. One common denominator, however, is the need for an organization to recruit, develop, utilize, and retain talented employees. Students use a variety of models and tools including descriptive and predictive analysis, hiring needs, and compensation structures to inform human capital investments and organizational strategies. Local, national, and global implications and ethics are considered when determining the measures to develop employees with respect to diversity, inclusiveness, and accessibility for training and education.

The Strategic Human Resources (SHR) program provides strategic skills in development, operations, and employment relations, and the integral skills needed to succeed in a 21st-century HR marketplace. Human Resources professionals have a unique role and responsibility in organizations to align aspirations and talents of employees with the needs of the organization, in the important contexts of the organizational business strategy, organizational culture, and within the life cycle of the organization. This program provides courses that provide the students tools for this alignment while including human resources practices, ethical consideration, and global implications. Last, this program is designed to teach the students how to learn, and HR professionals are required to be lifelong learners due to the constantly changing nature of HR. The Strategic Human Resources master's degree program provides a comprehensive analysis of the HR profession and positions students for career advancement.

Customize your Strategic Human Resources master's degree through the Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Evaluate the essential principles for developing, utilizing and retaining human resources.
- Analyze the ethical, diversity, and global implications for how information is selected, vetted and presented.
- Evaluate various organizational functions using descriptive and predictive analysis including risk analysis, compensation evaluations and cost, employee turnover and hiring needs.
- Compare and contrast organizational types and provide options supporting a variety of human capital investments to enhance the organization.

Master of Science in Strategic Human Resources with a concentration in Learning and Development

The Human Resource Learning and Development master's degree concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both. The Learning and Development concentration is designed for early and mid-career learning and development professionals looking to excel as internal or external consultants in a variety of organizational settings and across platforms. This program prepares students in three complementary areas: 1) a strong foundation in the distinct ways adults learn; 2) exposure to and utilization of diverse instructional technologies and strategies; and, 3) advanced facilitation and communication skills. Students acquire advanced knowledge of how adults process information and the specific skills required to meet adult learning needs. Blending traditional training strategies with the latest multi-media technologies and guided by practitioner-faculty, students learn through application by designing and executing projects from start to finish, including needs assessment, design, delivery, implementation, and evaluation. Additionally, students develop advanced communication skills to work with individuals and teams in increasingly global workplaces using multiple modalities.

The Strategic Human Resources (SHR) program provides strategic skills in development, operations, and employment relations, and the integral skills needed to succeed in a 21st-century HR marketplace. Human Resources professionals have a unique role and responsibility in organizations to align aspirations and talents of employees with the needs of the organization, in the important contexts of the organizational business strategy, organizational culture, and within the life cycle of the organization. This program provides courses that provide the students tools for this alignment while including human resources practices, ethical consideration, and global implications. Last, this program is designed to teach the students how to learn, and HR professionals are required to be lifelong learners due to the constantly changing nature of HR. The Strategic Human Resources master's degree program provides a comprehensive analysis of the HR profession and positions students for career advancement. Customize your Strategic Human Resources master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to do the following:

- Design and execute projects from needs assessment through design, delivery, implementation, and evaluation.
- Analyze adult learning theories, including their key components, contributions, challenges, limits, and new directions in order to assess how to meet organizational needs.
- Identify, analyze, choose, and defend best instructional strategies and techniques to achieve learning objectives.
- Develop advanced facilitation and communication skills to demonstrate the ability to respond appropriately to varied audiences with diverse needs and across platforms.
- Evaluate and communicate impact of projects using most relevant metrics and analytics.

Certificate in Strategic Human Resources with a concentration in Human Resources Employment Relations

The graduate certificate in Human Resource Employment Relations concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both, to meet the needs of busy adults and will help HR professionals expand their skill set and provide transferable knowledge they can apply today. Certificate students learn to create a respectful, productive, and lawful work environment.

Successful organizations often have a respectful employee – employer relationships. Human Resources can enhance the relationship and employee retention with ethical treatment of employees in terms of compensation, total benefits, achievement of organizational goals, and realistic expectations of performance. All of these functions must operate under laws and regulations that are interpreted and applied appropriately to both employee and organization.

The Strategic Human Resources program offers innovative, career relevant graduate certificate courses from compensation to information systems, decision-making to ethics as they each relate to HR. Certificate students can expect a challenging program of study, as they learn to implement strategy for organizational success. Credits earned through this graduate certificate may apply toward a master's degree in Strategic Human Resources.

Certificate in Strategic Human Resources with a concentration in Human Resource Management and Development

The graduate certificate in Human Resource Management and Development concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both, to meet the needs of busy adults and will help HR professionals expand their skill set and provide transferable knowledge they can apply today. Certificate students learn to apply business strategy through the development of talent management programs, in addition to how to evaluate, diagnose, and solve organizational change and issues in HR.

Organizations experience various successes and challenges in staying competitive in terms of overseeing employees, dealing with change, and reacting to the various organizational needs. Students will create strategies and plans to examine the HR roles and responsibilities for different stages of change; and manage the interventions, compensation, and benefits issues that accompany that change. Throughout the HR change process consulting methods can be used to ensure organizational objectives are met.

Credits earned through this graduate certificate may apply toward a master's degree in Strategic Human Resources.

Certificate in Strategic Human Resources with a concentration in Human Resources Operations

The graduate certificate in Human Resources Operations concentration is offered on campus at the University of Denver in the evenings, online, or in a combination of both, to meet the needs of busy adults. Organizations operate differently depending on size, scope, mission, and sector. One common denominator, however, is the need for an organization to recruit, develop, utilize, and retain talented employees. Students will use a variety of models and tools including descriptive and predictive analysis, hiring needs, and compensation structures to inform human capital investments and organizational strategies. Local, national, and global implications and ethics are considered when determining the measures to develop employees with respect to diversity, inclusiveness, and accessibility for training and education.

Certificate students are effectively prepared to face the advanced challenges of human resources with implementing descriptive and predictive analytics, while at the global level from a strategic, competent perspective with each election, world event, and restructuring. HR professionals with several years of experience who are looking to challenge themselves and become more marketable by learning about the international marketplace will benefit from this graduate certificate. HR analytics and the ability to assess return on investment of new programs is emerging in importance, and certificate students will learn about how all these relate to organizational and HR strategy. Credits earned through this graduate certificate may apply toward a master's degree in Strategic Human Resources.

Master's Degree Admission

Application Deadlines

- Fall 2018 Final Submission Deadline: July 20, 2018
- Fall 2018 Deadline for Applicants Educated Outside the U.S.: June 15, 2018

- Winter 2019 Final Submission Deadline: October 26, 2018
- Winter 2019 Deadline for Applicants Educated Outside the U.S.: September 28, 2018
- Spring 2019 Final Submission Deadline: February 8, 2019
- Spring 2019 Deadline for Applicants Educated Outside the U.S.: January 11, 2019
- Summer 2019 Final Submission Deadline: April 26, 2019
- Summer 2019 Deadline for Applicants Educated Outside the U.S.: March 29, 2019

Admission Requirements

- **Online admission application**
- **\$75.00 Application Fee**
- **University Minimum Degree and GPA Requirements**
- **Transcripts:** (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/admission-process-and-standards-for-all-applicants/transcripts-and-proof-of-degree>) One official transcript from each post-secondary institution.
- **Letters of Recommendation:** Two (2) letters of recommendation are required. Letters should be submitted by recommenders through the online application.
- **Personal Statement:** A personal statement (two pages double spaced, 450-550 words) is required. The statement should include information on how the degree will enhance career plans and meet educational goals. Some questions to consider are (a) what do you expect to learn and achieve in your degree program? (b) what kind of professional position do you anticipate having five years after you earn this degree? (c) what experiences have you had that form the foundation for these career or educational goals? Sharing personal experiences, abilities, achievements, and goals is encouraged. This document has considerable influence in the decision to admit applicants with attention given to written communication skills, clarity, and organization.
- **Résumé:** The résumé (or C.V.) should include work experience, research, and/or volunteer work.

Additional Standards for Non-Native English Speakers

Official scores from the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS) or Cambridge English: Advanced (CAE) are required of all graduate applicants, regardless of citizenship status, whose native language is not English or who have been educated in countries where English is not the native language. The minimum TOEFL/IELTS/CAE test score requirements for the degree program are:

- **Minimum TOEFL Score (paper-based test):** 550
- **Minimum TOEFL Score (internet-based test):** 80 with minimum of 20 on each subscore
- **Minimum IELTS Score:** 6.5 with minimum of 6.0 on each band score
- **Minimum CAE Score:** 176 with minimum of 169 on each band score
- **English Conditional Admission Offered:** Master's degree applicants who do not meet the required level of English proficiency may be considered for conditional acceptance if all other admission criteria are met. Prior to enrolling in any graduate-level coursework, English Conditional Acceptance (ECA) requires an evaluation by the University of Denver's English Language Center (ELC) and successful completion of intensive ELC English courses including the Graduate Preparation Program. Academic classes may not be taken while students are enrolled at the English Language Center. As an alternative to the English Language Center, an applicant may become fully admitted by submitting sufficient TOEFL/Academic IELTS/CAE scores.

Read the English Language Proficiency (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-language-proficiency-ielts-toefl>) policy for more details.

Read the English Conditional Admission (ECA) (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-conditional-admission-eca>) policy for more details.

Read the Required Tests for GTA Eligibility (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/required-tests-for-gta-eligibility>) policy for more details.

Additional Standards for International Applicants

Per Student & Exchange Visitor Program (SEVP) regulation, international applicants must meet all standards for admission before an I-20 or DS-2019 is issued, [per U.S. Federal Register: 8 CFR § 214.3(k)] or is academically eligible for admission and is admitted [per 22 C.F.R. §62]. Read the Additional Standards For International Applicants (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-international-applicants>) policy for more details.

Financial Aid

There are many different options available to finance your education. Most University of Denver graduate students are granted some type of financial support. Our Office of Financial Aid is committed to helping you explore your options.

Certificate Admission

Application Deadlines

- Fall 2018 Final Submission Deadline: July 20, 2018
- Fall 2018 Deadline for Applicants Educated Outside the U.S.: June 15, 2018
- Winter 2019 Final Submission Deadline: October 26, 2018
- Winter 2019 Deadline for Applicants Educated Outside the U.S.: September 28, 2018
- Spring 2019 Final Submission Deadline: February 8, 2019
- Spring 2019 Deadline for Applicants Educated Outside the U.S.: January 11, 2019
- Summer 2019 Final Submission Deadline: April 26, 2019
- Summer 2019 Deadline for Applicants Educated Outside the U.S.: March 29, 2019

Admission Requirements

- **Online Admission Application**
- **\$50.00 Application Fee**
- **University Minimum Degree and GPA Requirements**
- **Transcripts:** (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/admission-process-and-standards-for-all-applicants/transcripts-and-proof-of-degree>) One official transcript from each post-secondary institution.
- **Résumé:** The résumé (or C.V.) should include work experience, research, and/or volunteer work.

Admission Standards for Non-Native English Speakers

Official scores from the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS) or Cambridge English: Advanced (CAE) are required of all graduate applicants, regardless of citizenship status, whose native language is not English or who have been educated in countries where English is not the native language. The minimum TOEFL/IELTS/CAE test score requirements for the degree program are:

- **Minimum TOEFL Score (paper-based test):** 550
- **Minimum TOEFL Score (internet-based test):** 80 with minimum of 20 on each subscore
- **Minimum IELTS Score:** 6.5 with minimum of 6.0 on each band score
- **Minimum CAE Score:** 176 with minimum of 169 on each band score
- **English Conditional Admission Offered:** No, University College certificate programs do not offer English Conditional Admission.

Read the English Language Proficiency (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-language-proficiency-ielts-toefl>) policy for more details.

Read the English Conditional Admission (ECA) (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/english-conditional-admission-eca>) policy for more details.

Read the Required Tests for GTA Eligibility (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-non-native-english-speakers/required-tests-for-gta-eligibility>) policy for more details.

Additional Standards for International Applicants

Per Student & Exchange Visitor Program (SEVP) regulation, international applicants must meet all standards for admission before an I-20 or DS-2019 is issued, [per U.S. Federal Register: 8 CFR § 214.3(k)] or is academically eligible for admission and is admitted [per 22 C.F.R. §62]. Read the Additional Standards For International Applicants (<http://bulletin.du.edu/graduate/admission-and-enrollment-policies/additional-standards-for-international-applicants>) policy for more details.

Financial Aid

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Master of Science in Strategic Human Resources with a Concentration in Human Resources Employment Relations

Degree Requirements

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	Principles and Practice of Human Resources	4

HRA 4150 or HRA 4160	Human Resources across Organizations Human Resources in a Global Economy	4
HRA 4910	Research Practices and Applications	4
HRA 4901 or HRA 4902 or HRA 4904	Capstone Project Capstone Seminar Interdisciplinary Capstone Seminar	4
Concentration requirements		
HRA 4600	Human Relations in Organizations	4
HRA 4610	Employee Compensation	4
HRA 4620	Employment Total Benefits	4
HRA 4630	Employment Law	4
Elective requirements (Choose three courses):		12
HRA 4160	Human Resources in a Global Economy	
HRA 4260	HR Analytics and Research	
HRA 4270	Value and Impact of HR Interventions	
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	
HRA 4510	Organizational Lifecycles and HR Implications	
Total Credits		48

Minimum number of credits required: 48

Students will work with their personal academic advisor to determine the best set of courses for their electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Master of Science in Strategic Human Resources with a Concentration in Human Resources Management and Development

Degree Requirements

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	Principles and Practice of Human Resources	4
HRA 4150 or HRA 4160	Human Resources across Organizations Human Resources in a Global Economy	4
HRA 4910	Research Practices and Applications	4
HRA 4901 or HRA 4902 or HRA 4904	Capstone Project Capstone Seminar Interdisciplinary Capstone Seminar	4
Concentration requirements		
HRA 4230	Consulting and Human Resource Applications	4
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	4
HRA 4510	Organizational Lifecycles and HR Implications	4
HRA 4520	HR Change Management	4
Elective requirements (Choose three courses):		12
HRA 4160	Human Resources in a Global Economy	
HRA 4170	The Inclusive Organization	
HRA 4180	Organizational Politics and the HR Professional	
HRA 4250	HR Competencies and Talent Management	

HRA 4600	Human Relations in Organizations	
Total Credits		48

Minimum number of credits required: 48

Students will work with their personal academic advisor to determine the best set of courses for their electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Master of Science in Strategic Human Resources with a Concentration in Human Resources Operations

Degree Requirements

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	Principles and Practice of Human Resources	4
HRA 4150 or HRA 4160	Human Resources across Organizations Human Resources in a Global Economy	4
HRA 4910	Research Practices and Applications	4
HRA 4901 or HRA 4902 or HRA 4904	Capstone Project Capstone Seminar Interdisciplinary Capstone Seminar	4
Concentration requirements		
HRA 4240	HR Technology Solutions	4
HRA 4250	HR Competencies and Talent Management	4
HRA 4260	HR Analytics and Research	4
HRA 4270	Value and Impact of HR Interventions	4
Elective requirements (Choose three courses):		12
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	
HRA 4510	Organizational Lifecycles and HR Implications	
HRA 4520	HR Change Management	
HRA 4180	Organizational Politics and the HR Professional	
Total Credits		48

Minimum number of credits required: 48

Students will work with their personal academic advisor to determine the best set of courses for their electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Master of Science in Strategic Human Resources with a Concentration in Learning and development

Degree Requirements

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	Principles and Practice of Human Resources	4
HRA 4150 or HRA 4160	Human Resources across Organizations Human Resources in a Global Economy	4

HRA 4910	Research Practices and Applications	4
HRA 4901	Capstone Project	4
or HRA 4902	Capstone Seminar	
or HRA 4904	Interdisciplinary Capstone Seminar	
Concentration requirements		
COMM 4002	Effective Facilitation and Presentation	4
COMM 4200	Instructional Design	4
COMM 4203	Adult Learning Strategies and Theories	4
COMM 4235	Integrating Learning and Development Technologies	4
or COMM 4030	Managing Learning in Organizations	
Elective requirements (Choose three courses):		12
HRA 4160	Human Resources in a Global Economy	
HRA 4260	HR Analytics and Research	
HRA 4270	Value and Impact of HR Interventions	
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	
HRA 4510	Organizational Lifecycles and HR Implications	
Total Credits		48

Minimum number of credits required: 48

Students will work with their personal academic advisor to determine the best set of courses for their electives.

A satisfactory quality of achievement with a grade point average of "B" (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University's grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of "C" grade. A grade lower than "C" renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

Certificate in Strategic Human Resources with a Concentration in Human Resources Employment Relations

Program Requirements

Code	Title	Credits
Concentration requirements		
HRA 4600	Human Relations in Organizations	4
HRA 4610	Employee Compensation	4
HRA 4620	Employment Total Benefits	4
HRA 4630	Employment Law	4
Elective requirements (Choose two courses):		8
HRA 4160	Human Resources in a Global Economy	
HRA 4260	HR Analytics and Research	
HRA 4270	Value and Impact of HR Interventions	
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	
HRA 4510	Organizational Lifecycles and HR Implications	
Total Credits		24

Minimum number of credits required: 24

Certificate in Strategic Human Resources with a Concentration in Human Resource Management and Development

Program Requirements

Code	Title	Credits
Concentration requirements		
HRA 4230	Consulting and Human Resource Applications	4
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	4

HRA 4510	Organizational Lifecycles and HR Implications	4
HRA 4520	HR Change Management	4
Elective requirements (Choose two courses):		8
HRA 4160	Human Resources in a Global Economy	
HRA 4170	The Inclusive Organization	
HRA 4180	Organizational Politics and the HR Professional	
HRA 4250	HR Competencies and Talent Management	
HRA 4600	Human Relations in Organizations	
Total Credits		24

Minimum number of credits required: 24

Certificate in Strategic Human Resources with a Concentration in Human Resources Operations

Program Requirements

Code	Title	Credits
Concentration requirements		
HRA 4240	HR Technology Solutions	4
HRA 4250	HR Competencies and Talent Management	4
HRA 4260	HR Analytics and Research	4
HRA 4270	Value and Impact of HR Interventions	4
Elective requirements (Choose two courses):		8
HRA 4160	Human Resources in a Global Economy	
HRA 4180	Organizational Politics and the HR Professional	
HRA 4500	Organizational Leadership, Team Effectiveness, and Communications	
HRA 4510	Organizational Lifecycles and HR Implications	
HRA 4520	HR Change Management	
Total Credits		24

Minimum number of credits required: 24

Courses

HRA 4130 Finance for HR Professionals (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. The course will use a variety of financial reports, financial ratios, analysis and measurement tools, and ethical situations as a means to increase the student's business acumen.

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, 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)

In this course, students will explore 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 4230 Consulting and Human Resource Applications (4 Credits)

HR professionals often serve in a consulting role, both as internal and external consultants. This course includes models, tools, and concepts to build effective 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 utilize a consulting model approach to turn strategy into action.

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)

Organizational value depends on developing, utilizing, and retaining human resources. This course examines the importance of demonstrating that value along with what is needed to acquire, hire, and retain talented human resources. This includes staffing and forecasting, recruitment, career development, succession planning, and developing competency models. Students will examine how political, economic and social systems can lead to new policies and practices that affect talent management strategies, along with ethical considerations and inclusivity.

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 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 4500 Organizational Leadership, Team Effectiveness, and Communications (4 Credits)

HR professionals are 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 play an essential role in planning, implementing, and sustaining organizational change. This course examines the role of HR professionals in leading and advising on organizational change, including how to apply HR management practices to change management plans, and aligning total compensation and performance management practices to support the goals of change initiatives.

HRA 4600 Human Relations in Organizations (4 Credits)

The purpose of this course is to tie together Human Relations concepts and theories with practical ideas and solutions such that HR professionals can positively impact the employee experience, and, ultimately, drive positive business results. The role of HR professionals in designing and managing organizational programs and systems that are grounded in human relations best practices will be explored, recognizing that positive relationships between the employee, the organization, and its constituents act as drivers of satisfaction and retention.

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 viewpoints.

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, 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 presentation. Students must have: 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: 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 (1-4 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.