

STRATEGIC HUMAN RESOURCES

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Students in the Strategic Human Resources Program develop skills in operations and employment relations to align the aspirations and talents of employees with the needs of the organization. The program positions HR management in the context of organizational strategy and policy and defines the core competencies of HR professionals including recruitment, selection and placement; compensation and total rewards; talent management; supervision; crisis management; and employment law. Students will explore various theories and issues in the HR field and learn how HR practitioners function as change agents and strategic partners during the various stages of an organization's life cycle.

The Strategic Human Resources program prepares students to:

- Evaluate the roles and responsibilities of HR professionals to meet organizational needs during various stages of an organization's life cycle.
- Analyze the financial and budget implications of the HR function within organizations to position HR professionals as strategic organizational partners.
- Create strategies in which HR policies, procedures, and communication align with strategic organizational priorities to equip HR professionals to function as effective change agents.
- Evaluate HR policies and practices based on current legal and ethical issues in HR and the organization's domestic and global goals.

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.

Human Resources plays an important role in encouraging respectful employee-employer relationships, which lead to organizational success. Human Resources can also improve 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 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; 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.

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 challenges related to overseeing employees, dealing with change, and reacting to various organizational needs. In the Management and Development concentration, students will explore strategies and create plans that examine HR roles and responsibilities at different stages of change. Students will also learn to 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. Additionally, students learn to apply business strategy through the development of talent management programs.

The Strategic Human Resources 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 teach the students how to learn; 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.

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.

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. The Human Resources Operations master's degree concentration explores the impact of HR Analytics as they relate to effective HR strategy. 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 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 teach the students how to learn; 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.

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 entirely online to meet the needs of busy adults.

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 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 teach the students how to learn; 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.

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.

Master of Science in Strategic Human Resources with a Concentration in Human Capital in Organizations

The Human Capital in Organizations master's degree concentration is offered entirely online to meet the needs of busy adults.

The concentration in Human Capital in Organizations prepares students to ethically develop and maintain human capital while learning the best practices to do so. Students will learn to determine, cultivate, and maintain the symbiotic relationship between individuals and the organizations in which they work and lead. Strategic human capital can be a key element of a successful organization. Students will learn to innovate, maximize organizational and individual success, and master the process of developing and retaining employees to engage and achieve objectives.

Led by instructors who work in the fields in which they teach, classes introduce students to innovative and creative approaches to structuring and sustaining the development of human capital. Students explore knowledge and information management, communication tactics, vertical and horizontal partnerships, and organizational learning to promote the successful development of capital. Students will define the attributes, challenges, and advantages of human capital and strategies for leveraging each while integrating personal and organizational achievement.

This degree prepares students to do the following:

- Analyze organizational partnerships both vertically and horizontally.
- Create a strategy for leveraging the attributes, challenges, and advantages of human capital.
- Critique the theories and processes used for integrating knowledge management and organizational learning as a concept for enhancing personal and organizational success.
- Evaluate the opportunities, challenges and options to have employees participate in decision making through the use of various techniques.
- Assess best practices in ethically developing and maintaining human capital.

Master of Science in Strategic Human Resources with a Concentration in Advancing Diversity, Equity, and Inclusion in Organizations

The Advancing Diversity, Equity and Inclusion in Organizations 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.

Advancing diversity, equity, and inclusion is critical to achieving organizational goals, positioning organizations for success in today's world, and creating environments where everyone has the opportunity to thrive. In this master's degree concentration, you will gain skills that are crucial for advancing equity as an integrated part of organizational strategy while developing solutions that meaningfully leverage diversity to create a culture of belonging. Learn about the historical, cultural, and economic factors that shape identity and apply appropriate tools and techniques to help organizations achieve their vision for change as it relates to diversity, equity, and inclusion practices.

The Strategic Human Resources 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; 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.

This degree prepares students to:

- Assess the influence of historical, social, cultural, and economic factors in shaping one's identity and conceptions of diversity, equity, and inclusion practices.
- Integrate an understanding of social and cultural difference, perspective-taking, and empathy to better inform interpersonal communication and problem-solving strategies.
- Develop practices that advance equity as an integrated component of organizational strategy.
- Design solutions that meaningfully leverage diversity to achieve organizational goals and cultivate a culture of belonging across different organizational settings.
- Apply change models, tools and techniques to successfully achieve a vision for change.

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

The graduate certificate in Human Resource Employment Relations 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.

Human Resources plays an important role in encouraging respectful employee-employer relationships, which lead to organizational success. Human resources can also improve 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 Certificate in Strategic Human Resources with a concentration in Human Resources Employment Relations will help HR professionals expand their skill set and provide transferable knowledge they can apply today. Students will also gain additional knowledge in strategic human resources through elective coursework.

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.

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

The graduate certificate in Human Resource Management and Development 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. Students will also gain additional knowledge in strategic human resources through elective coursework.

Organizations experience various challenges related to overseeing employees, dealing with change, and reacting to various organizational needs. In the Management and Development certificate, students will explore strategies and create plans that examine HR roles and responsibilities at different stages of change. Students will also learn to 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. Additionally, students learn to apply business strategy through the development of talent management programs. This certificate will help HR professionals expand their skill set and learn to how to evaluate, diagnose, and solve organizational change and issues in HR. Students will also gain additional knowledge in strategic human resources through elective coursework.

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

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

The graduate certificate in Human Resources Operations 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. The Human Resources Operations certificate explores the impact of HR Analytics as they relate to effective HR strategy. 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. Students will also gain additional knowledge in strategic human resources through elective coursework.

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. Human resources 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. Human resources 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.

Specialized Graduate Certificate in Human Resources Employment Relations

The specialized graduate certificate in Human Resource Employment Relations 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.

Human Resources plays an important role in encouraging respectful employee-employer relationships, which lead to organizational success. Human resources can also improve 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. This specialized graduate certificate in Human Resources Employment Relations will

help HR professionals learn to create a respectful, productive and lawful work environment, expand their skill set, and provide transferable knowledge they can apply today.

Specialized Graduate Certificate in Human Resources Management and Development

The specialized graduate certificate in Human Resource Management and Development 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 challenges related to overseeing employees, dealing with change, and reacting to various organizational needs. In the Management and Development specialized graduate certificate, students will explore strategies and create plans that examine HR roles and responsibilities at different stages of change. Students will also learn to 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. Additionally, students learn to apply business strategy through the development of talent management programs. This certificate will help HR professionals expand their skill set and learn how to evaluate, diagnose, and solve organizational change and issues in HR.

Specialized Graduate Certificate in Human Resources Operations

The specialized graduate certificate in Human Resources Operations 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. In the Human Resources Operations specialized graduate certificate, students will explore the impact of HR Analytics as they relate to effective HR strategy. 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.

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. Human resources 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. Human resources 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.

Master's Degree Admission

Degree and GPA Requirements

- Bachelor's degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master's degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master's degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80 with minimum of 20 on each sub-score
- Minimum IELTS Score: 6.5 with minimum of 6.0 on each band score
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115 with individual subscore minimum of 105 for Literacy, Comprehension, and Conversation and minimum subscore of 95 for Production

English Conditional Admission: No, this program does not offer English Conditional Admission.

Certificate Admission

Degree and GPA Requirements

- Bachelor's degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master's degree or higher from a regionally accredited institution supersedes the minimum standards for the

baccalaureate. For applicants with graduate coursework but who have not earned a master's degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.

- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80 with minimum of 20 on each sub-score
- Minimum IELTS Score: 6.5 with minimum of 6.0 on each band score
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115 with individual subscore minimum of 105 for Literacy, Comprehension, and Conversation and minimum subscore of 95 for Production.

English Conditional Admission: No, this program does not offer English Conditional Admission.

Master's Degree Programs

Master of Science in Strategic Human Resources with a Concentration in Advancing Diversity, Equity, and Inclusion in Organizations

Code	Title	Credits
Core coursework requirement		
HRA 4130	Finance for HR Professionals	4
HRA 4140	HR as a Strategic Partner	4
HRA 4520	HR Change Management	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 requirement		
GS 4020	Culture, Identity, and Power	4
GS 4050	Diversity and Organizational Structure	4
HRA 4170	The Inclusive Organization	4
ORL 4420	Leading Change for Transformation	4
Elective requirement (Choose three courses)		12
Total Credits		48

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

Master of Science in Strategic Human Resources with a Concentration in Human Capital in Organizations

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	HR as a Strategic Partner	4
HRA 4520	HR Change Management	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		
ORL 4160	Integrating Personal and Organizational Success	4
ORL 4170	Developing Human Capital in Organizations	4
ORL 4190	Values-Driven Decision Making	4

ORL 4550	Strategic Organizational Partnerships	4
Elective requirements (Choose three courses)		12
Total Credits		48

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	HR as a Strategic Partner	4
HRA 4520	HR Change Management	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		
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
Total Credits		48

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	HR as a Strategic Partner	4
HRA 4520	HR Change Management	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		
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
ORL 4170	Developing Human Capital in Organizations	4
Elective requirements (Choose three courses)		12
Total Credits		48

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	HR as a Strategic Partner	4
HRA 4520	HR Change Management	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		
HRA 4240	Human Resources Technology Solutions	4
HRA 4250	Integrated 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
Total Credits		48

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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

Code	Title	Credits
Core coursework requirements		
HRA 4130	Finance for HR Professionals	4
HRA 4140	HR as a Strategic Partner	4
HRA 4520	HR Change Management	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 4030	Managing Learning in Organizations	4
COMM 4200	Instructional Design	4
COMM 4203	Adult Learning Strategies and Theories	4
COMM 4235	Integrating Learning and Development Technologies	4
Elective requirements (Choose three courses)		12
Total Credits		48

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

Graduate Certificate Programs

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

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
Total Credits		24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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

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
ORL 4170	Developing Human Capital in Organizations	4
Elective requirements (Choose two courses)		8
Total Credits		24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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

Code	Title	Credits
Concentration requirements		
HRA 4240	Human Resources Technology Solutions	4
HRA 4250	Integrated 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
Total Credits		24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

Specialized Graduate Certificate Programs

Specialized Graduate Certificate in Human Resources Employment Relations

Code	Title	Credits
HRA 4600	Human Relations in Organizations	4
HRA 4610	Employee Compensation	4
HRA 4620	Employment Total Benefits	4
HRA 4630	Employment Law	4
Total Credits		16

Specialized Graduate Certificate in Human Resource Management and Development

Code	Title	Credits
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
ORL 4170	Developing Human Capital in Organizations	4
Total Credits		16

Specialized Graduate Certificate in Human Resource Operations

Code	Title	Credits
HRA 4240	Human Resources Technology Solutions	4
HRA 4250	Integrated Talent Management	4
HRA 4260	HR Analytics and Research	4
HRA 4270	Value and Impact of HR Interventions	4
Total Credits		16

HRA 4130 Finance for HR Professionals (4 Credits)

It is essential for Human Resource professionals to have business acumen as a competency in order to be perceived as valuable business partners. This course addresses financial oversight and budget skills and aims to increase students' knowledge of financial statements, cash flow, operating budget, cost-benefit analysis, and capital budgeting. The course will address financial reports, financial ratios, analysis and measurement tools, and ethical situations as a means to increase the student's business acumen. In addition, the course focuses on understanding how those financial reports influence human capital decisions.

HRA 4140 HR as a Strategic Partner (4 Credits)

This course offers an introduction to HR as a professional field of study, discusses how HR fits into the workplace, as well as possible career trajectories. Additionally, students will explore some of the differences in the HR function across the public, private and non-profit sectors. The course presents theories and issues in the HR field, and it defines the HR practitioner as a strategic partner and change agent. The course places HR functional management in the context of organizational strategy and policy while defining the core competencies of HR professionals including recruitment, retention, talent development, benefits design, and employee relations. All coursework is done through an equity and inclusion lens.

HRA 4150 Human Resources Across Organizations (4 Credits)

This course prepares HR professionals to work in a number of organizational settings and sectors during their careers. Students will explore how organizations may differ in legal structures, HR models, governmental oversight, records access, type and size, compensation processes, and benefits. Students will also assess how HR practices integrate with organizational strategy and mission to ensure a clear linkage to stated goals and objectives.

HRA 4160 Human Resources in a Global Economy (4 Credits)

In this course, students will explore the various challenges, strategies, and frameworks that apply to operating HR at the global level, focusing in on how talent, total reward, employee relations, culture, organizational design, culture and diversity, equity, and inclusion are approached within international organizations. Ultimately, students will understand, identify, analyze, and create strategies related to various HR challenges in the global context.

HRA 4170 The Inclusive Organization (4 Credits)

Employees are coming into organizations with differences in race, ethnicity, gender, age, religion, sexual orientation, ability, and other aspects of diversity. How can employees, regardless of level or function, contribute to a more inclusive environment that creates space and psychological safety for everyone? In this class, students will come to a nuanced and comprehensive understanding of what inclusion is, what inclusive practices look like, and what it takes to implement them at the personal, group, and organizational levels.

HRA 4180 Organizational Politics and the HR Professional (4 Credits)

Description: Organizational politics may impact programs developed by HR professionals when decisions are made to further individual interest over the interests of others. Despite the inclusion of best practices in recommendations from HR, political reasons, agendas, or actions may drive decision-making, rather than the benefit of employees. This course examines why and how politics may enter HR decision-making, assesses the merits of strategies to navigate organizational politics, 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 Human Resources 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. Understanding how information is utilized in the functional areas of human resources is a critical piece of supporting organizations' decision-making and strategic planning. In this course, students will explore the specifications, development, implementation and maintenance of human resources technology and how the collection, storage, and analysis of human resources data is an important element of all human resources systems. Students will also explore the fundamentals of a human resources information system (HRIS) and best practices for implementing HRIS. Ultimately, students will apply needs analysis to recommend an HRIS to an organization. Other topics covered in this course include international usage and security and privacy issues, including big data, gamification, and artificial intelligence within the realm of HRIS.

HRA 4250 Integrated 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 workforce planning and forecasting, competency modeling, talent acquisition, onboarding and career development, succession planning, and developing 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 provides historical context for employee benefits and explores its motivational implications. It reviews the wide range of potential benefits and discusses "total rewards" options, which include the overall compensation and benefits an employee receives. Students will gain a solid grasp of the legal and budget implications of employee benefits offerings and will become familiar with the details of specific types of benefits, such as pension plans, health insurance, and flex spending. At the end of this course, students will be able to comprehensively understand, analyze, and strategically design total reward frameworks for organizations. The course aims to equip students with the knowledge, skills, and critical thinking abilities necessary to navigate the complex landscape of employee compensation and benefits, ensuring they can contribute effectively to organizational success and employee satisfaction.

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)

In the 21st Century, HR professionals are organizational leaders who are often tasked with building teams, leading change and ensuring strong internal communications. This survey course explores a variety of topics including how to champion organizational change, manage organizational crisis, build effective teams, and develop strategic communications. A critical tool also introduced in this course, supporting the role of HR as a strategic partner, is the balanced scorecard. This enables HR leaders to align deliverables in finance, internal processes, customer and learning and growth measures. This broad overview prepares HR professionals to actively engage in the business dialogue.

HRA 4510 Organizational Lifecycles and HR Implications (4 Credits)

This course examines the role of HR at various phases of an organization's lifecycle taking into account mission, vision, and values. Moving from start-up to mature organizations, the course addresses HR responses to compensation, benefits, and HR structure, and addresses how HR can support and facilitate transitions from one lifecycle phase to the next. Students will explore short and long-term strategies that match HR structures and programs to needs of organizations in transition, including change management, crisis management, talent management, total rewards, and organizational communication strategies.

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 goal of this course is to examine how human relations are integral to creating systems and communication channels that support healthy employee relations and create positive workplace cultures. This course will equip human resources professionals to integrate positive human relations as a foundational element of human resources management responsibilities such as recruitment and staffing, legal and ethical considerations, onboarding, training, professional development, compensation and benefits, employee well-being, and employee relations. This course also examines the integration of and differences between human resources management, organizational development, and human relations.

HRA 4610 Employee Compensation (4 Credits)

This course explores how to develop and manage employee compensation systems with emphasis on motivational theory, individual and group performance, key elements of compensation-system design, external competitiveness, internal equity, compliance, and innovative reward strategies. Students will explore the practical and strategic purpose of compensation systems from a historical perspective as well as in the context of the social and business issues of today's world economy.

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 employment law issues that affect the HR function in organizations. It provides an in-depth examination of the complex and dynamic intersection between legal principles and HR functions within organizations. Topics include equal employment opportunity laws, sexual harassment, risk management, discrimination, wage and hour laws, unionization, workplace safety, at-will employment, and other relevant legal concepts. The course will also address issues related to international employment laws. The primary focus is to prepare students with the knowledge and skills necessary to navigate the landscape of employment law and effectively manage HR practices in compliance with legal requirements.

HRA 4701 Topics in Human Resources (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.

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. 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. 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 competencies including principles and practices of: academic inquiry, writing, and ethics. Students will complete Institutional Review Board (IRB) training, data collection, analysis, and evaluation; and synthesize application of peer-reviewed literature. Competencies will be applied and integrated throughout the course of study and demonstrated in the culminating work of the master's degree. Competencies are additionally developed for use in professional employment settings.

HRA 4980 Internship (0-4 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 4985 Industry Innovation Project (1-4 Credits)

Students in this course will participate as a part of a team of cross-discipline students working on an innovation project that is scoped to meet the specific needs of its industry client. Students will have a choice between a variety of project types so that each student can select the industry and team role that best supports their specific area(s) of study. Teams will consist of 4-8 students pursuing a mix of technical, business, and liberal arts degrees. Every project will be led by an experienced industry advisor who will be responsible for managing the project workplan, client engagement, and end product quality. Students will gain direct industry experience in their area of study with an emphasis on innovative thinking, team collaboration, and independent project management skills. Prerequisite: Academic director and academic advisor approval is required. Selection criteria will include academic status and project availability.

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.

Courses**HRA 4130 Finance for HR Professionals (4 Credits)**

It is essential for Human Resource professionals to have business acumen as a competency in order to be perceived as valuable business partners. This course addresses financial oversight and budget skills and aims to increase students' knowledge of financial statements, cash flow, operating budget, cost-benefit analysis, and capital budgeting. The course will address financial reports, financial ratios, analysis and measurement tools, and ethical situations as a means to increase the student's business acumen. In addition, the course focuses on understanding how those financial reports influence human capital decisions.

HRA 4140 HR as a Strategic Partner (4 Credits)

This course offers an introduction to HR as a professional field of study, discusses how HR fits into the workplace, as well as possible career trajectories. Additionally, students will explore some of the differences in the HR function across the public, private and non-profit sectors. The course presents theories and issues in the HR field, and it defines the HR practitioner as a strategic partner and change agent. The course places HR functional management in the context of organizational strategy and policy while defining the core competencies of HR professionals including recruitment, retention, talent development, benefits design, and employee relations. All coursework is done through an equity and inclusion lens.

HRA 4150 Human Resources Across Organizations (4 Credits)

This course prepares HR professionals to work in a number of organizational settings and sectors during their careers. Students will explore how organizations may differ in legal structures, HR models, governmental oversight, records access, type and size, compensation processes, and benefits. Students will also assess how HR practices integrate with organizational strategy and mission to ensure a clear linkage to stated goals and objectives.

HRA 4160 Human Resources in a Global Economy (4 Credits)

In this course, students will explore the various challenges, strategies, and frameworks that apply to operating HR at the global level, focusing in on how talent, total reward, employee relations, culture, organizational design, culture and diversity, equity, and inclusion are approached within international organizations. Ultimately, students will understand, identify, analyze, and create strategies related to various HR challenges in the global context.

HRA 4170 The Inclusive Organization (4 Credits)

Employees are coming into organizations with differences in race, ethnicity, gender, age, religion, sexual orientation, ability, and other aspects of diversity. How can employees, regardless of level or function, contribute to a more inclusive environment that creates space and psychological safety for everyone? In this class, students will come to a nuanced and comprehensive understanding of what inclusion is, what inclusive practices look like, and what it takes to implement them at the personal, group, and organizational levels.

HRA 4180 Organizational Politics and the HR Professional (4 Credits)

Description: Organizational politics may impact programs developed by HR professionals when decisions are made to further individual interest over the interests of others. Despite the inclusion of best practices in recommendations from HR, political reasons, agendas, or actions may drive decision-making, rather than the benefit of employees. This course examines why and how politics may enter HR decision-making, assesses the merits of strategies to navigate organizational politics, 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 Human Resources 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. Understanding how information is utilized in the functional areas of human resources is a critical piece of supporting organizations' decision-making and strategic planning. In this course, students will explore the specifications, development, implementation and maintenance of human resources technology and how the collection, storage, and analysis of human resources data is an important element of all human resources systems. Students will also explore the fundamentals of a human resources information system (HRIS) and best practices for implementing HRIS. Ultimately, students will apply needs analysis to recommend an HRIS to an organization. Other topics covered in this course include international usage and security and privacy issues, including big data, gamification, and artificial intelligence within the realm of HRIS.

HRA 4250 Integrated 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 workforce planning and forecasting, competency modeling, talent acquisition, onboarding and career development, succession planning, and developing 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 provides historical context for employee benefits and explores its motivational implications. It reviews the wide range of potential benefits and discusses "total rewards" options, which include the overall compensation and benefits an employee receives. Students will gain a solid grasp of the legal and budget implications of employee benefits offerings and will become familiar with the details of specific types of benefits, such as pension plans, health insurance, and flex spending. At the end of this course, students will be able to comprehensively understand, analyze, and strategically design total reward frameworks for organizations. The course aims to equip students with the knowledge, skills, and critical thinking abilities necessary to navigate the complex landscape of employee compensation and benefits, ensuring they can contribute effectively to organizational success and employee satisfaction.

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)

In the 21st Century, HR professionals are organizational leaders who are often tasked with building teams, leading change and ensuring strong internal communications. This survey course explores a variety of topics including how to champion organizational change, manage organizational crisis, build effective teams, and develop strategic communications. A critical tool also introduced in this course, supporting the role of HR as a strategic partner, is the balanced scorecard. This enables HR leaders to align deliverables in finance, internal processes, customer and learning and growth measures. This broad overview prepares HR professionals to actively engage in the business dialogue.

HRA 4510 Organizational Lifecycles and HR Implications (4 Credits)

This course examines the role of HR at various phases of an organization's lifecycle taking into account mission, vision, and values. Moving from start-up to mature organizations, the course addresses HR responses to compensation, benefits, and HR structure, and addresses how HR can support and facilitate transitions from one lifecycle phase to the next. Students will explore short and long-term strategies that match HR structures and programs to needs of organizations in transition, including change management, crisis management, talent management, total rewards, and organizational communication strategies.

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 goal of this course is to examine how human relations are integral to creating systems and communication channels that support healthy employee relations and create positive workplace cultures. This course will equip human resources professionals to integrate positive human relations as a foundational element of human resources management responsibilities such as recruitment and staffing, legal and ethical considerations, onboarding, training, professional development, compensation and benefits, employee well-being, and employee relations. This course also examines the integration of and differences between human resources management, organizational development, and human relations.

HRA 4610 Employee Compensation (4 Credits)

This course explores how to develop and manage employee compensation systems with emphasis on motivational theory, individual and group performance, key elements of compensation-system design, external competitiveness, internal equity, compliance, and innovative reward strategies. Students will explore the practical and strategic purpose of compensation systems from a historical perspective as well as in the context of the social and business issues of today's world economy.

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 employment law issues that affect the HR function in organizations. It provides an in-depth examination of the complex and dynamic intersection between legal principles and HR functions within organizations. Topics include equal employment opportunity laws, sexual harassment, risk management, discrimination, wage and hour laws, unionization, workplace safety, at-will employment, and other relevant legal concepts. The course will also address issues related to international employment laws. The primary focus is to prepare students with the knowledge and skills necessary to navigate the landscape of employment law and effectively manage HR practices in compliance with legal requirements.

HRA 4701 Topics in Human Resources (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.

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. 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. 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 competencies including principles and practices of: academic inquiry, writing, and ethics. Students will complete Institutional Review Board (IRB) training, data collection, analysis, and evaluation; and synthesize application of peer-reviewed literature. Competencies will be applied and integrated throughout the course of study and demonstrated in the culminating work of the master's degree. Competencies are additionally developed for use in professional employment settings.

HRA 4980 Internship (0-4 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 4985 Industry Innovation Project (1-4 Credits)

Students in this course will participate as a part of a team of cross-discipline students working on an innovation project that is scoped to meet the specific needs of its industry client. Students will have a choice between a variety of project types so that each student can select the industry and team role that best supports their specific area(s) of study. Teams will consist of 4-8 students pursuing a mix of technical, business, and liberal arts degrees. Every project will be led by an experienced industry advisor who will be responsible for managing the project workplan, client engagement, and end product quality. Students will gain direct industry experience in their area of study with an emphasis on innovative thinking, team collaboration, and independent project management skills. Prerequisite: Academic director and academic advisor approval is required. Selection criteria will include academic status and project availability.

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.