

STRATEGIC HUMAN RESOURCES

Office: College of Professional Studies Student Support Center
 Mail Code: Administrative Office Building, 2601 E. Colorado Ave. Denver, CO 80208
 Phone: 303-871-2291, 800-347-2042
 Email: pscsupport@du.edu
 Web Site: <http://www.professionalstudies.du.edu>

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 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 with 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:

- 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 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 with 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:

- 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 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 with 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:

- 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 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 concentration in Learning and Development will poise students take their ability to effectively facilitate adult learning to the next level. As organizations continue to invest in improving employee performance, this program will prepare students to lead learning and development efforts by leveraging their technology, facilitation, and evaluation skills. From design to implementation, students will learn to strategically execute entire L&D programs and specialized initiatives from start to finish.

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 with 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:

- Design and execute projects from needs assessment through design, delivery, implementation, and evaluation.
- Elucidate key components of adult learning theories; assess contributions of these theories; articulate challenges to, limits of, and new directions for these theories; and apply them 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 analytic

Master of Science in Strategic Human Resources with 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. Students will also master the process of developing and retaining employees to achieve organizational objectives and support healthy employee relations.

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 human capital. Students will define the attributes, challenges, and advantages of human capital while examining the integration of and differences between human resources management, organizational development, and human relations.

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 with 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:

- Analyze organizational partnerships both vertically and horizontally.
- Create a strategy for leveraging the attributes, challenges, and advantages of human capital.
- 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.
- Analyze the role HR plays in developing programs and policies that are focused on bridging employee needs and organizational needs to achieve optimal employee-employment relationships.

Master of Science in Strategic Human Resources with 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, students 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, techniques and data 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 with 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:

- 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 data-driven insights to support change initiatives, integrating data into change management strategies.

Graduate Certificate in Strategic Human Resources with 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 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 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.

University GPA requirement: The minimum grade point average for admission consideration for graduate study at the University of Denver must meet one of the following criteria:

- A cumulative 2.5 on a 4.0 scale for the baccalaureate degree.
- A cumulative 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 or the recognized equivalent from an international institution supersedes the minimum GPA requirement for the baccalaureate.
- A cumulative GPA of 3.0 on a 4.0 scale for all graduate coursework completed for applicants who have not earned a master's degree or higher.

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 subscore minimums: Literacy, Comprehension-105; Conversation, Production-115. Tests prior to July 1, 2024: Literacy, Comprehension, Conversation-105; Production 95
-

Certificate Admission

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.

University GPA requirement: The minimum grade point average for admission consideration for graduate study at the University of Denver must meet one of the following criteria:

- A cumulative 2.5 on a 4.0 scale for the baccalaureate degree.
- A cumulative 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 or the recognized equivalent from an international institution supersedes the minimum GPA requirement for the baccalaureate.
- A cumulative GPA of 3.0 on a 4.0 scale for all graduate coursework completed for applicants who have not earned a master’s degree or higher.

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 subscore minimums: Literacy, Comprehension-105; Conversation, Production-115. Tests prior to July 1, 2024: Literacy, Comprehension, Conversation-105; Production 95

Master's Degree Programs

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

Minimum number of credits required: 48

| Code | Title | Credits |
|---|--|---------|
| Core coursework requirement | | |
| HRA 4140 | HR as a Strategic Partner | 4 |
| HRA 4520 | HR Change Management | 4 |
| UNIV 4520 | Finance for Organizational Success | 4 |
| UNIV 4910 | Research for Professionals | 4 |
| HRA 4901 or HRA 4902 or UNIV 4904 | Capstone Project Capstone Seminar Interdisciplinary Capstone Seminar | 4 |
| Concentration requirement | | |
| GS 4020 | Culture, Identity, and Power | 4 |
| GS 4050 | Diversity and Organizational Structure | 4 |
| GS 4400 | Making Decisions with Data | 4 |
| HRA 4170 | The Inclusive Organization | 4 |
| Elective requirement (Choose three courses) | | 12 |
| Total Credits | | 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 Concentration in Human Capital in Organizations

Minimum number of credits required: 48

| Code | Title | Credits |
|------------------------------|---------------------------|---------|
| Core coursework requirements | | |
| HRA 4140 | HR as a Strategic Partner | 4 |
| HRA 4520 | HR Change Management | 4 |

| | | |
|---|---|-----------|
| UNIV 4520 | Finance for Organizational Success | 4 |
| UNIV 4910 | Research for Professionals | 4 |
| HRA 4901 | Capstone Project | 4 |
| or HRA 4902 | Capstone Seminar | |
| or UNIV 4904 | Interdisciplinary Capstone Seminar | |
| Concentration requirements | | |
| HRA 4600 | Human-Centered Organizations | 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 |

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 Concentration in Human Resources Employment Relations

Minimum number of credits required: 48

| Code | Title | Credits |
|---|------------------------------------|-----------|
| Core coursework requirements | | |
| HRA 4140 | HR as a Strategic Partner | 4 |
| HRA 4520 | HR Change Management | 4 |
| UNIV 4520 | Finance for Organizational Success | 4 |
| UNIV 4910 | Research for Professionals | 4 |
| HRA 4901 | Capstone Project | 4 |
| or HRA 4902 | Capstone Seminar | |
| or UNIV 4904 | Interdisciplinary Capstone Seminar | |
| Concentration requirements | | |
| HRA 4600 | Human-Centered 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 |

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 Concentration in Human Resource Management and Development

Minimum number of credits required: 48

| Code | Title | Credits |
|-------------------------------------|------------------------------------|---------|
| Core coursework requirements | | |
| HRA 4140 | HR as a Strategic Partner | 4 |
| HRA 4520 | HR Change Management | 4 |
| UNIV 4520 | Finance for Organizational Success | 4 |
| UNIV 4910 | Research for Professionals | 4 |
| HRA 4901 | Capstone Project | 4 |
| or HRA 4902 | Capstone Seminar | |
| or UNIV 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 Life Cycles and HR Implications | 4 |
| ORL 4170 | Developing Human Capital in Organizations | 4 |
| Elective requirements (Choose three courses) | | 12 |
| Total Credits | | 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 Concentration in Human Resource Operations

Minimum number of credits required: 48

| Code | Title | Credits |
|---|--------------------------------------|-----------|
| Core coursework requirements | | |
| HRA 4140 | HR as a Strategic Partner | 4 |
| HRA 4520 | HR Change Management | 4 |
| UNIV 4520 | Finance for Organizational Success | 4 |
| UNIV 4910 | Research for Professionals | 4 |
| HRA 4901 | Capstone Project | 4 |
| or HRA 4902 | Capstone Seminar | |
| or UNIV 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 |

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 Concentration in Learning and Development

Minimum number of credits required: 48

| Code | Title | Credits |
|---|---|-----------|
| Core coursework requirements | | |
| HRA 4140 | HR as a Strategic Partner | 4 |
| HRA 4520 | HR Change Management | 4 |
| UNIV 4520 | Finance for Organizational Success | 4 |
| UNIV 4910 | Research for Professionals | 4 |
| HRA 4901 | Capstone Project | 4 |
| or HRA 4902 | Capstone Seminar | |
| or UNIV 4904 | Interdisciplinary Capstone Seminar | |
| Concentration requirements | | |
| COMM 4030 | Managing Learning in Organizations | 4 |
| COMM 4200 | Instructional Design | 4 |
| COMM 4235 | Strategic Integration of L & D Technologies | 4 |
| IDT 4203 | Adult Learning Strategies and Theories | 4 |
| Elective requirements (Choose three courses) | | 12 |
| Total Credits | | 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 Concentration in Human Resources Employment Relations

Minimum number of credits required: 24

| Code | Title | Credits |
|---|------------------------------|-----------|
| Concentration requirements | | |
| HRA 4600 | Human-Centered 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 Concentration in Human Resource Management and Development

Minimum number of credits required: 24

| 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 Life Cycles 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 Concentration in Human Resource Operations

Minimum number of credits required: 24

| 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, presents theories and issues in the HR field, and 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. Additionally, students will explore the various career trajectories for HR professionals, the transformative impact of Artificial Intelligence (AI) within organizations, and how HR operates across the public, private, and non-profit sectors. Students are encouraged to consider their coursework through the lenses of AI, equity, and inclusion.

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 reviews 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. #Preferred prerequisite: HRA 4240.

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 Life Cycles 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 life cycle 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-Centered Organizations (4 Credits)

This course aims to explore how designing a workplace that centers on employee experience—grounded in human needs and motivations—not only fosters a more employee-focused organization but also drives positive business outcomes. We will explore what people seek from their employment relationship as well as the role of HR professionals in designing and managing programs that address the combined needs of the employees and the organization. We will emphasize systems that play an integral role in creating workplaces that motivate employees while benefiting organizational performance.

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 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, presents theories and issues in the HR field, and 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. Additionally, students will explore the various career trajectories for HR professionals, the transformative impact of Artificial Intelligence (AI) within organizations, and how HR operates across the public, private, and non-profit sectors. Students are encouraged to consider their coursework through the lenses of AI, equity, and inclusion.

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 reviews 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. #Preferred prerequisite: HRA 4240.

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 Life Cycles 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 life cycle 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-Centered Organizations (4 Credits)

This course aims to explore how designing a workplace that centers on employee experience—grounded in human needs and motivations—not only fosters a more employee-focused organization but also drives positive business outcomes. We will explore what people seek from their employment relationship as well as the role of HR professionals in designing and managing programs that address the combined needs of the employees and the organization. We will emphasize systems that play an integral role in creating workplaces that motivate employees while benefiting organizational performance.

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 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.