

BACHELOR'S OF HUMAN RESOURCES MANAGEMENT WITH A CONCENTRATION IN LEARNING AND PERFORMANCE



MODULE DESCRIPTIONS

LEADERSHIP & TEAMS This inaugural module offers an introduction to, and an overview of, the concepts of Leadership and Team Development. It provides a framework and rationale for the team/cohort learning model in an organizational context and intends to improve students' knowledge and understanding of how individuals function within teams. Emphasis is also placed on leadership both conceptually and on a practical basis as it may apply to the team or workplace. This module presents concepts adaptable to managerial problems and issues and will use a combination of conceptual and practical approaches, lectures, discussions, case studies, and group exercises.

PRESENTATION & FACILITATION SKILLS This module blends research, theory and practice in the art of effective team communication, presentation and facilitation skills, team dynamics, and written skills to prepare students to make a dynamic contribution to the overall effectiveness of any organization. Each student's individual strengths and areas for growth are identified and students are introduced to the process of constructive feedback that will be utilized throughout the program as a means to develop the students' performance within the cohort and in their workplace.

COMMUNICATION VEHICLES & NETWORKS This module provides students with proven techniques for effective internal and external business communication. It will explore and compare both electronic (internet/intranet) and hard-copy communication vehicles (i.e. documents correspondence, promotional writing, company reports, policies, and initiatives). Students will explore their role in communication and ways to ensure quality communication in the organization.

MANAGEMENT PRACTICES The object of this module is to develop students' understanding of management theory and practice in both a historical and contemporary context. Proven theories of managerial decision-making will be covered and students will be encouraged to apply theoretical approaches to practical exercises. Students will learn to articulate their thought process and assess the results of different management approaches they employ. Theories will be evaluated in terms of how they relate to corporate culture, organization, and human resource productivity.

HUMAN BEHAVIOR & ORGANIZATION This module considers human behavior in the organizational setting, encompassing three levels of organizational behavior analysis: the individual, the group, and various modern organizational systems to include concepts of leadership and organizational culture. Students are provided with a basic grounding in the most important principles in managing the human asset in organizations. The material covered will be applicable to a wide range of organizational issues including employee motivation, emotional intelligence, team concepts, conflict resolution, etc.

HR LAW & BUSINESS ETHICS This module provides an opportunity to explore ethical decision-making and social responsibility in business, particularly as it applies to a Human Resources enterprise. Issues will be examined within an individual, organizational, and macro context. Since there are few absolutes when it comes to ethical decision-making, study will focus on frameworks in which to consider legal/ethical problems and how the development of strong critical thinking skills contributes to solid managerial decision-making. Students will be expected to articulate and defend their decisions and identify possible ramifications of alternative approaches.



HR METRICS IN BUSINESS This module takes a look at the delineation of corporate and production indicators that define the financial well-being and progress of the company and support human resource systems (i.e. compensation programs, hiring policies, diversity, etc.). In turn, students will learn how effective human resource policies can impact the financial results of the company (employee turnover rates, the number of engaged employees, cost of replacing a professional employee, etc.). Students will have the opportunity to review management processes and strategies for measurement checkpoints including those contained in a balanced scorecard.

PERFORMANCE CONSULTING & NON-TRAINING INTERVENTION This module will provide a review of the changing roles that human resource administrators' play in helping line managers improve performance and productivity through the use of non-training interventions (e.g. mentoring, job rotations, progressive discipline, performance evaluation, etc.). Through self assessment of organizations, the student will reflect on how performance consulting can be introduced, organized, and successfully implemented.

KNOWLEDGE MANAGEMENT This module addresses the growing level of importance that knowledge, its creation, distribution, and sharing, is playing in today's organizations. Although technology plays a role in knowledge management, it is a subsidiary role to the individual, communities of practice, and networks. The student will come to appreciate the difference between explicit and tacit knowledge and the enablers necessary to share these different types of knowledge.

LEARNING DESIGN & DELIVERY This module examines the intervention role that learning can provide in addressing organizational needs. This involves the identification of strategic skills gap, the design of learning to fill the gap, and then the effective and efficient delivery of the learning to members of the organization. The blending of e-learning with other traditional forms of learning is examined.

HR STRATEGY IN A GLOBAL BUSINESS ENVIRONMENT This course explores the importance of linking the planning for HR with the strategic plan and direction of the overall organization. Consideration will be given to those factors that foster both individual and organizational growth in globally diverse enterprises including key issues related to recruitment, selection, and retention.

ADULT LEARNING Theories and methods of adult education are examined as well as best practices. This includes experiential learning, team based learning, the use of case studies, and the facilitation of group discussion techniques.

COACHING & MENTORING Effective leaders and managers in the future will be expected to be coaches and/or mentors. In this course, we will define the role of a coach and mentor. The ethical standards in these relationships will be explored.

DYNAMICS OF CHANGE Organizational change efforts in both North America and Europe fail approximately 70% of the time. This course will examine the factors that contribute to this poor track record and then will explore how forward looking enterprises can improve on this performance. This course moves beyond the simple rhetoric that people resist change and highlights actionable areas such as mental models, paradigms, and more.

MEASURING & EVALUATING Review methods of collecting, analyzing, and evaluating information to ensure maximum ROI—the traditional Return on Investment and increasingly important Return on Intelligence. This module will emphasize non-financial metrics using a scorecard approach to measure progress against learning and growth objectives.

EMPLOYEE & LABOR RELATIONS This module will review salient features of labor law, different negotiation techniques, strategies, and labor appeal procedures for grievances and arbitration. The major focus will be on fostering an understanding of historical, contemporary, and likely future trends in the nature of labor/management relations in the U.S. and on combining practical group activities to foster that understanding.

MULTIDISCIPLINARY PROJECT (CAPSTONE) Completion of a comprehensive problem-solving project that draws upon knowledge gained from the program modules. The object of this final project is to prepare a comprehensive report and presentation that demonstrates the skills the student has learned in the program and addresses complex business challenges in human resource management. Students will have the opportunity to study an actual organization to demonstrate the breadth of their knowledge of human resource competencies.