Human Resources

Program Director: Dr. Gary Adams, Ph.D.

MS in Human Resources website (http://business.marquette.edu/academics/mshr)

Degree Offered

Master of Science in Human Resources, Plan B Non-Thesis Option only.

Program Description

The master of science in human resources (M.S.H.R.) program is designed to meet the educational needs of individuals who are pursuing or intend to pursue a career in human resources. Students from any undergraduate field may be accepted into the program. Central to the program's objective is the development of skills and knowledge in the areas of greatest concern to a human resources professional. These critical areas include: compensation and reward systems, employment and labor law, labor relations, training and development, staffing, benefit administration, work force diversity, management of organization change and human resource strategy.

Prerequisites for Admission

Admission to the M.S.H.R. program requires: a) a four-year bachelor's degree from an accredited college or university; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

Application Requirements

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (http://business.marquette.edu/academics/gsm). Then click on Apply Now.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT), Graduate Records Exam (GRE) or Law School Admission Test (LSAT).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above except the GMAT, GRE or LSAT scores. Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.S.H.R. classes beyond one semester without degree admission. Temporary non-degree status is not available to international students. International applicants must apply for regular degree admission status. Typically, non-degree admission is not recommended in the human resources program.

Human Resources

The M.S.H.R. program requires a minimum of 30 credit hours of course work. The required number of credits can be as many as 32 if a student has not completed a microeconomics course during undergraduate studies.

Foundation Course Work

Students who have not completed a microeconomics course are required to complete ECON 6000 Economics Foundations (2 cr. hrs.). This course is in addition to the required 30 hours for the M.S.H.R. degree.

Required Core Course Work

Students must complete each of the following courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HURE 6500</td>
<td>Human Resource Statistics and Research Design</td>
<td>3</td>
</tr>
<tr>
<td>HURE 6530</td>
<td>Staffing Work Organizations</td>
<td>3</td>
</tr>
<tr>
<td>HURE 6590</td>
<td>Strategic Human Resource Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Credit Hours

9
**Ethics Core**

Student must complete one of the following

<table>
<thead>
<tr>
<th>Course Code</th>
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</thead>
<tbody>
<tr>
<td>HURE 5003</td>
<td>Employment Law</td>
</tr>
<tr>
<td>HURE 6170</td>
<td>Ethical Issues, Regulatory Environment and Human Resource Management</td>
</tr>
<tr>
<td>HURE 6535</td>
<td>Diversity in Organizations</td>
</tr>
<tr>
<td>MANA 6170</td>
<td>Global Environment of Business</td>
</tr>
</tbody>
</table>

Total Credit Hours 3

**Human Resources Core**

Students must complete 3 of the following

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>HURE 5003</td>
<td>Employment Law</td>
</tr>
<tr>
<td>HURE 6510</td>
<td>Strategic Compensation</td>
</tr>
<tr>
<td>HURE 6580</td>
<td>Training and Development</td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

**Supporting Elective Core**

In addition to foundation and core, students in the M.S.H.R. program must take nine credits selected from a wide variety of supporting areas both within and outside of the Graduate School of Management. Supporting areas of study include: communication, counseling, education policy and leadership, economics and business administration, plus additional human resources course work.

Select 9 credits from any of these supporting elective core courses: Human Resources, Business (M.B.A. courses), International Business or Social Sciences.

**Human Resources**

May select from this course set

<table>
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<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>HURE 5005</td>
<td>Employee Benefit Systems</td>
</tr>
<tr>
<td>HURE 5003</td>
<td>Employment Law</td>
</tr>
<tr>
<td>HURE 5020</td>
<td>Labor Relations and Collective Bargaining</td>
</tr>
<tr>
<td>HURE 6125</td>
<td>Negotiations</td>
</tr>
<tr>
<td>HURE 6170</td>
<td>Ethical Issues, Regulatory Environment and Human Resource Management</td>
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<tr>
<td>HURE 6580</td>
<td>Training and Development</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

**Business (M.B.A. Courses)**

May select from this course set

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>ACCO 6000</td>
<td>Accounting Foundations</td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
</tr>
<tr>
<td>INTE 6000</td>
<td>Information Technology Foundations</td>
</tr>
<tr>
<td>INTE 6153</td>
<td>Project Management</td>
</tr>
<tr>
<td>MANA 6110</td>
<td>Leadership, Motivation and Organizational Change</td>
</tr>
<tr>
<td>MANA 6170</td>
<td>Global Environment of Business</td>
</tr>
<tr>
<td>MARK 6100</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
</tr>
</tbody>
</table>

Total Credit Hours 9

**International Business**

May select from this course set

<table>
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<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>INBU 6951</td>
<td>International Study in Business:</td>
</tr>
<tr>
<td>INBU 5951</td>
<td>Marquette Led Travel and Study Abroad in International Business</td>
</tr>
</tbody>
</table>

Total Credit Hours 9
Structured travel and study programs: Belgium, China, Czech Republic, India. This course may be taken more than once if to different locations.

INBU 5951/6951
International Human Resources Management
HURE 5140
International Human Resources Management
HURE 6140
International Human Resources Management
COMM 6400
Intercultural Communication
MANA 6140
International Management

Total Credit Hours
9

Social Sciences
May select from this course set
9

COUN 6000
Introduction to Counseling
COUN 6080
Career Development and Counseling
EDPL 6440
Foundations of Curriculum Planning
EDPL 6450
Theories of Learning Applied to Instruction
PSYC 8665
Industrial Psychology and Organizational Development
PSYC 8668
Personnel Selection

Students are responsible for all course prerequisites as indicated in the bulletin.

Total Credit Hours
9

Bachelor's-Master's Program
This five-year program allows students to earn both a master of science in human resources and an undergraduate degree with a major or a minor in human resources. Students begin graduate work the summer immediately following the senior undergraduate year by taking two graduate level courses. The remaining course work is completed in the student's fifth year.

Students may take two graduate HURE courses (six credits) in the senior undergraduate year. Pending the grade of B or better, these graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.H.R. program or receive a passing grade less than B, the courses will still be counted toward the undergraduate degree. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree. If a student takes advantage of this option there are a total of 24 credit hours to complete upon entering the M.S.H.R. program - two courses during summer session following completion of the bachelor degree and six courses during the school year. Students taking 3 courses per semester have enough time to hold a part-time HR position concurrently.

To be considered for admission, applicants must formally apply to the Graduate School of Management during the senior year at Marquette University, complete all of the application requirements as listed above, and indicate on the application that they are applying for the five-year program. For information, contact the director of the M.S.H.R. program at MSHRdirector@marquette.edu.

Courses
HURE 5003. Employment Law. 3 cr. hrs.
Provides an overview of the major federal laws which regulate human resources management, as well as common law. Topics include: wrongful discharge, privacy, defamation, negligent hiring, Title VII, affirmative action, the Americans with Disabilities Act, ERISA, Workers' Compensation, and the Occupational Safety and Health Act. Provides human resource managers and line supervisors with a sufficient working knowledge of these laws to reduce the risk of imposing legal liability on their employers by their own actions and to minimize liability for questionable or unlawful acts of company agents through prompt and effective action. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5005. Employee Benefit Systems. 3 cr. hrs.
The course addresses the design and administration of employee benefit systems. Among the programs studied are: health and wellness programs, pension and retirement programs, and cafeteria plans. Legally mandated benefit systems are also studied. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5020. Labor Relations and Collective Bargaining. 3 cr. hrs.
Examines the development, structure and process of collective bargaining as well as negotiation processes and strategies in a variety of settings. Central topics include labor law, union organization, general principles of negotiation, and labor contract negotiation in particular. The course is taught from a neutral perspective, emphasizing the rights and responsibilities of labor, management and government. Makes extensive use of bargaining exercises. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.
HURE 5140. International Human Resources Management. 3 cr. hrs.
Explores human resources issues that are addressed by organizations engaged in international business. Among the issues addressed are: the link between stages of international business and recommended human resources systems; determining the appropriate mix of host-country, third country and expatriate employees; managing expatriate assignments; and developing human resource management policies and procedures in a global context. In addition, employment law and protective social legislation as well as alternative labor union models found in different regions of the world will be studied. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 5931. Topics in Human Resources. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

HURE 6125. Negotiations. 3 cr. hrs.
Provides a comprehensive investigation of the process and dynamics surrounding varied aspects of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of the M.S.H.R. prog. dir.

HURE 6140. International Human Resources Management. 3 cr. hrs.
Explores human resources issues that are addressed by organizations engaged in international business. Among the issues addressed are: the link between stages of international business and recommended human resources systems; determining the appropriate mix of host-country, third country and expatriate employees; managing expatriate assignments; and developing human resource management policies and procedures in a global context. In addition, employment law and protective social legislation as well as alternative labor union models found in different regions of the world will be studied. Prereq: Admitted to the graduate MSHR or LEDR program; or admitted to the graduate MBA, MSE, MSA program and MANA 6100.

HURE 6170. Ethical Issues, Regulatory Environment and Human Resource Management. 3 cr. hrs.
Addresses an array of human resource topics from the manager's point of view. Three themes will be woven throughout this course: ethical issues presented by selected human resource policies and programs; the legal and regulatory environment pertaining to employees and to union organizations and representation; and establishing consistency between human resource management policies and programs and the strategic objectives of the organization. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; and cons. of M.S.H.R. prog. dir.

Addresses the topics of measurement, sampling and research design in the context of human resources management systems. Statistical methods studied include analysis of variance, analysis of covariance, correlation, regression, multiple regression, as well as selected nonparametric statistics and measures of association. Extensive use of human resource management examples will be employed to facilitate transfer to work organization settings. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 6510. Strategic Compensation. 3 cr. hrs.
Focuses on theory and practice relevant to the development of compensation systems which are internally consistent, externally competitive and individually motivating. Topics include: motivation theories; job evaluation methods; salary and benefit surveys; pay structures; and alternative compensation plans, including gainsharing, broadbanding and pay-for-knowledge. Relevant government regulations are also studied. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 6530. Staffing Work Organizations. 3 cr. hrs.
Today's complex work environment requires professionals to effectively manage talent within the organization. Focuses on building an organization's workforce by studying relevant academic theories and practitioner methods. Topics include: workforce planning, talent acquisition, reliability and validity of selection procedures, using talent management analytics for employee retention, aligning talent management to organizational objectives/strategies, and understanding legal compliance issues related to talent management. Prereq: Admitted to the graduate HURE program and HURE 6500; or cons. of M.S.H.R. prog. dir.

HURE 6535. Diversity in Organizations. 3 cr. hrs.
Focuses on the complex dynamics of diversity in organizations as seen from the vantage point of social science and organizational studies. Examines demographic trends in the work force, differentiates cultural practices and value among diverse groups, and discusses strategies for dealing with discrimination and stereotyping. The focal themes of the course include: the nature or character of diversity, organizational practices, and theoretical implications. Individual, interpersonal and organizational factors influencing diversity will be examined using both a conceptual and an experiential approach. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.

HURE 6550. Training and Development. 3 cr. hrs.
Addresses principles and factors that contribute to the personal growth and development of employees. Focuses on training and employee development within work organizations. Training includes program development, principles of learning, training techniques and evaluation. Employee development topics involving career planning and management will also be addressed. Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir.
HURE 6590. Strategic Human Resource Management. 3 cr. hrs.
Investigate principles of human resource strategy and the link to business strategy. Concepts emphasized include resource-based theory of the firm, sustained competitive advantage, as well as fit and flexibility in the design of human resource systems. Approaches to evaluating and assessing the contribution and effectiveness of human resource systems are studied. Prereq: Completion of MANA 6100 for BUAD graduate students; completion of 15 HURE credits for HURE students; or cons. of the M.S.H.R. prog. dir.

HURE 6931. Topics in Human Resource Management. 1-3 cr. hrs.
Elective course. Topics will vary. Prereq: Admitted to graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.

HURE 6953. Seminar in Human Resources. 1 cr. hr.
Prereq: Admitted to the graduate HURE or LEDR program; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.

HURE 6986. Internship in Human Resources. 1-3 cr. hrs.
Directed work in human resources under the supervision of a working professional in the area of human resources. Requires faculty supervisor. Must have approved academic component. Maximum of 3 credits may be accepted toward degree requirements.

HURE 6995. Independent Study in Human Resources. 1-3 cr. hrs.
Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R. prog. dir.