Human Resources 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 5010. Strategic Compensation and Rewards. 3 cr. hrs.
Focuses on theory and practice relevant to the development of compensation systems which are internally consistent, externally competitive, and individually rewarding. Applies these concepts via job descriptions and job evaluations, market surveys and pay structures, and performance or seniority based pay. Also through administering employee benefits such as insurance and pensions. The government's impact on pay and benefits is 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 5080. Talent Development. 3 cr. hrs.
Principles and factors that contribute to the personal growth and development of employees and the welfare of the company. Focus on training and employee development within organizations. Topics include training development and evaluation, employee development, career management and career pathing within organizations. Prereq: Admitted to graduate HURE or LEDR; 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 5145. Labor Relations. 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 5520. International Human Resource Development. 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. Prerequisites vary depending on topic.

HURE 6100. Human Resources Information Systems and Analytics. 3 cr. hrs.
Addresses issues associated with human resource information systems (HRIS) and the leveraging of human resources analytics to inform organizational decision-making. Topics include: implementation of HRIS, understanding database structures and using queries. In addition, covers HR data analytic concepts and tools used to classify, describe, evaluate and predict. Emphasis is on the strategic use of HRIS and analytics. Prereq: Admitted to the graduate HURE, LEDR program; and cons. of M.S.H.R prog. dir.

HURE 6101. Human Resources/Organizational Development Analytics. 3 cr. hrs.
Recognizes the need for managers and other leaders in organization to understand and demonstrate the impact of human capital and organizational development interventions on business outcomes. Focuses on developing the skill set and mindset needed to collect and transform data into insights that inform decisions about the people-related activities of the firm. Emphasis is placed on collecting human capital/organizational development metrics, conducting the analytics needed to inform decisions regarding HR/OD activities, and the effective reporting and presentation to organizational stakeholders. Topics include operational, financial and strategic human capital metrics as well as the data analytic concepts and tools used to classify, describe, evaluate and predict. Prereq: Admitted to graduate MGMT program; or cons. of M.B.A. prog. dir.

HURE 6110. Human Resources/Organizational Development Metrics. 3 cr. hrs.
Provide an in-depth examination of the conceptual and methodological issues associated with HR metrics and their use in organizations. Topics include: operational, financial and strategic measures of HR-related activities. Emphasis is placed on understanding, collecting and calculating HR metrics data as well as the effective reporting and presentation of HR metrics to organizational stakeholders. Prereq: Admitted to the graduate HURE, LEDR program; or cons. of M.S.H.R. prog. dir.
HURE 6125. Negotiations. 3 cr. hrs.
Provides a comprehensive investigation of the process and dynamics surrounding adverse variety 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 6170. Managing Human Capital. 3 cr. hrs.
Focuses on leading the design and implementation of business-aligned human capital solutions that ethically and responsibly leverage talent to achieve organizational success. Students are introduced to the latest practices aimed at acquiring, developing and managing talent for high-impact individual and organizational performance and have the opportunity to apply these practices to current industry and organizational challenges. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MGMT or NURS program; and cons. of M.S.H.R. prog. dir.

HURE 6210. Organizational Development. 3 cr. hrs.
Provides an in-depth study of evidence-based organizational development (OD) processes and interventions aimed at improving organizational performance. Emphasizes planning and implementation team, inter-team and organization-wide interventions. Values, ethics and the role of the OD professional/change agent are described. Prereq: Admitted to graduate HURE or MGMT program and cons. of prog. dir.

HURE 6220. Change Leadership. 3 cr. hrs.
Provides the skills necessary to successfully lead organizational change. Topics include: models of the change process, development of change management plans, identifying and overcoming resistance to change, and leveraging strategy, culture, leadership and other organizational processes to lead organizational change efforts. Emphasis is on developing the leadership competencies necessary to create and sustain positive organizational change. Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R. prog. dir.

HURE 6230. Data-Driven Organizational Improvement. 3 cr. hrs.
Provides the skills necessary to design, execute, analyze and report data-driven organizational improvement efforts. Topics include: fundamentals of measurement, quantitative, qualitative and survey research designs, data analytics and reporting of actionable results. Emphasis is on the collection and analysis of data, the effective presentation of results and the interaction with organizational stakeholders. Prereq: Admitted to graduate HURE program; and cons. of M.S.H.R. prog. dir.

HURE 6530. Talent Acquisition and Management. 3 cr. hrs.
Addresses principles and practices for the acquisition and management of human talent within organizations. 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 6100 and HURE 6110; or cons. of M.S.H.R. prog. dir.

HURE 6535. Diversity and Inclusion in Global 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 include the nature or character of diversity, organizational practices and theoretical implications. Individual, interpersonal and organizational factors influencing diversity are examined using both a conceptual and an experiential approach. Prereq: Admitted to the graduate HURE, LEDR or MGMT program; or cons. of prog. dir.

HURE 6590. Human Capital Strategy. 3 cr. hrs.
Investigates 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. Studies approaches to evaluating and assessing the contribution and effectiveness of human resource systems. Prereq: Completion of both MBA 6140 and MBA 6160 for BUAD and MGMT graduate students; completion of 15 HURE credits for HURE students; or cons. of the 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.
Leadership Studies Courses

**LEDR 6051. Contemporary Leadership: Theory, Research and Application. 3 cr. hrs.**
In-depth study of the transformational and transactional leadership models and a review of emerging thought on authentic leadership. Learning activities include an in-depth review of the literature on transformational and transactional leadership theory; discussion and presentation of either a qualitative or quantitative study in contemporary leadership. Prereq: MBA 6140 or MBA 6160 and admitted to the graduate BUAD, CCOM, HURE, LEDR, MGMT, PUBS program; or cons. of M.B.A. prog. dir.

**LEDR 6101. Strategic Communication. 3 cr. hrs.**
Learn how to lead organizational thought and action through development of persuasive arguments based on critical analysis of credible evidence and communicating the same in a compelling way. Engage in multiple projects developed around analyzing cases and publicly available communications to develop and deliver communication strategies for different audiences. Students develop their own communication style as part of their personal leadership. Prereq: Admitted to graduate BUAD, CCOM, HURE, LEDR, PUBS and MBA 6140 or MBA 6160; or consent of M.B.A. prog. dir.

**LEDR 6110. Managing Behavior in Organizations. 3 cr. hrs.**
Designed to: 1) examine and evaluate existing leadership theories, 2) survey topical issues and new developments in the leadership area, and 3) develop students' leadership skills and abilities. Uses motivation and leadership concepts to analyze, diagnose and make decisions about various organizational situations. Primary focus on case analysis. Also uses lectures and discussions to provide perspective on assigned reading. Prereq: Admitted to graduate LEDR, CCOM and MBA 6140 or MBA 6160; or cons. of M.B.A. prog. dir.

**LEDR 6115. Character Driven Leadership. 3 cr. hrs.**
Emphasizes developing competencies for ethical, values-driven leadership. Presents models of leadership that build ethical cultures and character-driven organizations. Focuses on values-based decision making and delivering related organizational performance. Also addresses diversity of thought and the global/international context of leadership. Learning outcomes include: 1) Ability to apply ethically-based tools and models to leadership challenges, decision-making and culture-building; 2) A deepened self-awareness of how one's personal values fit within a character-based leadership approach; and 3) Ability to identify and apply key concepts related to thought diversity and global business practice as part of an ethically-based leadership model. Prereq: Admitted to graduate BUAD, CCOM, HURE, LEDR, MGMT, PUBS and MBA 6140 or MBA 6160; or consent of M.B.A. prog. dir.

**LEDR 6125. Negotiations. 3 cr. hrs.**
Provides a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Examines both academic models of negotiations and actual events, historical and contemporary, in detail. Emphasizes strategies and tactics for achieving objectives, limiting losses and maintaining positive relations in light of radically changing social and business climates. Presents methods for becoming an effective negotiator through both analytical frameworks and experiential opportunities. Cost benefit assessment of negotiations are 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 graduate LEDR, CCOM; or cons. of M.B.A. prog. dir.

**LEDR 6130. Leadership Lab. 1.5 cr. hr.**
Leadership success and career advancement requires self-directed action and continuous learning. Provides a framework for students to enact their leader development goals and pursue related “challenge” topics while receiving regular coaching and feedback from the instructor and peers. The experience supports leader growth and skill transfer by providing opportunities to dialogue about the complexities that come with practicing leadership in a real (and imperfect) work environment. Format is tailored to the interests of participants, with a subset of the assigned readings based upon student topic requests. More broadly, this experience provides a model for creating a community of advisers to serve as a support team for leadership growth over the long term. Includes: 1) one-on-one coaching meetings with the instructor; 2) structured group discussion and analysis of student goal progress and leadership challenges, and 3) targeted application of assigned readings, concepts and cases. Designed to build upon the foundational leadership theory and self-assessment work completed in MBA 6160. Emphasizes personalized integration and coaching around the leadership development plan. Prereq: Admitted to graduate BUAD, CCOM, or LEDR; MBA 6160; or cons. of M.B.A. prog. dir.

**LEDR 6215. Change Leadership. 3 cr. hrs.**
Provides the skills necessary to successfully lead organizational change. Topics include models of the change process, development of change management plans, identifying and overcoming resistance to change, and leveraging strategy, culture, leadership and other organizational processes to lead organizational change efforts. Emphasizes developing the leadership competencies necessary to create and sustain positive organizational change. Prereq: Admitted to graduate BUAD, CCOM, LEDR or MGMT; or cons. of M.B.A. prog. dir.

**LEDR 6301. Topics in Leadership Studies. 1-3 cr. hrs.**
Examination of topics related to contemporary issues in leadership studies. Prereq: Admitted to the graduate BUAD, CCOM, HURE, LEDR, MGMT or PUBS program; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

**LEDR 6995. Independent Study in Leadership Studies. 1-3 cr. hrs.**
Provides opportunities to investigate and study areas of interest through readings, research, field experience, projects, and/or other educational activities under the direction of a faculty adviser. Prereq: Admitted to the graduate BUAD, HURE, LEDR, PUBS program; or cons. of M.B.A. prog. dir.
LEDR 6997. Leadership Capstone. 1.5 cr. hr.
Uses structured guidance to lead students in assimilating and reflecting upon their learning and experiences from the leadership program. Students finalize and deliberate upon a leadership portfolio that reflects their personal leadership style and competencies. As part of this contemplation, students consider how they will bring these to their current and future organizations. Final product includes a portfolio and presentation that reflects the personalized learning outcomes of the student. Prereq: Admitted to graduate LEDR; completed 18 credits of degree requirements; or cons. of M.B.A. prog. dir.

LEDR 9974. Graduate Fellowship: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD, HURE, LEDR or SPLE program; or cons. of M.B.A. prog. dir.

Sports Leadership Courses

SPLE 6001. Introduction to Sports Leadership. 3 cr. hrs.
Overview of the diverse leadership opportunities within the sports industry. Readings and student papers focus on current athletic issues and challenges from a leadership and managerial perspective. Includes an individual leadership assessment. Prereq: Admitted to the graduate BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6100. Ethics in Sports Leadership. 3 cr. hrs.
Various dimensions of athletic ethics will be explored including: sports in peacebuilding; sport as social innovator; along with various ethical issues in sport and sport management. These issues will include such topics as: competition and fair play; leadership; social aspects of sport; as well as other subjects. Prereq: Admitted to the graduate BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6200. Sports Communication. 3 cr. hrs.
A study of the various ways in which individuals and organizations communicate through sports inclusive of print, electronic and on-line media as well as advertising, PR and special events. Special emphasis is placed on how leaders focus on their target audiences; primarily the fan or end user and the efforts, inclusive of market research, employed to attract and keep audiences engaged. Prereq: Admitted to the graduate BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6300. Social-Historical Foundations of Sports. 3 cr. hrs.
Examines the historical and sociological foundations of athletics in the U.S. Important areas of emphasis include: historical development of athletics, sport as a cultural product, social relations, organizational structures and contemporary issues. Prereq: Admitted to the graduate BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6400. Sport Management. 3 cr. hrs.
An overview range of topics related to the business of sport are explored such as: organizational structure; operational finances; facility management; security; use of data analytics; entrepreneurship; and others. Incorporates case studies, current sport management literature and an experiential component. Prereq: Admitted to the graduate BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6500. Sports Finance. 3 cr. hrs.
Examines the various techniques that can be utilized when financing a sports program regardless of the level of competition or type of program. Using active class discussion, research, mini-projects and the text, students determine how to budget for and continue to finance various sports enterprises. Prereq: Admitted to graduate BUAD, ECON, HURE, LEDR; or cons. of M.B.A. prog. dir.

SPLE 6600. Sports Facility Management. 3 cr. hrs.
Examines the critical components of sport facility management including but not limited to; facility planning and construction, system design and operation, marketing, budgeting, maintenance, risk and event management. Primarily aimed at individuals aspiring to or working in the sport management field since there is no game without a facility in which to play. Prereq: Admitted to the graduate BUAD, ECON, LEDR or SPLE program; or cons. of M.B.A. prog. dir.

SPLE 6700. NCAA: Exploring Current Issues. 3 cr. hrs.
Team-learning approach dependent upon each student contributing to the overall examination of the NCAA and the issues it faces. Students conduct individualized study and research based on directed assignments and present their work. Examines the NCAA’s history, structure, criticisms, accomplishments and challenges within the context of current issues. Prereq: Admitted to graduate BUAD, ECON, HURE, LEDR, MGMT or SPLE program; or cons. of M.B.A. prog. dir.

SPLE 6931. Topics in Athletic Leadership. 3 cr. hrs.
Examination of topics related to contemporary issues in athletic leadership. Prereq: Admitted to the graduate BUAD, ECON, HURE, LEDR or SPLE program; or con. of M.B.A. prog. dir.

SPLE 6964. Practicum in Sports Leadership. 3-6 cr. hrs.
Supervised experiences in sports leadership. Each student must negotiate an appropriate practicum plan and location with the graduate sports leadership faculty and the sports leadership practicum coordinator. Prereq: Admitted to the graduate SPLE program; and con. of M.B.A. prog. dir.

SPLE 6995. Independent Study in Sports Leadership. 1-3 cr. hrs.
Provides opportunities to investigate and study areas of interest through readings, research, field experience, projects, and/or other educational activities under the direction of a faculty adviser. Prereq: Admitted to the graduate SPLE program; or con. of M.B.A. prog. dir.