

Professional Studies Human Resources (MPHR)

MPHR 5000 Ethical Leadership Decision Making 3 Credits

The demand for ethical leadership is at an all-time high in today's dynamic and challenging environment. Leaders face immense pressure to deliver results while navigating moral dilemmas with far-reaching consequences. Ethical intelligence is no longer a luxury; it is a necessity. This interdisciplinary course equips professionals with tools to navigate the ethical challenges of leadership across a range of fields — from higher education to human resources and beyond. You will explore ethical theories, frameworks, and models and how to align individual and organizational values to foster ethical decision making. Applying theory to practice, this course embraces Ignatian pedagogy and is rooted in social justice and engaged reflection. Through experiential exercises, real-world case studies, and scenario analyses, you will gain the knowledge and skills required to make ethical decisions, lead with integrity, and embed a culture of ethics and accountability within your organization.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

MPHR 5100 Fundamentals of HRM 3 Credits

People management really matters. In the twenty-first century talent economy, the evidence consistently and overwhelmingly shows that effective HR practices promote employee well-being and drive organizational performance. Forward-thinking organizations and managers must therefore put people at the center of strategy execution, and manage them carefully and purposefully in every stage of the HR life cycle — from recruitment, to onboarding, talent development, retention and off-boarding. Blending theory and practice, this course examines the latest trends and best practices in the key functional areas of HR: talent acquisition and management, learning and development, total rewards management, and employment relations and the law. You will explore the roles and responsibilities of HR professionals and line managers in implementing HR policies and practices that align with business outcomes and meet employees' changing needs. Through real-world case studies, application exercises and group projects, you will acquire the foundational HR knowledge and skills for building competitive advantage through people.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

MPHR 5200 Research Methods Data Analytics HR 3 Credits

As scientific research output on human resources management continues to grow rapidly, there is wide acceptance of the need for HR professionals to embrace evidence-based practice. This requires using the best available scientific evidence, as well as systematically gathering organizational facts, data, indicators, and metrics. Exploring the fundamentals of research methods and data analysis, this course is designed to help you become a more sophisticated consumer and producer of research. As a consumer, the course will equip you with the skills to make informed, critical, and cautious use of published research. A central focus of the course is preparing you to produce high-quality research. You will learn how to formulate research questions, design research projects, and collect, analyze and interpret data using qualitative and quantitative methods. Employing a learning-by-doing approach, you will develop your research and analytical skills, and gain the foundational knowledge and skills to leverage HR research and analytics for effective problem-solving and decision-making.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

MPHR 5300 Human Capital Analytics 3 Credits

The twenty-first century has ushered in a new era of data and analytics. This presents a unique opportunity for HR professionals to establish themselves as credible business partners, helping organizations to leverage analytics to make smarter talent and strategic decisions. This course will equip you with the knowledge and skills to unlock the power of people data. From basic data reporting, statistical analysis, and benchmarking (descriptive analytics) to advanced quantitative analysis and modeling (predictive analytics), you will learn tools and techniques for data analysis. The course provides practical tips to help you translate your analytical findings into impactful HR solutions, and communicate your findings through persuasive visualization and storytelling. Ethical and legal issues that may arise from using analytics to make HR decisions will also be explored. Using real-world case studies, application exercises and group projects, you will learn how to develop a data-driven decision-making mindset, to improve the way organizations recruit, deploy, develop, assess, reward and retain talent.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

MPHR 6100 Talent Acquisition Mgmt. 3 Credits

As competition for talent intensifies around the world, organizations are facing unprecedented challenges in acquiring, retaining, and engaging the talent they need to meet the demands of their customers and stakeholders. These problems are accentuated by shifting demographics, unpredictable market conditions, and disruptive technologies. Organizations expect HR to help them respond effectively to these trends, creating and delivering a strategy to meet their current and future talent needs. Exploring the fundamentals of talent acquisition and management, this course covers the key concepts, methods, techniques, and tools in recruitment, selection, workforce planning, employer branding, and staffing system evaluation and technology. You will learn evidence-based approaches and best practices for acquiring and managing talent, with particular attention paid to ethical, legal and diversity considerations. Through real-world case studies, application exercises and team-based learning, you will gain the knowledge and skills needed to improve hiring processes and outcomes, create a positive candidate experience, retain key talent, and plan for future workforce needs.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 6101 Talent Career Management 3 Credits

This course presents a comprehensive overview of how to effectively develop a talent management strategy. Topics include workforce analysis, building a talent pipeline, onboarding, performance management, career management, succession planning, retention, engagement, and creating an inclusive environment.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 6200 Learning Development 3 Credits

In our increasingly dynamic and digital world, the skills and capabilities that employees need to succeed are changing rapidly. Learning and Development (L&D) is no longer a luxury, with business leaders looking to HR professionals to upskill and reskill employees in the most cost-efficient and time-effective manner as they execute their organizational strategy. This course focuses on the most important theoretical and practical factors in designing and implementing outcome-based L&D programs, from needs assessment, to learning and transfer of training, program design, and evaluating learning impact. You will also explore learner-centered traditional and technology-based training methods, and proven frameworks for developing career growth. Modeling rigorous instructional design strategies, the course provides a set of practical tools and actionable techniques that will help you build a solid foundation in L&D. You will gain the knowledge, skills and confidence needed to take on the skills challenge, as well as future learning and talent development challenges.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 6300 Total Rewards Mgmt 3 Credits

As organizations strive to create value and deliver results in today's increasingly complex and dynamic environment, leveraging HR practices for competitive advantage has taken on a heightened importance. The ability to attract, motivate, retain and engage a talented workforce are critical to successful strategy execution, but continues to be an Achilles' heel for many organizations. HR professionals have a strategic role to play here. They are responsible for designing and implementing a competitive mix of total rewards – compensation, benefits, work-life effectiveness, performance management, recognition, and talent development – while keeping the compensation budget (one of largest controllable expenses) under control. This course will prepare you to deal with these tensions, and help you to strike the right balance between the competing imperatives of internal equity, market competitiveness and individual performance. You will learn how to align total rewards strategies with organizational culture, HR goals and business strategy, and develop the skills needed to measure and improve compensation ROI.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 6600 Managing Technology 3 Credits

The Management of Technology course provides theoretical and practical experience in using information technology to support organizational decision-making processes. You will examine the requirements of an organization to optimize its competitive strategy and core competencies. You will learn different tactical, strategic, and organizational factors relative to various information systems, as well as how to gauge the effectiveness of an organization's information system. The course addresses some of the unique issues in managing different types of IT professionals, from senior-level architects to junior-level infrastructure support personnel. You will explore tools and techniques related to hiring, developing, assessing, and retaining staff—as well as theories/methods of managing remote workers and virtual teams.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHR 6710 AI Leadership Mkt Analysis 3 Credits

This comprehensive course explores the rapidly evolving AI-driven business landscape. It combines essential leadership strategies with in-depth market analysis to prepare students for the challenges and opportunities presented by technological advancements. The course covers the impact of AI on leadership, emphasizing adaptable leadership styles for tech environments. It teaches managing diverse workforces, leading digital transformation, and developing problem-solving and decision-making skills for the tech industry. It also includes analyzing AI market trends, interpreting industry reports, and conducting competitive analysis to understand the strategies and dynamics of different market players. The program is tailored for Human Resources professionals tasked with leading workforce transformation in AI-driven organizations. It provides practical frameworks for talent strategy, reskilling and upskilling initiatives, workforce planning, and role and competency redesign as AI reshapes the nature of work. HR leaders will develop the strategic fluency needed to partner with executive teams on AI adoption, anticipate evolving talent needs, and champion change management across the enterprise.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHR 6800 AI Fundamentals for Managers 3 Credits

The course provides a non-technical introduction to Artificial Intelligence, the techniques used to power modern AI systems, and the functional differences between levels of machine intelligence. It aims to demystify Artificial Intelligence for the business professional, offering a foundational understanding of the advantages, limitations, and scope of AI from a management perspective. Students will define and discuss AI-related concepts and techniques, including machine learning, natural language processing, and robotics. They will examine how humans and machines learn and how that is related to the current and future state of AI. Finally, students will gain insights into the data characteristics and considerations necessary for AI success.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHR 6810 AI Applications and Strategies 3 Credits

This course will discuss the day-to-day applications of AI in a variety of industries such as government, manufacturing and agriculture, education, healthcare, and finance. The course will use a mix of common industry use cases to showcase how embedded AI is in every type of industry, and how to best use the resources available. The course will also highlight popular AI applications for common business functions. Students will discuss the role of AI in specific contexts of functional areas such as sales, marketing, customer service, supply chain, legal, and human resources. They will identify opportunities for AI adoption within their organization and develop strategies and business plans for implementation and deployment.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHR 7100 Align Hmn Resources Bus Strat 3 Credits

Align Hmn Resources & Bus Strat New Course Description: In today's dynamic global economy, human capital is critical to creating a sustainable competitive advantage. Forward-thinking organizations are therefore enlisting HR professionals as strategic business partners to help drive strategy formulation and execution. To succeed in this role, HR professionals need to know the fundamentals of strategic management, understand how changes in the environments in which their organizations operate impact business performance, and evaluate the implications for talent management. This course explores the strategic planning and management process and provides insights on how to position HR to add value to it. You will learn how to develop a strategic HR plan that aligns with an organization's purpose and mission, reflects long-term goals, creates shared value for organizational stakeholders, and advances equity and inclusion. Through real-world case studies, simulations, application exercises and team-based learning, the course provides actionable tools and frameworks for designing HR strategy that delivers positive outcomes for both organizations and their employees.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHR 7110 HR Strat. Financial Thinking 3 Credits

HR professionals partnering with organizational leaders in increasingly complex and dynamic business environments need to develop their business acumen and strategic thinking skills to enable them to deliver results. This course explores the fundamentals of business acumen, from understanding an organization's competitive advantage, to using business tools to analyze HR initiatives, and ensuring alignment between HR strategy and the organization's strategic direction. An overarching goal of the course is to develop your fluency in speaking the language of business – accounting. You will learn how to identify the key drivers of performance and profitability, analyze financial statements and other business documents, use financial data to inform strategic decision making, allocate scarce resources, and justify HR budgets. Through real-world case studies, simulations and team-based projects, you will enhance your business and financial intelligence, and gain the confidence to navigate complex people and business challenges, adding value to your organization.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7120 Strategic Leadership 3 Credits

In a world defined by constant change, there has never been a more urgent need for strategic leaders who can inspire people, unify teams, and drive meaningful impact across organizations. Rising to this challenge requires self-awareness, resilience, and the ability to turn vision into action. This course examines the theory and practice of leadership, guiding students from personal growth to organizational influence. Structured around three core themes—leadership foundations, leading and building high-performing teams, and leadership for growth and change—the course equips students with evidence-based tools to strengthen collaboration, manage conflict, coach and mentor others, and communicate with impact. You will discover your personal leadership brand, improve your emotional intelligence, and enhance your ability to lead diverse teams. Through case studies, applied exercises, and individualized leadership projects, students will learn to drive innovation, lead change, and foster cross-functional collaboration. By the end of the course, you will be prepared to navigate complexity, build resilient teams, and make a lasting impact within organizations and beyond.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHR 7150 Cnsltng Skills in Human Cap 3 Credits

The world of work is changing at an unprecedented pace and scale. As organizations struggle to cope with the challenges posed by rapid technological advancements, workforce demographic shifts, the transformation of work and employment relationships, and other disruptive trends, HR has been propelled to center stage. Technical HR knowledge is not enough for HR professionals partnering with business leaders to navigate these complexities. They need well-honed consulting skills to get the job done. This course provides a structured approach to delivering high-impact consulting services — from evaluating business challenges, to designing HR solutions, implementing and supporting HR solutions, leading change, and building client relationships. Through case studies and experiential exercises, you will explore field-tested tools and learn techniques for effective internal and external consulting. The course ends with specially designed consulting scenarios that will help you apply newly acquired knowledge and skills, challenge your thinking, and develop your confidence as a human capital consultant.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7200 Strategic Human Capital Devmt 3 Credits

Human capital is the most valuable resource for organizations in the knowledge-based economy. To gain a competitive advantage, organizations need to provide their employees with the opportunity and tools to advance their knowledge, skills and competencies as they build their short- and long-term careers. This requires a strategically-integrated approach to human capital development (HCD) that is aligned to an organization's culture, business needs, and customers' requirements. Blending theory with practice, this advanced course explores the intersection of strategy, human capital management, and organization development. You will learn evidence-based methods, techniques, and frameworks for aligning HCD programs with your organization's business needs, as well as best practices for designing performance management, succession management, and leadership development programs. Through interactive discussions, case studies, applied and reflection exercises, you will gain the skills and confidence to perform the transformational role expected of strategic HCD practitioners – leveraging human capital to improve employee productivity and maximize organizational performance.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7210 Coaching Skills for HR Profs 3 Credits

Coaching works. As organizations increasingly recognize its value in driving employee performance and business results, there has been a remarkable growth in demand for coaching. This trend poses opportunities and challenges for HR professionals, who are expected to play a critical role by instilling a coaching culture and integrating coaching into their organization's talent management strategy. This course is designed to help you learn, practice and master evidence-based tools and techniques to function as an effective coach, whether you will be coaching internal or external clients. You will gain an understanding of the core phases of the coaching process, and learn how to align coaching with other core HR practices (for example, performance management, succession planning, and leader development). Through role-plays, case studies and group exercises, you will refine your own coaching skills, including active listening, empathizing and giving feedback, and learn how to leverage coaching to improve organizational performance.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7220 Leadership Perform Coaching 3 Credits

In today's complex and rapidly evolving workplace, employees need leaders who embrace a coaching culture — leaders who empower individuals and teams to set goals, create action plans, pursue growth and development opportunities, and stay accountable. This course equips you with essential coaching competencies, including active listening and presence, powerful questioning, trust and rapport building, goal-setting, and action planning, enhancing your effectiveness as a people manager. Blending theory with practical application, the course helps you integrate evidence-based coaching approaches into your leadership style. Grounded in behavioral science, it offers insights into human behavior and motivation, enabling you to cultivate sustainable coaching practices that balance empathy with business needs. Through real-world case studies, role-plays, and reflective exercises, you will learn to apply coaching methods and techniques to navigate complexity and change, foster innovation and engagement, build high-performing teams, and support career development. You will also craft a personal leadership coaching philosophy and develop a plan to continuously refine your coaching skills.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

MPHR 7260 Organization Dvmnt Change 3 Credits

In today's increasingly dynamic, volatile and complex world, change is inevitable. From private enterprises to public sector and nonprofit organizations, change initiatives have become more frequent and widespread, as organizations strive to cope with rapidly shifting environmental conditions, new technologies, demanding customers and stakeholders, and dynamic markets. But despite the necessity and frequency of change, several studies continue to cite a high failure rate of change initiatives. This presents serious challenges—and opportunities—for HR professionals, as they are uniquely positioned to promote employee buy-in and drive change forward. This course will prepare you to be a successful change agent. We will examine how Organization Development and Change concepts and methods can be used to effectively design and implement change initiatives. Through insightful readings, peer learning and dialogue, and a semester-long real-world application project, you will explore the OD process in depth: from the entry and contracting phase, to data gathering, diagnosis and feedback, conducting interventions, and evaluating and ending an engagement.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7270 LeadSustain High Perform Orgs 3 Credits

Effective leadership is a critical skill for professionals across industries and functions, whether you're managing a team, driving a strategic initiative, or leading change. This course equips students with core leadership competencies to inspire, influence, and deliver results in today's dynamic environment. Through a curated collection of seminal leadership research and case studies, students will explore frameworks on emotional intelligence, decision-making, team-building, and transformational leadership. The course emphasizes practical application through interactive group activities, simulations, and real-world case studies, allowing students to build essential skills like communication, conflict resolution, and change management. Participants will learn from each other's diverse experiences, strengthening their leadership capabilities through collaborative exercises. Additionally, students will engage in self-reflection and develop a personalized leadership plan, emerging with a refined leadership identity and a toolbox of proven strategies. Whether aiming for a formal leadership role or seeking to enhance your influence as an individual contributor, this course will equip you with the mindset and skills to elevate your impact as a leader.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7300 Theories of Diversity Inclsn 3 Credits

Understanding and making differences matter has become a strategic imperative with rapidly changing workforce demographics and increasing global interconnectedness. As a result, the study and practice of Diversity, Equity and Inclusion (DEI), which are based on the social and normative construction of differences, have taken on heightened importance. This course explores contemporary and emerging DEI trends and challenges, and the theoretical underpinnings of the field of DEI in the American and global historical context. It provides foundational theories, models, and concepts required to develop effective diversity and inclusion strategies and programs. Practitioner values, ethics, agency and competencies are closely examined throughout the course, to help you understand the critical role of diversity and HR professionals in building a diverse workforce and an inclusive culture. Through case studies, portfolio coaching, and a variety of experiential exercises, you will learn the fundamentals of DEI and develop the knowledge and skills required to help organizations leverage diversity for competitive advantage.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7350 Create Culture InclsnBelnging 3 Credits

Inclusion unlocks the power of diversity. The evidence overwhelmingly shows that just attracting and hiring diverse talent is not enough, as people can only reach their full potential at work in a climate of inclusion, belonging and respect. Hence, forward-thinking organizations are focusing on identifying and overcoming cultural and organizational barriers to inclusion. In this course, we will explore key challenges and opportunities in building an inclusive workplace, and learn about the latest trends and best practices for advancing and embedding inclusion and equity within HR practices — from talent acquisition and retention, to performance and reward management. You will gain practical tips and insights on counteracting bias, shifting exclusive workplace habits, and institutionalizing a culture of inclusion. Through real-world case studies, application exercises and team-based projects, you will acquire the skills and competencies needed to design, deliver and evaluate workplace inclusion programs and initiatives that increase happiness, innovation and productivity.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7400 Global Human Resources Mgmt 3 Credits

The highly interconnected global economy poses immense opportunities as well as challenges for organizations around the world. For multinationals striving to compete in complex and turbulent business environments, one serious challenge they face is leveraging talent for competitive advantage. Human Resources (HR) professionals are expected to play a critical role in this area, developing talent strategies to support their organization's strategic plans across borders and cultures. This course will equip you with the knowledge and skills required to effectively manage people in a global environment. You will explore how the global contexts in which multinationals operate influence their people strategies at home and abroad, and how to develop HR practices to unleash their global workforce. Combining theory and practice, and using real-world case studies, the course covers all the key functional areas of global HR — from strategic HR, to talent acquisition and mobility, performance and rewards, talent and organization development, and employment relations and risk management.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7450 Managing Global/Remote Talent 3 Credits

The world of work has transformed so dramatically in recent years that many organizations are still struggling to comprehend these unprecedented shifts, let alone respond to them effectively. With the pandemic accelerating remote and hybrid work and creating a fully digital global workforce, organizations need HR professionals to help them navigate disruption. This course will equip you with the knowledge and skills to manage the future of work and prepare your workforces and workplaces for ongoing change. You will learn how to analyze changes in global labor markets and employment law landscapes, leverage analytics and technology for workforce management, and build a culture of trust, empowerment, and inclusion. Blending theory and practice, the course offers real-world case studies, interactive exercises, and collaborative projects to develop your expertise as a change agent. You will gain field-tested tools, frameworks, and emerging best practices for engaging, motivating, and managing geographically distributed teams and flexible workforces.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPHR 7490 International Immersion 3 Credits

The future of work and learning in our increasingly digital and globalized world is uncertain but exciting. This poses significant opportunities and challenges for human capital and education professionals, who are expected to take center stage in responding to these global trends. How do we provide high-quality and cost-effective education for the twenty first century learner? How do we redesign education systems to equip workers with future-proof skills? How do we bridge the education-workforce divide? How can we better prepare workers to succeed across cultures and borders? Qatar, the "tiny giant" with an outsize influence on global affairs, provides a perfect location to explore these global challenges and more, as it makes concerted efforts to diversify from an economy based on oil, to one that competes on the basis of human capital competitiveness. The country's significant cultural, administrative, geographic and economic distance from the U.S. makes it an especially exciting place to reflect on, and build your cultural intelligence and global competence. This hybrid course has a one-week immersive experience to must-see cultural, business, educational and sports destinations in Qatar, and a semester-long cross-disciplinary online class of HR and Higher Ed students. Through real-world case studies, practical exercises, group projects, self-assessments and reflection exercises, you will gain valuable knowledge and skills to prepare you to succeed in today's connected and globalized world.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHR 7500 Employment Relations Law 3 Credits

Employment-related litigation, settlements and fines are on the rise in the U.S., causing considerable financial and reputational damage to organizations. HR professionals can help to minimize employment risks and reduce costs by ensuring that HR practices and policies align and comply with laws and regulations. Beyond employment law, HR professionals are expected to develop employee relations strategies and programs that foster positive employee-manager and unions-management relations. This course provides an overview of U.S. laws that govern the employer-employee relationship — including laws that prohibit discrimination, and labor laws that protect employees' rights and set forth employers' obligations and responsibilities. You will also explore employee relations strategies and best practices for driving employee engagement and managing workplace conflicts. Through real-world cases and problem-based learning, you will gain the practical skills and knowledge required to advise managers on dealing with legal and contemporary issues throughout the HR lifecycle, from hiring and promotion, to compensation and benefits, discipline and termination.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7550 Workplace Investigations 3 Credits

Workplace conflict and misconduct — from discrimination to harassment, bullying, retaliation, conflict of interest, and other inappropriate behavior — are on the rise. These pose serious legal, social, reputational, and financial risks to employers and can negatively impact employee morale and performance. HR professionals can help organizations navigate this challenge by effectively responding to and investigating complaints involving potential violations of law or company policy. This course explores procedures and best practices for managing workplace investigations end-to-end, from complaints intake to investigation planning, interviewing witnesses, gathering and evaluating evidence, and preparing an investigative report. Beyond investigations, you will learn strategies and techniques for resolving conflict, including arbitration, mediation, negotiation, and facilitation, as well as how to institutionalize measures to prevent a recurrence of misconduct. Through case study analyses, practice-based exercises, simulations, and expert feedback, you will gain the practical knowledge and skills required to conduct prompt, thorough, and fair investigations and manage conflict appropriately.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHR 7600 People Analytics Strategy 3 Credits

As a new age of data and analytics unravels, the datafication of HR is revolutionizing people management at an unprecedented speed and scale. HR professionals with strong analytical abilities are now in high demand, as the field moves beyond basic descriptive analytics and reporting, to leveraging predictive analytics to drive business performance. This advanced HR analytics course explores the intersection of strategy, HR, and data analytics, putting people at the heart of strategy. From conducting rigorous data analysis and interpretation to making persuasive data visualizations, you will learn how to transform people data into actionable insights to better attract, develop, motivate, and retain talent. The course also provides practical frameworks and tools for evaluating HR initiatives to demonstrate return on investment (ROI) on HR programs. You will gain hands-on experience working with large data sets, real-world cases, and industry-standard technology and analytics tools, and develop the knowledge and skills needed to improve people decision-making and strategy execution in organizations.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHR 7949 Independent Study 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPHR 7950 Graduate Internships in HR 3 Credits

The HRM Internship Program is designed to help students leverage the knowledge, skills and competencies gained from their coursework to solve real-world problems. It has a developmental focus, and provides a unique opportunity for students to explore their career interests, develop industry-specific knowledge, and build professional networks. Students undertaking an internship are expected to demonstrate proficiency on at least five of the seven HRM program learning outcomes: creative & critical thinking; applied problem solving; communication; ethical reasoning and values; information literacy; technological competence; and global competence. The goal is for students to identify gaps in their HR knowledge and competencies, and create an individual development plan to bridge these gaps prior to completing their degree program. Under the guidance of their internship advisor and host organization supervisor, students will work on a broad-based or specialized HR project that is mutually beneficial to them and their partner organizations.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.

MPHR 7990 HRM Capstone 3 Credits

The HRM Capstone is the culminating experience of the Georgetown Master's in HRM program. It represents a crowning achievement as a capstone does in architecture, and provides students with an opportunity to apply the HR knowledge, skills and competencies gained from all their coursework to complex real-world organizational challenges. Through the culminating experience, students complete unique and original projects that make a creative contribution that advances an organization or the HR profession. This contribution may take the form of a consulting engagement with a partner organization or an applied research project. Depending on the nature of your project, you may work individually or on a small team — under the guidance of an expert advisor. Your semester-long project may be broad-based or focused on a specialized area of HR, and requires you to demonstrate mastery of the seven program learning outcomes: creative & critical thinking, global competence, ethical reasoning and values, applied problem solving, information literacy, technological competence, and communication.

Note: This course is a core requirement for the MPS degree. A grade of "B" or higher is needed to pass this course.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies (HR Mgt), Prof Studies (HR Mgt), Prof Studies (HR Mgt) or Prof Studies (HR Mgt).

Enrollment is limited to Graduate level students.