

Status: PENDING

**PROGRAM REQUEST**  
Labor and Human Resources

Last Updated: Myers, Dena Elizabeth  
12/22/2010

<b>Fiscal Unit/Academic Org</b>	Management & Human Resources - D1039
<b>Administering College/Academic Group</b>	Business
<b>Co-administering College/Academic Group</b>	
<b>Semester Conversion Designation</b>	Re-envisioned with significant changes to program goals and/or curricular requirements (e.g., degree/major name changes, changes in program goals, changes in core requirements, structural changes to tracks/options/courses)
<b>Current Program/Plan Name</b>	Labor and Human Resources
<b>Proposed Program/Plan Name</b>	Labor and Human Resources
<b>Program/Plan Code Abbreviation</b>	LHR-MLHR
<b>Current Degree Title</b>	Master of Labor and Human Resources

**Credit Hour Explanation**

Program credit hour requirements		A) Number of credit hours in current program (Quarter credit hours)	B) Calculated result for 2/3rds of current (Semester credit hours)	C) Number of credit hours required for proposed program (Semester credit hours)	D) Change in credit hours
Total minimum credit hours required for completion of program		76	50.7	43.5	7.2
Required credit hours offered by the unit	Minimum	76	50.7	43.5	7.2
	Maximum	76	50.7	43.5	7.2
Required credit hours offered outside of the unit	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0
Required prerequisite credit hours not included above	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0

**Explain any change in credit hours if the difference is more than 4 semester credit hours between the values listed in columns B and C for any row in the above table**

The quarter-based program did not compare favorably against competitor programs (e.g., Cornell, Illinois, Rutgers, Minnesota) in terms of length. The semester-based program has been adjusted to more closely reflect the median program length of peer institutions. In order to do this, we have reduced the two-quarter Conceptual and Historical Foundations of HR class into one 7-week semester course. The statistics course sequence has been reduced from two quarter-length classes to one 14-week semester length class. We have also eliminated the Human Resources Information Systems course. Finally, we have condensed our two-quarter length labor relations course requirement to one 7-week semester course. Conversely, we have added course requirements more focused on strategic management to better position our graduates as business leaders in their new careers.

**Program Learning Goals**

Note: these are required for all undergraduate degree programs and majors now, and will be required for all graduate and professional degree programs in 2012. Nonetheless, all programs are encouraged to complete these now.

**Program Learning Goals**

- Learning Goal 1: Graduates develop strong analytical skills that can be immediately applied for effective HRM decision making and problem solving.
- Learning Goal 2: Graduates develop strong leadership skills to be used to guide the client through appropriate HRM strategies.
- Learning Goal 3: Graduates master various functional areas of MHR.
- Learning Goal 4: Graduates acquire a working understanding of the business context that guides effective human resources decision making.

**Assessment**

Status: PENDING

**PROGRAM REQUEST**  
Labor and Human Resources

Last Updated: Myers,Dena Elizabeth  
12/22/2010

Assessment plan includes student learning goals, how those goals are evaluated, and how the information collected is used to improve student learning. An assessment plan is required for undergraduate majors and degrees. Graduate and professional degree programs are encouraged to complete this now, but will not be required to do so until 2012.

Is this a degree program (undergraduate, graduate, or professional) or major proposal? Yes

Does the degree program or major have an assessment plan on file with the university Office of Academic Affairs? No

**DIRECT MEASURES (means of assessment that measure performance directly, are authentic and minimize mitigating or intervening factors)**

**Standardized tests**

- Local comprehensive or proficiency examinations

**Evaluation of a body of work produced by the student**

- Practicum, internship or research evaluation of student work

**INDIRECT MEASURES (means of assessment that are related to direct measures but are steps removed from those measures)**

**Additional types of indirect evidence**

- Peer review of program
- External program review
- Curriculum or syllabus review
- Comparison or benchmarking

**USE OF DATA (how the program uses or will use the evaluation data to make evidence-based improvements to the program periodically)**

- Analyze and discuss trends with the unit's faculty
- Analyze and report to college/school
- Analyze and report to accrediting organization
- Make improvements in curricular requirements (e.g., add, subtract courses)
- Make improvements in course content
- Make improvements in course delivery and learning activities within courses
- Periodically confirm that current curriculum and courses are facilitating student attainment of program goals

**Program Specializations/Sub-Plans**

If you do not specify a program specialization/sub-plan it will be assumed you are submitting this program for all program specializations/sub-plans.

**Pre-Major**

Does this Program have a Pre-Major? No

**Attachments**

- All Required Letters & Attachments for MLHR Degree Program Request.pdf: All Required Letters & Attachments - MLHR Request

*(Other Supporting Documentation. Owner: Gomez-Bellenge,Francisco X)*

**Comments**

- The Fiscal Unit/Academic Org needs to be changed to Bus Admin D1000 *(by Gomez-Bellenge,Francisco X on 11/22/2010 09:51 AM)*

Status: PENDING

**PROGRAM REQUEST**  
Labor and Human Resources

Last Updated: Myers,Dena Elizabeth  
12/22/2010

**Workflow Information**

Status	User(s)	Date/Time	Step
Submitted	Gomez-Bellenge,Francisco X	12/21/2010 04:25 PM	Submitted for Approval
Approved	Greenberger,David Burton	12/21/2010 04:31 PM	Unit Approval
Approved	Wruck,Karen Hopper	12/22/2010 09:32 AM	SubCollege Approval
Approved	Mangum,Stephen L	12/22/2010 09:43 AM	College Approval
Approved	Myers,Dena Elizabeth	12/22/2010 09:54 AM	GradSchool Approval
Pending Approval	Soave,Melissa A	12/22/2010 09:54 AM	CAA Approval



**FISHER**  
COLLEGE OF BUSINESS

December 30, 2010

Provost Joseph A. Alutto  
Office of Academic Affairs  
203 Bricker Hall

Dear Provost Alutto:

RE: Proposed Semester Conversion for Master of Labor and Human Resources Degree Program

On behalf of the Fisher College of Business, we recommend approval of the proposed revision to the existing Master of Labor and Human Resources (MLHR) Degree Program to accommodate conversion to a semester-system schedule.

The MLHR program is a two-year professional master's program that consists of a core, electives and a thesis or internship requirement.

Responsibility for the program is vested in the Graduate Education in Labor and Human Resources Committee chaired by Professor Robert Heneman.

The proposed MLHR program revisions were developed by the Graduate Education in Labor and Human Resources Committee. The proposed curriculum and course offerings were approved by the faculty of the Department of Management and Human Resources in Spring Quarter of 2010. The Program Proposal was approved at the College Faculty meeting on 19 May 2010.

We concur with the recommendation of the faculty of the Graduate Education in Labor and Human Resources Committee, the Department of Management and Human Resources faculty and the College Faculty. We recommend the proposed MLHR curriculum and courses be approved.

Office of the Dean



**FISHER**  
COLLEGE OF BUSINESS

Sincerely,

*Christine Poon*

Christine A. Poon  
Dean and John W. Berry, Sr. Chair in Business

*Stephen L. Mangum*

Stephen L. Mangum  
Senior Associate Dean and Professor of MHR

Office of the Dean



15 December, 2010

Dr. Joseph A. Alutto  
Executive Vice President and Provost  
The Ohio State University  
CAMPUS

Dear Provost Alutto:

We are writing on behalf of the Labor and Human Resources (LHR) Program faculty to recommend the proposed revision to the existing Master in Labor and Human Resources (MLHR) Program to accommodate the conversion from a quarter system to a semester system schedule.

#### Background

The MLHR Program has been in existence since 1976 and was most recently revised in 2003. The MLHR was last reviewed externally in 2009 by the American Association of Colleges and Schools of Business, the major accreditation group for leading business schools. In the context of this accreditation review and semester conversion the MLHR faculty reaffirms the program's current mission statement (see below) and the program's learning goals and assurance of learning approach as currently constituted. This review included the collection and analysis of Assurance of Learning data. Our faculty have decided that the learning goals established as part of this process are still valid.

Although rankings are not available for master's level human resources programs, we are generally considered by our peers to be a top 5 program. We anticipate significant growth in this program. According to the Bureau of Labor Statistics, the projected growth rate for HR professionals will be 22% between 2008 and 2018. This growth rate is "much faster than the average for all occupations."

Our mission statement was created in 2003 and was used to guide our deliberations on the revised curriculum.

The Masters in Labor and Human Resources at The Ohio State University is the foremost program in educating and developing individuals with the analytical, business context, and leadership skills, as well as functional content knowledge, needed to be effective internal human consultants and organizational policy makers who increase the effectiveness of their organizations.

In addition the MLHR faculty has worked closely with the MLHR Corporate Advisory Board in considering possible program changes to introduce with semester conversion. The Advisory Board consists of 15 senior level executives from such companies as, Yum, Whirlpool, and General Mills. With backing from the Advisory Board, the LHR Graduate Studies Committee, which consists of five faculty members and one elected student representative, approved the revised curriculum in early Spring 2010. This was followed by approval by the College of Business faculty in late Spring 2010.

Department of Management and Human Resources

### Program Rationale Statement

We maintain the core essentially unchanged because this content remains critical for all human resources professionals. Our revision is based on the following factors:

- We benchmarked similar programs (e.g., Cornell, Illinois, Rutgers, Minnesota) that are semester-based. Our proposed 43.5 credit hours is close to the median of these schools.
- Because of the significant decline in the proportion of the U.S. workforce that is unionized, we are continuing to de-emphasize the Industrial Relations component of our program and differentiate ourselves from other leading programs by focusing more on Human Resources.
- To better position our graduates as leaders within their organizations, we are emphasizing our students' understanding of how Human Resources functions impact other areas of business. This is the most significant change in the curriculum and one strongly advocated and endorsed by our Advisory Board.
- Based on benchmarking, faculty and Advisory Board advice we are moving from electives to required coursework on human resources management is a strategic asset to organizations and are introducing a new capstone course that will help our graduates understand the critical role that Human Resources Management can play in an organization and help them develop as strategic thinkers.

### Proposed Semester curriculum

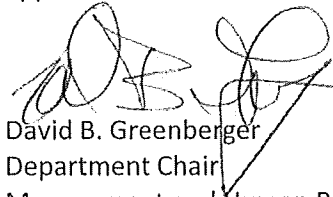
The new curriculum is a blend of the old, requiring some courses that we have been beta-testing as electives, and the new; adding innovative curriculum changes.

1. Preserve the Human Resource core. This is content we believe all Human Resources must be conversant with. All, except for *Contemporary Employment Practices and the Law* and *Conceptual and Historical Foundations of Labor and Human Resources* are 14-weeks long due to their importance. These are:
  - Staffing Organizations
  - Designing Effective Organizational Learning Systems
  - Total Rewards/Compensation
  - Conceptual and Historical Foundations of Labor and Human Resources
  - Contemporary Employment Practices and the Law
2. Continue courses that promote Human Resources as a change agent, *Understanding Teams and Leadership for Human Resource Managers* and *Organizational Development and Change*, but modify them into seven week modules.
3. In addition to embedding more quantitative problems and examples throughout the course work, we have been requiring three quantitative courses and will continue to do so under semesters. The Data Analysis course will be 14 weeks and is a modification of two current courses; the other courses will each be 7 weeks.

4. Because of our decreased emphasis on Industrial Relations, our new curriculum, has only one proposed course in that area.
5. To grow the business acumen of our students, we are adding courses that both teach our students about other functional areas of business and show them how the Human Resource function operates interacts with these. We are going from one 10-week course in this area to one 14-week course as well as two 7-week courses.
6. We have been teaching three elective courses that approach the issue of strategic human resources from various perspectives. In the new, proposed curriculum, we require these three seven week courses and add one final, capstone course.
7. Finally, we preserve the experiential (Internship/Tutorial/Thesis) option as well as the requirement that students take at least one elective.

In the attached materials you will find the required materials for conversion of the MLHR Program from a quarter to a semester system. These materials have been approved by the LHR Graduate Studies Committee and the College of Business faculty.

We concur with the faculty of the Labor and Human Resources Program that the attached revisions be approved.



David B. Greenberger  
Department Chair  
Management and Human Resources  
Phone: 614-292-5291  
[Greenberger\\_1@fisher.osu.edu](mailto:Greenberger_1@fisher.osu.edu)



Robert Heneman  
Graduate Studies Chair  
Labor and Human Resources  
Phone: 614-292-4587  
[Heneman\\_1@fisher.osu.edu](mailto:Heneman_1@fisher.osu.edu)



## **Attachments for MLHR Semester Conversion Program Request**

### **Rationale for Program Changes**

The last revision to the MLHR Program was in 2003. The program is being revised with significant changes for 2012-2013. We maintain the core, staffing, compensation and training and development, essentially unchanged because this content remains critical for all human resources professionals. Our new credit hour requirement, 43.5, is close to the median of schools we benchmarked against. Because of the significant decline in the proportion of the U.S. workforce that is unionized, we are continuing to de-emphasize the Industrial Relations component of our program and differentiate ourselves from other leading programs by focusing more on Human Resources. To better position our graduates as leaders within their organizations, we are emphasizing our students' understanding of how Human Resources functions impact other areas of business. This is the most significant change in the curriculum and one strongly advocated and endorsed by our Advisory Board. Based on benchmarking, faculty and Advisory Board advice we are moving from electives to required coursework on human resources management is a strategic asset to organizations and are introducing a new capstone course that will help our graduates understand the critical role that Human Resources Management can play in an organization and help them develop as strategic thinkers.

### List of Semester Courses & Categories

Required Courses (offered by the unit)	New Course #	Credit Hours
7-week courses		
Conceptual and Historical Foundations of Labor and Human Resource Management I	7301	1.5
Performance Management	7305	1.5
Understanding Teams & Leadership for Human Resource Managers	7319	1.5
Organizational Development and Change	7302	1.5
Human Resource Management Research Methods	7303	1.5
Labor Relations	7311	1.5
Contemporary Employment Practices and the Law	7316	1.5
Markets, Organizations, and HRM	7307	1.5
Talent Management	7304	1.5
Strategic Management of Human Assets	7317	1.5
Human Resources for the HR Professional	7325	1.5
14-week courses		
Staffing Organizations	7309	3
Designing Effective Organizational Learning Systems	7308	3
Total Rewards/Compensation	7314	3
Data Analysis and Decision Making for Labor and Human Resources	7315	3
Fundamentals of Business Excellence I	7320	

		3
Fundamentals of Business Excellence II	7321	3
Fundamentals of Business Excellence III	7322	3
Internship or	7191	3
Tutorial Option Or	7192	3
Thesis (2 times 3 credits)	7999	6
If a student completes the thesis, the student will not be required to complete the elective indicated below.		
<b>Required Courses (offered outside of the unit)</b>		
None		
<b>Elective Courses, Tracks, Categories, or Baskets of Courses (may be offered inside or outside of unit-2 courses)</b>		
Any graduate level course at Fisher College of Business and courses offered outside of the college taught for graduate credit and by faculty, with MLHR Program Director approval.		3 credits minimum

## Semester Curriculum Advising Sheet

### Full-Time Students

The following is the MLHR Curriculum Plan for full-time students taking four courses per semester. Because each course is offered only once per year, students need to plan their schedules in advance to minimized time to degree completion.

#### *Year 1 – Autumn Semester*

- BUS-MHR 7307 - Markets, Organizations, and HRM (1.5 cr)
- BUS-MHR 7304 - Talent Management (1.5 cr)
- BUS-MHR 7301 - Conceptual and Historical Foundations of Labor and Human Resource Management I (1.5 cr)
- BUS-MHR 7303 - Human Resource Management Research Methods (1.5 cr)
- BUS-MHR 7320 - Fundamentals of Business Excellence I (3 cr)

#### *Year 1 – Spring Semester*

- BUS-MHR 7316 - Contemporary Employment Practices and the Law (1.5 cr)
- BUS-MHR 7319 - Understanding Teams & Leadership for Human Resource Managers (1.5 cr)
- BUS-MHR 7315 - Data Analysis and Decision Making for Labor and Human Resources (3 cr)
- BUS-MHR 7309 – Staffing Organizations (3 cr)

#### *Year 1 – May Term and Summer Session*

Internship/Tutorial/Thesis Work/International Elective Trip

#### *Year 2 – Autumn Semester*

- BUS-MHR 7314 - Total Rewards/Compensation (3 cr)
- BUS-MHR 7305 - Performance Management (1.5 cr)
- BUS-MHR 7302 - Organizational Development and Change (1.5 cr)
- BUS-MHR 7321 - Fundamentals of Business Excellence II (3 cr)
- BUS-MHR 7191 - Internship or BUS-MHR 7192 Tutorial or BUS-MHR 7999 Thesis (3 cr)

#### *Year 2 – Spring Semester*

- BUS-MHR 7308 - Designing Effective Organizational Learning Systems (3 cr)
- BUS-MHR 7322 - Fundamentals of Business Excellence III (3 cr)
- BUS-MHR 7311 - Labor Relations (1.5 cr)
- BUS-MHR 7317 - Strategic Management of Human Assets (1.5 cr)
- BUS-MHR 7325 – Human Resources for the HR Professional (1.5 cr)

**Total Number of Credits is 43.5**

Internship or Tutorial is 3 credits. Thesis in place of the internship or tutorial is 6 credits.

Three credit hours of electives are required unless completing the thesis.

**Plan A: Thesis Requirement (6 hours)**

**Plan B: Internship/Tutorial (3 hours)**

These hours are taken with the assistance of a faculty advisor with expertise in the area being researched to complete the internship, tutorial, or thesis.

Plan A: Elective Credits (waived)

Plan B: Elective Credits (3 hours)

### **Part-Time Students Planning to Graduate in Three Years**

The following is the MLHR Curriculum Plan for part-time students planning to graduate in three years. These students will be taking two to four courses per term. Because each course is offered only once per year, students need to plan their schedules in advance to minimize time to degree completion.

#### ***Year 1-Autumn Semester***

- BUS-MHR 7301 - Conceptual and Historical Foundations of Labor and Human Resource Management I (1.5 cr)
- BUS-MHR 7303 - Human Resource Management Research Methods (1.5 cr)
- BUS-MHR 7320 - Fundamentals of Business Excellence I (3 cr)

#### ***Year 1 - Spring Semester***

- BUS-MHR 7315 - Data Analysis and Decision Making for Labor and Human Resources (3 cr)
- BUS-MHR 7309 - Staffing Organizations (3 cr)

#### ***Year 1- May & Summer Terms***

Students may choose to take elective classes in the summer to reduce year-three course load or International Elective Trip.

#### ***Year 2 - Autumn Semester***

- BUS-MHR 7307 - Markets, Organizations, and HRM (1.5 cr)
- BUS-MHR 7304 - Talent Management (1.5 cr)
- BUS-MHR 7321 - Fundamentals of Business Excellence II (3 cr)

#### ***Year 2 - Spring Semester***

- BUS-MHR 7322 - Fundamentals of Business Excellence III (3 cr)
- BUS-MHR 7317 - Strategic Management of Human Assets (1.5 cr)
- BUS-MHR 7319 - Understanding Teams & Leadership for Human Resource Managers (1.5 cr)

#### ***Year 2- May & Summer Terms***

Students may choose to take elective classes in the summer to reduce year-three course load and or Internship/Tutorial/Thesis Work/International Elective Trip.

***Year 3 – Autumn Semester***

- BUS-MHR 7314 - Total Rewards/Compensation (3 cr)
- BUS-MHR 7305 - Performance Management (1.5 cr)
- BUS-MHR 7302 - Organizational Development and Change (1.5 cr)
- BUS-MHR 7191 - Internship or BUS-MHR 7192 Tutorial or BUS-MHR 7999 Thesis (3 cr)

***Year 3 – Spring Semester***

- BUS-MHR 7311 - Labor Relations (1.5 cr)
- BUS-MHR 7316 - Contemporary Employment Practices and the Law (1.5 cr)
- BUS-MHR 7308 - Designing Effective Organizational Learning Systems (3 cr)
- BUS-MHR 7325 – Human Resources for the HR Professional (1.5 cr)

## Quarter Curriculum Advising Sheet

The MLHR curriculum consists of 76 credit hours for both Plan A (thesis and oral defense) and Plan B (internship or tutorial, and comprehensive exam).

Core Requirements (64 hours)

### Core Human Resource Skills

BUS-MHR 851 Conceptual and Historical Foundations of Labor and HR I  
 BUS-MHR 852 Conceptual and Historical Foundations of Labor and HR II  
 BUS-MHR 856 Staffing the Organization  
 BUS-MHR 865 Compensation Theory and Practice  
 BUS-MHR 855 Training and Development of Human Resources

### Process Skills

BUS-MHR 806 Organizational Behavior  
 BUS-MHR 807 Organization Development and Change  
 BUS-MHR 861 HR Negotiations

### Analytical Skills

BUS-MGT 801.01 Statistical Analysis of Labor and HR Management I \*  
 BUS-MHR 811 HR Research Methods \*  
 BUS-MHR 867 Statistical Analysis for Labor and HR Management II  
 BUS-MHR 853 Human Resource Information Systems

### Business Context Skills

BUS-MHR 862 Labor Law and Business Plans  
 BUS-MHR 863 Human Resources and Business Functions  
 BUS-MHR 854 Policy Seminar- Economics and the Employment Relationship  
 BUS-MHR 868 Contemporary Employment Practices and the Law

\*course may be waived if previous comparable coursework approved by instructor; must complete other courses to fulfill credit hours.

### Plan A: Thesis Requirement (8 hours)

**Plan B: Internship/Tutorial**  
 Requirement (4 hours)

These hours are taken with the assistance of a faculty advisor with expertise in the area being researched to complete the internship, tutorial, or thesis.

Plan A: Elective Credits (4 hours)

Plan B: Elective Credits (8 hours)



The remaining hours may be made up of MHR courses, Independent or Group Study hours, or outside electives in areas related to HR, such as Psychology or Communication. Electives must be given for graduate credit, taught by a member of the Graduate Faculty at OSU, and related to HR. Pre-approval of outside elective courses by the student's advisor is required.

## Transition Policy

The faculty who are members of the Graduate Program in Labor and Human Resources intend to work with all students to make certain that their progress toward graduation is not adversely impacted by the conversion to semesters. As indicated previously, we believe that the changes we have made to our program will enhance its quality, the training of our students, and their reputation. We also believe that the transition will occur without increasing time to degree. The transition policy we have developed is based upon the following guidelines:

- For students affected by the transition, whether full-time or part-time, we will be evaluating course credits taken under quarters and compare them to the current requirements. On the basis of this, we will develop a remaining percentage of the (total) required semester credits that we expect the students to take and translate this into credit hours.
- Specific core courses will be required of all students. These requirements can be met either by taking an appropriate (existing) quarter course or by the new (proposed) semester version of this course.
- Beyond these core courses, students will be expected to complete as many current or planned courses as possible to meet the credit requirements. The coursework will be determined by the program manager and the Graduate Studies Committee Chair.

### 1. For full-time students beginning in 2011, there is a specific plan (see below);

#### *Year 1 – Autumn Quarter*

- BUS-MHR 801.01 Statistical Analysis of Labor and HR Management
- BUS-MHR 851 - Conceptual and Historical Foundations of Labor and Human Resource Management I (new format)
- BUS-MHR 863- Business Practices for the HR Manager I (new format)

#### *Winter Quarter*

- BUS-MHR 811- HR Research Methods
- BUS-MHR 868- Employment Law
- Bus-MHR 867- Statistical Analysis of Labor and HR Management II

#### *Spring Quarter*

- BUS-MHR 854- Policy Seminar- Economics and the Employment Relationship
- BUS-MHR 856- Staffing the Organization
- BUS-MHR 806- Organizational Behavior

#### *Summer Quarter*

- Internship/Tutorial/Thesis Work/International Elective Trip

#### *Year 2 – Autumn Semester*

- BUS-MHR 7314 - Total Rewards/Compensation
- BUS-MHR 7305 - Performance Management
- BUS-MHR 7302 - Organizational Development and Change
- BUS-MHR 7321 - Fundamentals of Business Excellence II (3 cr)
- BUS-MHR 7191 - Internship or BUS-MHR 7192 Tutorial or BUS-MHR 7999 Thesis (3 cr)

**Spring Semester**

- BUS-MHR 7308 - Designing Effective Organizational Learning Systems
- BUS-MHR 7311 - Labor Relations
- BUS-MHR 7317 - Strategic Management of Human Assets
- BUS-MHR 7322 - Fundamentals of Business Excellence III
- BUSOMHR 7325- Human Resources for the HR Professional

\* Three credit hours of electives are required in any quarter unless completing the thesis.

**2. For part-time students who began in fall quarter, 2010, and intend to complete the program in three years, there is a specific plan (see below);****Year 1 – Autumn Quarter**

- BUS-MHR 801.01 Statistical Analysis of Labor and HR Management
- BUS-MHR 851 - Conceptual and Historical Foundations of Labor and Human Resource Management

**Winter Quarter**

- BUS-MHR 852 - Conceptual and Historical Foundations of Labor and Human Resource Management II
- Bus-MHR 867- Statistical Analysis of Labor and HR Management II

**Spring Quarter**

- BUS-MHR 854- Policy Seminar- Economics and the Employment Relationship
- BUS-MHR 856- Staffing the Organization

**Summer Quarter**

Internship/Tutorial/Thesis Work/Electives (optional)

**Year 2 – Autumn Quarter**

- BUS-MHR 863- Business Practices for the HR Manager I
- BUS-MHR 861- HR Negotiations

**Winter Quarter**

- BUS-MHR 811- HR Research Methods
- BUS-MHR 807- Organization Development and Change

**Spring Quarter**

- BUS-MHR 855- Training and Development of Human Resources
- BUS-MHR 865- Compensation Theory and Practice

**Summer Quarter**

- Internship/Tutorial/Thesis Work/International Elective Trip

**Year 3 – Autumn Semester**

- BUS-MHR 7304 - Talent Management

- BUS-MHR 7305 - Performance Management
- BUS-MHR 7191 - Internship or BUS-MHR 7192 Tutorial or BUS-MHR 7999 Thesis

***Spring Semester***

- BUS-MHR 7316 - Contemporary Employment Practices and the Law
- BUS-MHR 7319 - Understanding Teams & Leadership for Human Resource Managers
- BUS-MHR 7317 - Strategic Management of Human Assets
- BUSOMHR 7325- Human Resources for the HR Professional

\* Three credit hours of electives are required in any quarter unless completing the thesis.

**3. For part-time students beginning in fall quarter, 2011, and who intend to complete the program in three years, there is a specific plan (see below);**

***Year 1 – Autumn Quarter***

- BUS-MHR 801.01 Statistical Analysis of Labor and HR Management
- BUS-MHR 851 - Conceptual and Historical Foundations of Labor and Human Resource Management

***Winter Quarter***

- BUS-MHR 811- HR Research Methods
- Bus-MHR 867- Statistical Analysis of Labor and HR Management II

***Spring Quarter***

- BUS-MHR 856- Staffing the Organization
- BUS-MHR 806- Organizational Behavior

***Year 2 – Autumn Semester***

- BUS-MHR 7320- Business Practices for the HR Manager I
- BUS-MHR 7314 - Total Rewards/Compensation

***Spring Semester***

- BUS-MHR 7308 - Designing Effective Organizational Learning Systems
- BUS-MHR 7311 - Labor Relations (1.5 cr)
- BUS-MHR 7316 - Contemporary Employment Practices and the Law (1.5 cr)

***Summer Quarter***

- Internship/Tutorial/Thesis Work/International Elective Trip

***Year 3 – Autumn Semester***

- BUS-MHR 7304 - Talent Management
- BUS-MHR 7307 - Markets, Organizations, and HRM
- BUS-MHR 7321 - Fundamentals of Business Excellence II
- BUS-MHR 7191 - Internship or BUS-MHR 7192 Tutorial or BUS-MHR 7999 Thesis

***Spring Semester***

- BUS-MHR 7322 - Fundamentals of Business Excellence III
- BUS-MHR 7317 - Strategic Management of Human Assets (1.5 cr)

- BUS-MHR 7325 – Human Resources for the HR Professional (1.5 cr)

\* Three credit hours of electives are required in any quarter unless completing the thesis.

The Fisher College of Business Graduate Programs Office will develop individualized plans for students who do not fit in the course sequences described above, following the facts and principles outlined here.