HRMG 5976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.

HRMG 5978. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

HRMG 6200. Managing People and Organizations. 3 Hours.
Examines today's evolving environment, in which effective utilization of human resources is a source of competitive advantage. To maximize the contribution of organizational members, managers must be able to understand, diagnose, and influence workplace behavior in the context of change. Topics include management of cross-functional teams and boundaryless organizations. Emphasis is on the role of corporate culture and distributed leadership.

HRMG 6208. Effective Organizational and Human Behavior. 3 Hours.
Introduces theories and concepts designed to help students diagnose, understand, and predict behavior in organizations. Managing the "people" side of organizations has always been one of the greatest challenges for organizations. With today's knowledge workers; flatter, decentralized structures; and rapidly changing competitive conditions, the "human behavior" issues are of even greater strategic importance to organizational success. Among the topics addressed are interpersonal communication, groups and teams, motivation, leadership, organizational culture, and change. In conjunction with BUSN 6201 and other first-year activities, students focus not only on the concepts as applied to others but also on their personal skills and how these can be developed for more productive behavior in organizations.

HRMG 6210. Managing Professionals and High Performance Teams. 3 Hours.
Designed to improve the managerial and leadership effectiveness of individuals who have increasing responsibility over the performance of creative individual contributors and project teams working for them. Covers both micro concerns (individuals and groups) and macro issues (organizational structure and interfunctional relationships). Topics include creating and sustaining the motivational commitment and performance of professional employees, dealing with complacency and routine performance, managing organizational reward systems and career paths of professionals, overseeing effective conflict management and leadership of decision-making processes, managing pressures between product development and schedule, staffing and managing the critical roles and cross-functional relationships in the innovation process, managing the communication and transfer of information and technology effectively across organizational structures, and effecting organizational diagnosis for systemic change.

HRMG 6212. Creating an Innovative Organization. 3 Hours.
Examines the actions that managers must take to stimulate innovation and direct it in ways that allow the organization to accomplish its goals. Topics include what organization forms are most conducive to innovation, what factors hinder innovativeness and how can they be overcome, and what role managers play in bringing about innovation. Focuses on the actions that companies and their managers can take to design their organizations and systems effectively in order to foster innovativeness. Elements of an organization's infrastructure include design, reward mechanisms, communication patterns, boundary spanning, control systems, leadership at all levels, and the organization's culture.

HRMG 6213. Leadership. 3 Hours.
Built on the premise that everyone is capable of leadership. Exposes students to a series of alternative perspectives of leadership, including some contemporary collaborative models. From careful consideration of these perspectives, as well as from practicing them using the course's experiential methods, students have an opportunity to build a personal model of leadership upon which they can expand as they continue to develop as leaders.

HRMG 6214. A Management Perspective of Human Resource Management. 3 Hours.
Takes a general manager's perspective on human resource management. Global competitive challenges are forcing organizations to become increasingly flexible. Workplace trends such as telecommuting, increased information technology, contingent workers, and diversity hiring designed to address this flexibility are fundamentally altering the realm of human resource management in the United States. Explores how these issues affect the management of people in organizations through case analyses, small-group exercises, videos, and lectures. Examines topics traditionally related to the human resources management function, such as planning, staffing, evaluating, and rewarding. Also examines employee rights, labor relations, and international human resources management.

HRMG 6216. Leading Global Organizations. 3 Hours.
Addresses design and diagnosis, training, human resource flows, structure, and reward systems as tools to achieve effective behavior in global organizations. Effective global organizations require leadership to resolve the challenges inherent in dynamically complex contexts.

HRMG 6217. Virtual, Vicious Teams: Building and Leading High-Performance Teams. 3 Hours.
Offers an opportunity to learn how to build and lead different types of teams, including co-located, virtual, global, and top management teams. Asks students to identify the roles and responsibilities of team members and leaders and to develop effective communication, collaboration, and commitment among team members and other constituencies. Also examines how to effectively facilitate coordination across functionally distinct teams.
HRMG 6218. Great Companies. 3 Hours.
Studies and debates the criteria for a great company. As suppliers, customers, employees, or students, everyone has experience with a range of organizations. Some are admired, some are mediocre, and some are dreadful. This course focuses on companies with management practices that produce and sustain extraordinary outcomes such as low cost, amazing service, fast growth, and exceptional quality. Often, these companies are great because they dare to be different and the key question is: “How do they do it?” Explores such topics as organizational culture, organizational design, empowerment, business process improvement, reward systems, and employee and organizational learning. Uses a variety of learning approaches, including case studies, articles, lecture/discussion, videos, and exercises.

HRMG 6219. Leadership for Environmental Sustainability. 3 Hours.
Explores how organizational leaders use scientific knowledge to develop effective sustainability strategies around such global issues as climate change and energy depletion. Also explores how key stakeholders—businesses, governments, gray sector organizations, and communities—interact on issues of global sustainability. The course objective is to develop leaders who can research and communicate effectively about global environmental sustainability.

HRMG 6220. Health Organization Management. 3 Hours.
Covers key issues and introduces management principles in health organization management. Offers students an opportunity to apply important theoretical ideas, such as systems thinking and organizational learning, to meet challenges effectively, to learn how the healthcare workplace functions, and how to manage in these workplaces. Emphasizes case-based learning, critical thinking, and evidence-based management using individual and group projects. Introduces cutting-edge tools in areas such as work redesign, performance management, brand enhancement, and quality improvement. Addresses the management imperatives of today’s healthcare organizations and how to implement strategies and programs to meet those imperatives effectively. Intended for anyone interested in working or managing within the healthcare industry, including the field of public health.

HRMG 6221. Power and Influence. 3 Hours.
Introduces students to the uses of power and influence in the surroundings in which they work, working with and managing people, and achieving the goals they set for themselves. Offers students an opportunity to make sense of their own on-the-job learning experiences and to explore basic diagnostic and action-planning skills that they can later use on the job. Exposes students to a variety of cases that demonstrate the effective and ineffective uses of power in different types of organizational contexts and at different points in a manager’s career and how to consider difficult ethical questions as well.

HRMG 6223. Global Talent Management. 3 Hours.
Offers students an opportunity to obtain the insights, frameworks, and tools to effectively manage and develop talent in teams and organizations. Also explores promotion and cross-functional systems that strengthen the organization as well as retention strategies to promote and reward high-quality talent. Managing and developing talent is one of the top three issues on the minds of CEOs from around the world. In fact, CEOs cite managing and developing their leadership talent as the issue that is most important to the future success of their business but that their organizations are least capable of addressing effectively. Offers students an opportunity to engage in various activities intended to illustrate and practice the skills involved in implementing talent management systems.

HRMG 6260. Advanced Topics in Human Resource Management. 3 Hours.
Offers an in-depth examination of selected issues and problems in human resource management that are of current interest to faculty and students. Specific topics alternate depending on faculty availability and interest as well as student enrollment criteria.

HRMG 6280. The Human Side of Innovation. 3 Hours.
Examines the leadership and managerial skills required for effectively managing multifunctional teams engaged in product, service, and business process innovation. Incorporates fieldwork, corporate visits, and other experiential learning opportunities. Explores strategies for recruiting, motivating, and retaining high-performance people. Introduces models for leading systematic innovative change within established corporate cultures, including understanding senior management attitudes toward innovation and how to create executive sponsors and mentors.

HRMG 6281. Leading and Implementing Innovation in Organizations. 3 Hours.
Offers a framework for understanding the organizational impact of adopting a new business model as well as an analytic guide to planning and implementing required changes. Examines the role of organizational diagnosis and visioning and the role of top management as an agent and advocate for change. Offers students an opportunity to approach piloting organizational innovations before scaling them across the enterprise.

HRMG 6290. Building High Performance Teams. 2 Hours.
Explores the elements necessary to build, manage, and maintain effective teams. Also explores how teams function and the elements that foster optimal interactions. Classroom exercises introduce class members to one another and assist in forming study groups.

HRMG 6291. Leveraging Organizational Development, Motivation, and Leadership for Organizational Effectiveness. 2 Hours.
Focuses on both the entire organizational system (organizational design and organizational culture) and individual behavior/interpersonal issues. Offers students an opportunity to increase their understanding of the elements of organizational design and organizational culture and the ways they impact human behavior and organizational effectiveness; to improve their ability to diagnose situations in organizations; to increase their understanding of principles of motivation and leadership styles, providing insight into their own approach to leadership; and to improve their own interpersonal skills in giving feedback.

Focuses on the strategic, rather than administrative, side of human resource management (HRM). Although many companies view HRM as primarily administrative, there are others that recognize that effective HRM is a key to their competitiveness. Emphasizes and illustrates the ways in which different HRM practices support and enable different business strategies. Studies key components and principles of talent management, including recruitment and selection, reward systems, training and development, and retention.
HRMG 6293. Developing and Applying Personal Leadership Skills. 2,3 Hours.
Offers students an opportunity to identify the real challenges in their professional lives, to assess their own leadership skills, and to identify strengths and areas needing further development. Facilitated by faculty and supported by the student’s learning team, students have an opportunity to capture the everyday challenges of the workplace and plan effective responses in the form of increased leadership skills and behaviors. Students work individually and together to accomplish their development goals. After workplace application, offers students an opportunity to reflect on how successful their efforts were, identifying additional strategies to further improve their leadership skills, and to learn to deal with their own and other’s emotional reactions to stresses presented by leadership challenges.

HRMG 6294. Hallmarks of Effective Leadership. 2 Hours.
Offers students an opportunity to examine and critique behavior in established firms and entrepreneurial ventures so they can better predict performance outcomes, define leader-related problems, and provide solutions. Examines the middle as well as the top of the organization, suggesting how aspiring leaders can expedite career ascension by developing and deploying power through a perception of competency and a propensity for collaboration. Offers students an opportunity to increase their understanding of leadership theory, skills, and practice. Introduces factors that influence the decision-making process, such as followers, gender/cultural diversity, and the organizational environment.

HRMG 6960. Exam Preparation—Master’s. 0 Hours.
Offers the student the opportunity to prepare for the master’s qualifying exam under faculty supervision.

HRMG 6962. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

HRMG 6964. Co-op Work Experience. 0 Hours.
Provides eligible students with an opportunity for work experience. May be repeated without limit.

HRMG 7976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.