

# Human Resources Management (HRMG)

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## **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 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.

**Prerequisite(s):** HRMG 6200 with a minimum grade of C- or HRMG 6208 with a minimum grade of C- or HRMG 6318 with a minimum grade of C-

## **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.

**Prerequisite(s):** HRMG 6200 with a minimum grade of C- or HRMG 6208 with a minimum grade of C- or HRMG 6318 with a minimum grade of C-

## **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.

**Prerequisite(s):** HRMG 6200 with a minimum grade of C- or HRMG 6208 with a minimum grade of C- or HRMG 6318 with a minimum grade of C-

## **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.

**Prerequisite(s):** HRMG 6200 with a minimum grade of C- or HRMG 6208 with a minimum grade of C-

## **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.

**Prerequisite(s):** HRMG 6200 with a minimum grade of C- or HRMG 6208 with a minimum grade of C- or HRMG 6318 with a minimum grade of C-

## **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 6230. Leading a Diverse and Inclusive Organization. (3 Hours)**

Examines issues including discrimination and bias, sexual harassment and workplace romance, professional and personal development, power and privilege, work and family, and organizational strategies for promoting equal opportunity and a multicultural approach for leveraging diversity and inclusion. Incorporates readings to generate lively discussions and debates, experiential learning, self-reflection, case studies, and guest speakers who are diversity experts and thought leaders. Diversity in the workplace involves recognizing and capitalizing on individual differences such as religion, gender, race, ethnicity, sexual orientation, national origin, age, and physical ability/disability. Leaders need to address issues of diversity in strategic and ethical ways if they are to compete and succeed in a global economy.

**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 6318. Managing the Organization. (2 Hours)**

Offers key insights every business professional should understand working in, managing, and leading organizations in today's complex, diverse, and dynamic business environment. The primary goal of this course is to challenge—and improve—students' understanding of human behavior in organizations so that they are better positioned to strategically leverage human capital. Introduces critical theories and concepts through case analyses, debates, TED Talks, and exercises that aim to help students understand, analyze, and ultimately address real business situations and problems.

**HRMG 6962. Elective. (1-4 Hours)**

Offers elective credit for courses taken at other academic institutions. 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.