Human Resource Leadership, M.S.

Degree Offered

- Master of Science

Nature of the Program

Students in the AACSB accredited 30 credit-hour online MS in Human Resource Leadership are expected to develop skills including:

- Explain choices in human capital policies and procedures using established theory
- Evaluate the impact of HR practices on organization and individual-level performance and strategic goal attainment
- Recommend, implement, and assess changes to human capital management both to increase organizational performance, and in response to externalities and change in organization strategy
- Effectively lead teams and organizations through change management initiatives
- Foster the creation and growth of positive work environments and effective organizational cultures
- Utilize data and business analytics to assess performance and value-creation
- Effectively communicate across all levels of organizational hierarchy

By focusing on developing advanced professional knowledge, data-driven decision-making skills, and leadership capabilities, our MS in Human Resource Leadership graduates will be positioned to compete in a growing market and see continued upward movement along their career-path. In attaining the MS Human Resource Leadership degree, those with HR-related undergraduate degrees will benefit by strengthening their data analytic skills and strategic mindset. Additional prospective students will include individuals seeking to transition their current careers into the HR function. This group will acquire specialized knowledge and skills they have not had the opportunity to receive working in other business functions.

Our MS Human Resource Leadership graduates will be subject matter experts with the ability to make data-driven managerial decisions, and the skills to assume leadership roles within their organizations. Graduates will possess both the technical skills in demand by national employers, as well as the “soft” or “people” skills frequently absent from on-the-job training. Our students will be educated in how to understand business practice and strategy from an integrated perspective that is not limited to a functional “silo.” Graduates will apply their learning to improve the performance of organizations in local, state, and federal contexts by leveraging the diverse talents of human capital including the residents of West Virginia and the world.

Academic Standards

In addition to the University’s academic and professional standards, students enrolled in a John Chambers College of Business and Economics master’s degree program must also abide by the following standards:

- Students must have a minimum cumulative GPA of 3.0 to earn a degree from their graduate program, without exception.
  - A student who cannot mathematically meet the 3.0 GPA requirement to successfully complete the degree, within a reasonable period of time (as defined by the Program Coordinator or designee), will be dismissed from their academic program. Visit the Probation, Suspension, and Dismissal section of the University’s Graduate Catalog for more information about this topic.
- Students must follow the professional standards established by their degree program and/or department. A student who violates the established professional standards may be placed on probation, suspended, or dismissed from their program.
- A student whose cumulative GPA falls below 2.75 will automatically be placed on academic probation.
  - A student will be suspended from their program, for up to one year, if their GPA is not raised to 2.75 by the end of their subsequent semester of enrollment. The program will reevaluate the student after the term of suspension to determine whether they may return to the program or be dismissed.
  - A student will be suspended from their program if they earn a letter grade below C- in more than one required course.
  - A student who earns a letter grade of D or F in any required course must repeat the course and earn a minimum letter grade of C-.
  - Any grade earned in a repeated course at the graduate level is included in the calculation of a student’s overall and major GPA, along with the original grade earned in the course. Additionally, the original grade earned in the course will remain on the student’s academic transcript/permanent record. Visit the Grades section of the University Graduate Catalog for more information about this topic.

Any exceptions to the above standards must be approved in writing by the Assistant or Associate Dean and the Program Coordinator.

Admissions

The MSHRL Admissions Committee is made up of John Chambers College of Business and Economics faculty. The Committee reviews applications holistically and will admit students based on strength of their admissions application and potential to succeed in this program.

MSHRL Admissions Requirements:
• Resume detailing applicant’s employment history, job responsibilities and professional accomplishments.
• Two years of full-time work experience.
• Academic Transcripts – An Undergraduate GPA of 3.0 or higher is preferred. If the applicant’s undergraduate GPA is less than a 3.0, then the applicant must submit GMAT or GRE scores for consideration.
• Statement of Purpose (500 words) – Describe your academic background and work experience (roles and responsibilities) and how they have prepared you to pursue a graduate degree in HR. Explain why you would like to pursue the online MSHRL at WVU. What are your career plans/goals after completing the MSHRL?
• Two letters of recommendation (preferably one letter related to professional experience and another related to academic background).

For international applicants, please consult the additional John Chambers College of Business and Economics requirements which are different than the university requirements.

Major Code: 2170

All graduate programs in the John Chambers College of Business and Economics require that enrolled students maintain a minimum cumulative GPA of 3.0 in coursework applied toward their degree program, as outlined in the specific academic program of study. Students must also have a minimum cumulative GPA of 3.0 to earn a graduate degree from their respective program.

### Human Resource Leadership Master of Science Curriculum Requirements

#### REGULAR STANDING CURRICULUM REQUIREMENTS

A minimum GPA of 3.0 is required in all coursework counted toward the degree.

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>ILR 562</td>
<td>Labor Relations</td>
<td>3</td>
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<tr>
<td>ILR 510</td>
<td>Recruitment, Assessment, &amp; Selection</td>
<td>3</td>
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<tr>
<td>ILR 541</td>
<td>Total Reward Systems</td>
<td>3</td>
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<tr>
<td>ILR 503</td>
<td>Performance Management Systems &amp; Strategies</td>
<td>3</td>
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<td>ILR 551</td>
<td>Human Resource Development</td>
<td>3</td>
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<td>BADM 623</td>
<td>Strategy</td>
<td>3</td>
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<td>BADM 535</td>
<td>Organizational Behavior</td>
<td>3</td>
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<tr>
<td>BUDA 525</td>
<td>Business Statistical Methods 1</td>
<td>3</td>
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<tr>
<td>or BADM 621</td>
<td>Business Research</td>
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<tr>
<td>ECON 571</td>
<td>Economics of Education and Labor</td>
<td>3</td>
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<tr>
<td>BUDA 510</td>
<td>Foundations of Business Intelligence</td>
<td>3</td>
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<tr>
<td>or BUDA 550</td>
<td>Business Data Visualization</td>
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Total Hours: 30

**Grade Point Average:** The MSHRL program requires that the student maintain a grade point average of at least 3.0 on all work taken as a graduate student while enrolled in the College of Business and Economics. In addition, the student must maintain a 3.0 average in all work counting toward the graduate degree. A student whose cumulative grade point average falls below 2.75 will be placed on probation. If the student’s average is not brought up to 2.75 by the end of the following semester, the student will be suspended from the program. A grade below C in more than one course taken while enrolled as a graduate student will result in suspension from the program.

### Suggested Plan of Study

#### First Year

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<th>Semester</th>
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<tr>
<td>Fall</td>
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<td>BADM 535</td>
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<td>ILR 562</td>
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<td>ILR 510</td>
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<td>BUDA 550</td>
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<td>ILR 551</td>
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Total credit hours: 30
Major Learning Outcomes

HUMAN RESOURCE LEADERSHIP

Learning Goal 1: Students will be able to articulate expertise in the functional areas of Human Resource Management including recruitment, selection, performance management, training & development, total rewards, and labor relations.

Learning Goal 2: Students will be able to synthesize advanced knowledge of human resource management with business operations to facilitate strategic solutions that align stakeholder interests, HR practices, and business needs to drive organizational performance.

Learning Goal 3: Students will be able to collect, analyze, and integrate demographic and business data using appropriate tools and methods to effectively assess human capital decision alternatives and make recommendations.

Learning Goal 4: Students will build ethical, long-term partnerships within and between organizational business units that enhance employee satisfaction and motivation while balancing effectiveness and efficiency.

COURSES

ILR 505. Employment Law. 3 Hours.
Survey of the legal principles guiding the employer-employee relationship. Examines laws regulating hiring, job opportunity, discrimination, affirmative action, sexual harassment, wages, benefits, privacy right, health, safety, employment at will, layoffs and termination.

ILR 506. Performance Management. 3 Hours.
Development of individual employees in an organization; performance evaluation, discipline of problem employees, identifying training needs, and design and delivery of training programs.

ILR 507. Conflict Management Processes. 3 Hours.
Sources of conflict in the workplace and processes utilized to deal with that conflict. Theories of conflict management, industry practices, and specific techniques for productive channeling of conflict. Significant experiential component.

ILR 508. Organizational Change and Renewal. 3 Hours.
Organizational evolution as a result of multiple change process, including employee involvement, empowerment, high performance organizations, process consulting, and goal setting. Emphasis on organizational and union relationships.

ILR 509. Talent Acquisition. 3 Hours.
Theoretical, practical, and legal issues involved in talent acquisitions in organizations: human resource planning, recruiting, staffing models, employment testing, statistical analysis, legal issues, and selection methods.

ILR 511. Human Capital Management. 3 Hours.
Overview of many issues related to managing human capital in organizations, examined from both a strategic and tactical level relevant to all practicing managers and future leaders.

ILR 515. Business and Human Resource Integration. 3 Hours.
PR: Enrollment in the MSIR program or permission of the instructor. Bridges the gap for the Human Resource (HR) Professional between functional HR knowledge and other key general management skills such as financial, accounting, and operations functions of an organization.

ILR 520. Human Resource Information Systems. 3 Hours.
Use of computers for human resource management; HRIS planning, development and implementation, evaluating existing software; development of a database unique to human resource management.

ILR 522. International Industrial Relations. 3 Hours.
Analyses the human resource and labor relations practices of firms and economies as they relate to the global market; basis of international business, legal/governmental environmental, labor movements, and industrial relations practices.

ILR 525. HR Analytics. 3 Hours.
PR: Enrollment in MSIR program or permission of instructor. This course introduces quantitative techniques related to human resource (HR) management. The primary objective is to expose and equip students with quantitative and statistical techniques used in the field of HR to make decisions related to workforce utilization, support employee development, and maximize organizational goals. Students will work with databases, collection of data, statistical packages, data interpretation, and data visualization.

ILR 530. Compensation Issues. 3 Hours.
Seminar in compensation designed to develop further understanding of compensation theory and practice. Topic areas will include labor supply, wage theory, legal constraints, motivation, equity theory, organizational development as well as compensation structure and administration.

ILR 534. Work Group Dynamics and Leadership. 3 Hours.
Small group or individual research on topics related to leadership and group dynamics in the work environment including training and other human relations programs.

ILR 537. Practicum in Industrial Interviewing. 3 Hours.
Experiential learning of industrial interviewing techniques covering legal and technical aspects of employment interviewing and other types of interviewing.
ILR 540. Arbitration Theory and Practice. 3 Hours.
PR: Consent. Study of the purpose of arbitration, trends, principles of contract construction, hearing procedure evidence, remedies, training and education of arbitrators, training of advocates, and decision writing. Students will arbitrate mock cases.

ILR 543. Negotiation Strategy. 3 Hours.
Theory and practice of both principled negotiations and position bargaining; extensive role play and technique building exercises for individual and team negotiations; detailed preparation methods for all types of personal and professional negotiations.

ILR 544. Benefits Management. 3 Hours.
Considers employee benefits from the perspective of the industrial relations specialist who is responsible for articulating and administering a corporate program. Includes study of all benefits covered by major federal legislation.

ILR 545. Equal Employment Opportunity. 3 Hours.
A series of lectures by specialists in equal employment opportunity affairs. Lectures will include attorneys, directors of state and national EEO agencies, and representatives of business and industry and the labor movement.

ILR 546. Training and Development. 3 Hours.
Survey of the domain and issues of the field of training and development and practical approach to designing and conducting training and development programs. Topics include both scientific issues and applied issues.

ILR 548. Strategic Management for Human Resources. 3 Hours.
Stages and types of strategies; formulation and implementation of strategies; human resource aspects of planning and strategic assessment; extensive case analysis and team projects.

ILR 562. Labor Relations. 3 Hours.
Examination of the theory and practice of labor relations and collective bargaining. Topics include economic and historical environment, labor law, unionization, contract negotiation, patterns in contract content, conflict resolution, grievance handling, and an introduction to arbitration.

ILR 571. Human Resource/Industrial Relations Practicum 1. 1 Hour.
PR: Enrollment in the MS Industrial Relations program or consent. The first course in a series of four required one-credit hour courses that offers practicum experiences, delivers professional development opportunities, and provides exposure to contemporary topics in the field of HR/IR (e.g., teambuilding, diversity issues).

ILR 572. Human Resource/Industrial Relations Practicum 2. 1 Hour.
PR: Enrollment in the MS Industrial Relations program or consent. The second course in a series of four required one credit hour courses that offers practicum experiences, delivers professional development opportunities, and provides exposure to contemporary topics in the field of HR/IR (e.g., HR investigations, performance management systems).

ILR 573. Human Resource/Industrial Relations Practicum 3. 1 Hour.
PR: Enrollment in the MS Industrial Relations program or consent. The third course in a series of four required one credit hour courses that offers practicum experiences, delivers professional development opportunities and provides exposure to contemporary topics in the field of HR/IR (e.g., outsourcing the HR function, HR impact on mergers and acquisitions).

ILR 574. Human Resource/Industrial Relations Practicum 4. 1 Hour.
PR: Enrollment in the MS Industrial Relations program or consent. The fourth course in a series of four required one credit hour courses that offers practicum experiences, delivers professional development opportunities, and provides exposure to contemporary topics in the field of HR/IR (e.g., anatomy of negotiation, personal finances).

ILR 580. Human Resources Practicum. 3 Hours.
This course offers professional development opportunities through a series of applied seminars taught by practicing professionals.

ILR 581. Collective Bargaining Practice. 3 Hours.
Examination of the development of the Collective Bargaining process from its legal and historical foundation through and including a simulated full contract negotiation similar to what students experience in Labor Relations when actually employed.

ILR 589. MS - Industrial and Labor Relations Internship. 3 Hours.
PR: Consent. Supervised professional experience in human resources and/or industrial relations. Internships are organized, administered, and evaluated jointly by faculty, student, and sponsoring organization. Minimum 12 contact hours per week.

ILR 590. Teaching Practicum. 1-3 Hours.
PR: Consent. Supervised practice in college teaching of industrial labor relations. Note: This course in intended to insure that graduate assistants are adequately prepared and supervised when they are given college teaching responsibility. It will also present a mechanism for students not on assistantships to gain teaching experience. (Grading may be P/F.).

ILR 591. Advanced Topics. 1-6 Hours.
PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

ILR 592. Directed Study. 1-6 Hours.
Directed study, reading, and/or research.

ILR 593. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.
ILR 594. Seminar. 1-6 Hours.
Special seminars arranged for advanced graduate students.

ILR 595. Independent Study. 1-9 Hours.
Faculty-supervised study of topics not available through regular course offerings.

ILR 691. Advanced Topics. 1-6 Hours.
PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

ILR 693. Special Topics. 1-6 Hours.
A study of contemporary topics selected from recent developments in the field.

ILR 695. Independent Study. 1-9 Hours.
Faculty-supervised study of topics not available through regular course offerings.

ILR 696. Graduate Seminar. 1-3 Hours.
PR: Consent. Each graduate student will present at least one seminar to the assembled faculty and graduate student body of his or her program.

ILR 697. Research. 1-9 Hours.
PR: Consent. Research activities leading to thesis, problem report, research paper or equivalent scholarly project, or a dissertation. (Grading may be S/U.)

ILR 698. Thesis or Dissertation. 1-6 Hours.
PR: Consent. This is an optional course for programs that wish to provide formal supervision during the writing of student reports (698), or dissertations (798). Grading is normal.

ILR 699. Graduate Colloquium. 1-6 Hours.
PR: Consent. For graduate students not seeking coursework credit but who wish to meet residency requirements, use of the University’s facilities, and participate in its academic and cultural programs. Note: Graduate students who are not actively involved in coursework or research are entitled, through enrollment in their department’s 699/799 Graduate Colloquium to consult with graduate faculty, participate in both formal and informal academic activities sponsored by their program, and retain all of the rights and privileges of duly enrolled students. Grading is P/F; colloquium credit may not be counted against credit requirements for masters programs. Registration for one credit of 699/799 graduate colloquium satisfies the University requirement of registration in the semester in which graduation occurs.