Human Resource Management, M.S.

Degree Offered

- Master of Science in Human Resource Management

Nature of the Program

The Department of Management offers the Master of Science in Human Resource Management (MSHRM). This AACSB-accredited program of study prepares students for professional positions in human resource management and labor relations. The curriculum is aligned with the standards set forth by the Society for Human Resource Management (http://www.shrm.org).

Professional opportunities for MSHRM graduates include such positions as human resource business partner, human resource manager, labor relations specialist, training coordinator, talent acquisition specialist, compensation analyst, and benefits administrator. Many graduates find employment with Fortune 500 companies. Other positions include opportunities in government such as National Labor Relations Board Field Examiner, positions with the Federal Mediation and Conciliation Service, state and local Human Rights Commission representatives, and Department of Labor compliance officers. Some find positions with organized labor, all levels of government, and advocacy organizations. The Management Department, in conjunction with the John Chambers College of Business and Economics Center for Career Development, makes a concerted effort to place graduates in positions that fulfill students’ career objectives.

The MSHRM program is a full-time program of instruction designed to be completed in three semesters. Accepted students will begin in the fall semester, with a planned graduation after completing program requirements at the end of the following fall semester (fall, spring, fall). The program requires students to complete an applied, non-credit internship experience (or equivalent) designed to occur during the summer between the second and third semesters.

Experiential learning opportunities are embedded into many courses in the curriculum, enabling students to work on meaningful, applied projects while learning core content. Additionally, all students complete an applied internship experience. Many organizations return to WVU each year seeking MSHRM students as summer interns, and many of those lead to full time employment offers upon degree completion. Other co-curricular learning opportunities include the General Electric Interview Competition (GEIC), PepsiCo Case Study Competition, WVU Talent & Culture Fellowship opportunity, collective bargaining simulations, site visits with HR professionals, and the opportunity to develop international HR skills while traveling abroad.

Another program highlight is the Practicum series. Through a series of required practicum courses, students engage in a variety of professional development activities including resume building, mock interviews, and engaging in formal and informal networking opportunities. The Practicum series brings HR practitioners to the classroom to share knowledge, insights, and best practices with students on a variety of topics. These topics complement their in-class studies by presenting diverse perspectives that cut across the academic/practitioner landscape.

One-Year Option

Incoming students who already possess a master’s degree in a complementary discipline may be eligible for the condensed, one-year version of the MSHRM program. Completed applications will undergo a transcript review to ensure equivalency of prior coursework and will be admitted to the one-year program upon approval of the Program Coordinator. One-year students will be required to complete an applied, non-credit internship experience (or equivalent) prior to graduation.

Tuition Loyalty Program

Students completing an undergraduate degree at any West Virginia college or university, are eligible for current, in-state (resident) tuition rates while enrolled in the MSHRM program.

Student Organizations

Students are encouraged to participate in academic-related extracurricular activities. Many are co-sponsored by the Human Resource Management Student Association including: the IRSA Newsletter, the mentorship program, company site visits, guest speakers, community service efforts, social events, and honors banquets. Outstanding academic achievement is recognized by membership in the Human Resource Management Honor Society. The faculty makes Outstanding IR Student awards annually to persons selected on the basis of scholarship, leadership, and extracurricular activities. A student SHRM chapter is operational within the John Chambers College of Business and Economics and is an additional student-centered organization that emphasizes the career specialties of the MSHRM degree.

Academic Standards

In addition to the University’s academic and professional standards (http://catalog.wvu.edu/graduate/enrollmentandregistration/), students enrolled in a John Chambers College of Business and Economics master’s degree program must also abide by the following standards:
Human Resource Management, M.S.

- 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 (http://catalog.wvu.edu/graduate/enrollmentandregistration/#probationsuspensiontext) 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 (http://catalog.wvu.edu/graduate/advisingcoursesdegrees/advising_and_evaluation/#gradestext) 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 Associate Dean for Graduate Programs and Global Engagement and the Program Coordinator.

ADMINISTRATION

PROGRAM COORDINATOR

- Suzanne Kitchen - Ed.D. (West Virginia University)

CHAIR, DEPARTMENT OF MANAGEMENT

- Abhishek Srivastava - Ph.D. (University of Maryland)

FACULTY

PROFESSORS

- Jeff Houghton - Ph.D. (Virginia Polytechnic Institute & State University)
  Workgroup Dynamics & Leadership
- Edward Tomlinson - Ph.D. (Ohio State University)
  Compensation Issues

TEACHING ASSOCIATE PROFESSOR

- Kelly Nix - Ph.D. (West Virginia University)
  Strategic Management for HR
- Thomas A. Zeni - Ph.D. (University of Oklahoma)
  Talent Acquisition; Organizational Change

ASSISTANT PROFESSORS

- Jamie Field - Ph.D. (Virginia Commonwealth University)
  HR Data Analytics
- Kayla Folmer - Ph.D. (Pennsylvania State University)
  Performance Management
- Lily Morse - Ph.D. (Carnegie Mellon University)
  Conflict Management Processes

LECTURERS

- Cris DeBord - MSIR
  Business & HR Integration
- Emily Dennis - Ph.D. (Robert Morris University)
  Training & Development
- Tina Parton - MSIR
  Benefits Management
Admissions

The MSHRM degree is interdisciplinary in nature and no specific undergraduate major is required. Coursework in psychology, labor economics, statistics, and business disciplines is helpful. To gain admission into the MSHRM program, an applicant must have a bachelor’s degree from an accredited institution. Overall grade point average is considered with additional attention given to the grade point average achieved in the last sixty hours of coursework, and/or major-specific coursework. Additionally, several other criteria are evaluated as requested in the Application Requirements below. Only completed applications will be considered.

Admission to the MSHRM is determined by the Program Coordinator at the recommendation of the MSHRM Admissions Committee. This is a multiple-hurdle process where completed applications are reviewed by the MSHRM Admissions Committee, and those selected to move forward in the process are then interviewed either face-to-face or via telephone/video-conference. The MSHRM Admissions Committee then makes an admittance recommendation to the Program Coordinator. Completed applications are reviewed on a rolling basis beginning in January for the following Fall semester. The priority deadline for MSHRM applications is May 31st, although applications may continue to be reviewed and accepted later based on available space in the cohort. Admission to the program is highly competitive and total enrollment is limited to approximately 35 students per year.

Application Requirements

A completed, electronic application will consist of:

• Official copy of the applicant's undergraduate transcript
• Up-to-date resume including all prior professional experiences and affiliations
• 2 letters of recommendation from individuals that can directly speak to the applicant’s fit and ability to complete the MSHRM program, and their desire to be an HR professional. Letters of recommendation are to be submitted via the online application portal only.
• Statement of Purpose (not to exceed one page): The statement of purpose should describe your interest in the MSHRM program at WVU, your interest in an HR career and career aspirations, how you believe the MSHRM program will help you meet those aspirations, and any other relevant information you would like to share with the MSHRM Admissions Committee and Program Coordinator that will help us to better understand your candidacy.
• Official GRE/GMAT scores: Applicants are required to complete either the GRE or GMAT standardized test (GRE is preferred). Scores should be sent directly to the school. Program codes may be found on the program website (http://www.be.wvu.edu/msir). Applicants whose cumulative undergraduate GPA is a 3.5 or higher (based on a 4.0 scale) are not required to take the GRE/GMAT and may exclude this portion of the application process.
• International Students (only) are required to submit TOEFL or IELTS scores. The John Chambers College of Business and Economics TOEFL requirement is higher than the University’s - applicants must have a TOEFL score of either 580 (paper prior to July 27) or 68 (paper after July 27), 237 (computer), or 92 (Internet-based). If you have taken the IELTS instead of the TOEFL, the minimum score must be 6.5. English language exam scores should be sent to the Office of Graduate Admissions and Recruitment, West Virginia University, PO Box 6009, Morgantown, WV 26506-6009.

Prerequisites

All students from a non-business undergraduate major will be admitted conditionally based on successful completion of a series of prerequisite coursework. Students will be informed of exactly which prerequisite courses they will need to complete after a review of their completed undergraduate transcript by the Program Coordinator and their Graduate Advisor. Incoming students are expected to complete their prerequisite coursework prior to beginning classes in the MSHRM Program.

Application Deadline

Please visit the MSHRM program’s webpage (https://business.wvu.edu/academics/management-department/ms-industrial-relations/) for specific application deadlines and other important information. Students may also contact the John Chambers College of Business and Economics Graduate Programs Office for assistance at (304) 293-5505 or BeGradPrograms@mail.wvu.edu.

Major Code: 2168

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 Management Master of Science Degree Program Requirements

REGULAR STANDING CURRICULUM REQUIREMENTS

A minimum GPA of 3.0 is required in all courses  

A grade of C or higher must be earned in all required courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILR 505</td>
<td>Employment Law</td>
<td>3</td>
</tr>
<tr>
<td>ILR 534</td>
<td>Work Group Dynamics and Leadership</td>
<td>3</td>
</tr>
<tr>
<td>ILR 509</td>
<td>Talent Acquisition</td>
<td>3</td>
</tr>
<tr>
<td>ILR 562</td>
<td>Labor Relations</td>
<td>3</td>
</tr>
<tr>
<td>ILR 525</td>
<td>HR Analytics</td>
<td>3</td>
</tr>
<tr>
<td>ILR 571</td>
<td>Human Resource/Industrial Relations Practicum 1</td>
<td>1</td>
</tr>
<tr>
<td>ILR 522</td>
<td>International Industrial Relations</td>
<td>3</td>
</tr>
<tr>
<td>ILR 546</td>
<td>Training and Development</td>
<td>3</td>
</tr>
<tr>
<td>ILR 530</td>
<td>Compensation Issues</td>
<td>3</td>
</tr>
<tr>
<td>ILR 515</td>
<td>Business and Human Resource Integration</td>
<td>3</td>
</tr>
<tr>
<td>ILR 572</td>
<td>Human Resource/Industrial Relations Practicum 2</td>
<td>1</td>
</tr>
<tr>
<td>ILR 507</td>
<td>Conflict Management Processes</td>
<td>3</td>
</tr>
<tr>
<td>ILR 581</td>
<td>Collective Bargaining Practice</td>
<td></td>
</tr>
<tr>
<td>ILR 595</td>
<td>Independent Study</td>
<td></td>
</tr>
<tr>
<td>ILR 544</td>
<td>Benefits Management</td>
<td>3</td>
</tr>
<tr>
<td>ILR 508</td>
<td>Organizational Change and Renewal</td>
<td>3</td>
</tr>
<tr>
<td>ILR 548</td>
<td>Strategic Management for Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>ILR 506</td>
<td>Performance Management</td>
<td>3</td>
</tr>
<tr>
<td>ILR 573</td>
<td>Human Resource/Industrial Relations Practicum 3</td>
<td>1</td>
</tr>
</tbody>
</table>

Elective ***

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILR 508</td>
<td>Internship Requirement</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours 45

* Grade Point Average: The MSHRM 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 John Chambers 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.

** Successful completion of the degree program requires participating in a supervised, non-credit internship experience. Internships are typically completed in the summer between semester two and three. Students will not be able to graduate without an internship.

*** Other elective options may be approved by Program Coordinator.

SUGGESTED PLAN OF STUDY

Three semester course of study with a fall start: (forty-five credit hours including thirteen core courses and *one elective)

First Year

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILR 505</td>
<td>Employment Law</td>
<td>3</td>
</tr>
<tr>
<td>ILR 534</td>
<td>Work Group Dynamics and Leadership</td>
<td>3</td>
</tr>
<tr>
<td>ILR 509</td>
<td>Talent Acquisition</td>
<td>3</td>
</tr>
<tr>
<td>ILR 562</td>
<td>Labor Relations</td>
<td>3</td>
</tr>
<tr>
<td>ILR 525</td>
<td>HR Analytics</td>
<td>3</td>
</tr>
<tr>
<td>ILR 571</td>
<td>Human Resource/Industrial Relations Practicum 1</td>
<td>1</td>
</tr>
<tr>
<td>ILR 522</td>
<td>International Industrial Relations</td>
<td>3</td>
</tr>
<tr>
<td>ILR 546</td>
<td>Training and Development</td>
<td>3</td>
</tr>
<tr>
<td>ILR 530</td>
<td>Compensation Issues</td>
<td>3</td>
</tr>
<tr>
<td>ILR 515</td>
<td>Business and Human Resource Integration</td>
<td>3</td>
</tr>
<tr>
<td>ILR 572</td>
<td>Human Resource/Industrial Relations Practicum 2</td>
<td>1</td>
</tr>
<tr>
<td>ILR 507</td>
<td>Conflict Management Processes</td>
<td>3</td>
</tr>
<tr>
<td>ILR 581</td>
<td>Collective Bargaining Practice</td>
<td></td>
</tr>
<tr>
<td>ILR 595</td>
<td>Independent Study</td>
<td></td>
</tr>
<tr>
<td>ILR 544</td>
<td>Benefits Management</td>
<td>3</td>
</tr>
<tr>
<td>ILR 508</td>
<td>Organizational Change and Renewal</td>
<td>3</td>
</tr>
<tr>
<td>ILR 548</td>
<td>Strategic Management for Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>ILR 506</td>
<td>Performance Management</td>
<td>3</td>
</tr>
<tr>
<td>ILR 573</td>
<td>Human Resource/Industrial Relations Practicum 3</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILR 508</td>
<td>Internship Requirement</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours 16 16

Second Year

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILR 544</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>ILR 508</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>ILR 548</td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>
**ONE-YEAR PROGRAM CURRICULUM REQUIREMENTS**

Admission to the One-Year Program:
Students entering the program with a Master's degree in an associated discipline may be considered for the one-year option. During the application process, the program coordinator will determine if the applicant qualifies for the one-year program.

A minimum GPA of 3.0 is required in all courses.

A grade of C or higher must be earned in all required courses.

**ILR 505**  
Employment Law  
3

**ILR 544**  
Benefits Management  
3

**ILR 509**  
Talent Acquisition  
3

**ILR 562**  
Labor Relations  
3

**ILR 506**  
Performance Management  
3

**ILR 571**  
Human Resource/Industrial Relations Practicum 1  
1

**ILR 530**  
Compensation Issues  
3

**ILR 515**  
Business and Human Resource Integration  
3

**ILR 522**  
International Industrial Relations  
3

**ILR 546**  
Training and Development  
3

**ILR 572**  
Human Resource/Industrial Relations Practicum 2  
1

**Elective**  
3

**ILR 507**  
Conflict Management Processes  
3

**ILR 581**  
Collective Bargaining Practice  
3

**ILR 595**  
Independent Study  
3

**Internship Requirement**

Total Hours  
32

* Successful completion of the degree program requires participating in a supervised, non-credit internship experience.

**SUGGESTED PLAN OF STUDY**

**First Year**

<table>
<thead>
<tr>
<th></th>
<th>Fall</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ILR 505</strong></td>
<td>3</td>
<td>ILR 530</td>
</tr>
<tr>
<td><strong>ILR 544</strong></td>
<td>3</td>
<td>ILR 515</td>
</tr>
<tr>
<td><strong>ILR 509</strong></td>
<td>3</td>
<td>ILR 522</td>
</tr>
<tr>
<td><strong>ILR 562</strong></td>
<td>3</td>
<td>ILR 546</td>
</tr>
<tr>
<td><strong>ILR 506</strong></td>
<td>3</td>
<td>ILR 572</td>
</tr>
<tr>
<td><strong>ILR 571</strong></td>
<td>1</td>
<td>Elective</td>
</tr>
</tbody>
</table>

Total credit hours: 32

**Major Learning Outcomes**

**HUMAN RESOURCE MANAGEMENT**

**STUDENT LEARNING GOALS**

**Goal 1: The HR Functional Environment**

Graduates acquire knowledge and skills in basic HR functional areas that prepare them for their future careers in human resources management and industrial relations and related fields.
1.1 Selection, Performance Management, and Training and Development. Graduates are able to participate and lead in the selection processes in their organizations as well as in the measurement of performance of the human asset and the identification of training and development activities either to enhance performance or correct deficiencies in the output of human assets.

1.2 Compensation and Benefits. Graduates are able to establish and maintain equitable compensation programs and associated benefits and insurance in their organizations. Graduates are familiar with and able to impact organizational economics through the development, modification, and implementation of compensation systems and benefit plan design and administration.

Goal 2: The Current Global Environment

Graduates have capabilities and knowledge relating to current HR/IR trends, both domestically and internationally, that prepare them for their future careers in human resources management and related fields.

2.1 International HR/IR and Understanding Cultural Differences. Graduates are able to apply human resource and industrial relations functional tools in an international context based on a detailed comprehension of the economic, social and moral ramifications of globalization and cultural differences.

2.2 Management of Change, Current Trends, and Technologies. Graduates are able to participate in managing change processes within their organizations and to apply knowledge of current events, trends and developments in the human resources profession and in the overall business environment, including contemporary information systems and associated technologies, in order to solve problems and perform functions commonly encountered in human resource management.

Goal 3: The Employee and Labor Relations Environment

Graduates acquire knowledge and skills in employee and labor relations that prepare them for their careers in human resources management and industrial relations and related fields.

3.1 Management of Conflict. Graduates are able to use foundational knowledge of individual behavior and interpersonal relations in order to successfully manage and resolve conflict through processes such as mediation and facilitation.

3.2 Negotiation. Graduates are able to demonstrate effective negotiating capacities and competencies in win-win and position bargaining in general and specifically in labor relations. Students are effective advocates in labor relations, mediation, alternate dispute resolution, employee/management concerns and disputes.

Goal 4: The Legal and Ethical Environment

Graduates develop comprehensive knowledge and skill in the areas of employment law and ethical decision making.

4.1 Legal and Ethical Decision Making. Graduates are able to successfully implement the procedural and substantive aspects of labor and employment law in making ethical decisions and taking ethical actions that reflect a standard of professional behavior and values within their organizations. Employment law principles are embedded in each of the major course offerings to insure a solid fact-based application of legal practices, precedents, and contemporary interpretations.

Goal 5: The Strategic Environment

Graduates develop knowledge and skills in strategic decision making, leadership, teamwork and communications

5.1 Strategic Decision Making. Graduates are able to participate in and support strategic decision-making in human resources, industrial relations and beyond. Students are knowledgeable in the use and application of strategic planning tools and techniques and are aware of the economic and social impact of strategic business decisions.

5.2 Leadership, Teamwork and Communication. Graduates possess leadership and teamwork skills and abilities and are able to effectively communicate recommendations to management and other constituencies, orally and in writing.

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.
Analyzes 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 is 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.