



THE CATHOLIC UNIVERSITY OF AMERICA

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Master of Arts in Human Resource Management
Course Descriptions

Available at <http://metro.cua.edu/masters/mahrm.cfm> (Use “Course Descriptions” link at bottom of page.)

MBU 510 Organizational Theory and Behavior

Covers both the theoretical and empirical research on human behavior in business, public, and nonprofit institutions. Begins with the examination of internal structures such as hierarchy and authority and structural variations. Addresses the dynamic aspects of organization behavior, including such topics as leadership, motivation, supervision, communication, and control. The impact of cultural and ethical issues on organizational behavior is also covered.

MBU 512 Conflict Resolution

Introduces the terminology, concepts, and practice of conflict resolution, especially as it relates to the performance of human resource managers. Students examine case studies in conflict management to learn practical mediation skills and managerial tools for recognizing, preventing, and resolving conflicts and fostering teamwork in the workplace.

MBU 514 Leadership Foundations

Surveys, compares, and contrasts contemporary theories of leadership, providing students the opportunity to assess their own leadership competencies and how they fit in with models of leadership. Students also discuss current literature, media coverage, and case studies on leadership issues.

MBU 523 Legal Environment in Human Resources

Provides an understanding of the legal issues impacting organizations. Examines current laws, regulations and court decisions and how they impact the role and responsibilities of the human resource manager. Covers such topics as equal employment/ affirmative action programs, OSHA, and employee rights to privacy.

MBU 533 Human Resource Management and Strategy

Explores the function of human resource management in an organization, addressing such critical areas as recruitment and selection, compensation and benefits, performance management, and organization development. Addresses how human resource programs and activities can be aligned with an organization’s strategic goals and objectives to enhance organizational effectiveness.

MBU 543 Labor-Management Relations

Analyzes the economic and institutional aspects of collective bargaining and their impact on the economy. Addresses attitudes and policies of unions and management, negotiation and grievance procedures in both unionized and non-unionized firms, ethical issues in labor-management relations, and public policies toward collective bargaining.

MBU 564 Compensation and Benefits

Examines the integral parts of total compensation packages as they exist within the various economic sectors. Rationale for design and implementation of cost-effective compensation benefits programs. Explores specifics of wage and salary program structure and administration within the framework of existing business and economic climates. Prerequisite: 530.

MBU 566 Human Resource Development and Training

Explores theories, processes, and practices in training and development, addressing such topics as adult learning, instructional design, evaluation, coaching, management development, organization development and change, job training, and career development.

MBU 619 Strategic Planning and Implementation

Effective organizations strategically design their mission, vision, structure, and operations to anticipate and respond to external threats, opportunities, and conditions. This course explains how organizations formulate, implement, and evaluate strategies that help ensure their sustainability and profitability. Integrates case studies to provide practical examples of strategic management concepts.

MBU 627 Human Resource Information System and Communications

Provides an understanding of the leading Commercial Off-The-Shelf (COTS) human resource software packages available to large enterprises: Enterprise Resource Planning (ERP) Software. Applications such as PeopleSoft, SAP, or BAAN, will be compared with respect to the principles of information resources and systems management in the human resource function of a company. Emphasizes the role of ERPs in multi-national firms. Class will discuss challenges of project management. Prerequisite: MGT 530.

MBU 653 HR Budgeting and Metrics

Addresses the concepts and principles of financial management of particular relevance to human resource practitioners. Emphasis is placed on learning the principles of budgeting. Also examines organizational and HR-specific measures that can be used to help determine the effectiveness of the HR function.

MBU 663 Leadership and Organization

Covers leadership theory and the process of leading in both the private and the public sector. Relates the leadership function to organizational development. Covers topics such as managers versus leaders; managing from a global perspective; ethical dilemmas in leadership; gender and leadership; leading through empowerment.

MBU 673 Master's Capstone: Synthesis, Research, Applications

Provides a synthesis of the concepts and principles addressed throughout the duration of the master's program. Students demonstrate an understanding of the material and its applications by completing a significant research paper or applied project.

FEDERAL HR Track:

MBU 630 Management of HR in the Federal Government

Surveys the strategies, policies, methods, realities, and ethical issues involved in human resource management within the Federal Government. Looks beyond a traditional focus on HR transactions to provide a strategic view of Federal human resources, offering a solid framework and overview on issues facing the federal sector and preparing students with the knowledge and competencies necessary to perform in this changing environment.

MBU 632 Compensation and Benefits in the Federal Government

Examines the integral parts of total compensation packages as they exist within the Federal Government. Rationale for design and implementation of cost-effective compensation benefits programs. Explores specifics of wage and salary program structure and administration within the framework of the Federal Government as needed to remain competitive with the Private Sector. Addresses emerging practices in pay banding, pay for performance and work-life balance programs.

MBU 633 Legal Environment of HRM in the Federal Sector

Provides a general understanding of the legal issues impacting organizations. Examines current laws, regulations and court decisions and how they impact the role and responsibilities of the human resource manager. Incorporates legal issues that are unique to the federal government, such as Title 5 law and regulations, the Merit Systems Protection Board, and proprietary rights of tenured public employees.

MBU 635 Performance Management in the Federal Sector

Covers the performance management process, including planning, performance support, evaluation, feedback, and appraisal. Explores the reward systems that can impact employee motivation. Surveys the policies and practices involved in managing the performance of a Federal workforce, and the trend to link individual performance to the organization's goals and objectives. Addresses strategies for dealing with performance issues, including the managerial tools for recognizing, preventing, and resolving conflicts and fostering teamwork.

MBU 637 Strategies and Practices in Federal Staffing

Explores sourcing and hiring, including strategies and practices for attracting employees to public service. Introduces the policies and methods for Federal staffing, including merit system principles and competitive examining. Examines the current issues and trends in talent management such as workforce planning, hiring flexibilities and selection systems, and succession planning.

MBU 638 Strategic Human Capital Management in the Federal Sector

Provides an understanding of the strategic context in which HR programs must function in the federal sector. There will be a focus on the role of HR as a business partner, using strategic human capital planning, metrics and measurement as the focal point. The Federal Strategic Human Capital Accountability Assessment Framework, the Federal Competency Assessment Tool, and the Human Capital Survey also will be covered.