

LEARNING OUTCOMES: HUMAN RESOURCES AND INDUSTRIAL RELATIONS, MHRIR

Learning Outcomes for the degree of Master of Human Resources and Industrial Relations in Human Resources and Industrial Relations (on campus & online)

The purpose of the Master of Human Resources and Industrial Relations programs are to impart knowledge and skills that individuals may use to advance to mid-and upper-level positions managing employment relations in private-and public-sector organizations as well as in labor union organizations. The online program, in particular, was developed to expand our ability to train future human resource management leaders by making the program and its strengths available to place-bound human resources professionals and career-changers.

The Society for Human Resource Management (SHRM) is the leading professional organization for human resource management practitioners worldwide. SHRM created the Human Resources Certification Institute (HRCI), which is the human resource credentialing body to promote the establishment of standards for the profession. HRCI also recognizes human resource professionals who have met, though demonstrated professional experience and the passing of a written comprehensive exam, HRCI's requirements for mastering the codified HR Body of Knowledge. HRCI regularly reviews exam content for updates and revisions to maintain relevance and include content at the leading edge of the field.

The MHRIR programs have chosen to draw from HRCI's Human Resource Body of Knowledge and other resources such as faculty expertise and prominent practitioners and scholars in the HR field, as the foundation for our student learning outcomes.

1. Students will apply Business Management and Strategy to shape immediate and long-term HR activities, practices, and policies. Students will critically examine the complex link between strategy and business practices, understand and apply workforce metrics to drive decision-making, and apply a strategic lens to international human resources.
2. Students will drive productivity outcomes, use job and company data to predict the success of new hires, and align human capital requirements to achieve business goals to support Workforce Planning and Development within an organization's HR operation.
3. Students will understand the structural elements of compensation system design and evaluate an organization's Compensation and Benefits structure relative to market forces, union agreements, and legal requirements.
4. Students will apply and adhere to statutory and legal requirements when administering HR policies and procedures and employ Risk Management strategies to protect the employer from loss and liability and comply with labor law.
5. Students will lead Employee and Labor Relations by managing workforce relationships, developing inclusive and respectful company culture, and building communication systems.

6. To support Human Resource Development, students will support organizational priorities by managing employee performance through evaluating gaps between employee performance and the desired state, building programs to address these gaps, and designing strategies for motivating employees.
7. Students will be able to integrate, synthesize, and apply knowledge of ethical dilemmas and solutions in Human Resources. Students will apply strategies for realizing the benefits of diversity and inclusion and employ practices that contribute to healthy, safe, and secure workplaces, communities, and societies as part of the organization's corporate social responsibility.

We have also formed these additional learning outcomes to support a student's immediate and long-term success in the professional world.

1. Students will be able to use critical thinking and problem-solving skills to act strategically when making decisions in business and in life.
2. Students will produce persuasive and impactful written work and verbal presentations for academic and business audiences.
3. Students will be effective leaders of change and apply interpersonal skills to work well in cross-functional teams.
4. Students will develop professional skills to support long-term career success: resume and cover letter writing, interviewing, and networking.