

**PROGRAMS in HUMAN RESOURCE DEVELOPMENT**

The Human Resource Development (HRD) Program offers courses of study leading to both undergraduate and graduate degrees in Human Resource Development, as well as to a minor in Human Resource Development, to prepare professionals who will be responsible for the training, education, and development of adults, in settings such as business, industry, health care, social service, and government. Students in the program will be provided opportunities to develop the knowledge and competencies necessary to meet the increasing needs that organizations have for HRD professionals. Competencies that have been identified by professional organizations have been carefully considered in the development of specific objectives for the course work in the program.

**Major in Human Resource Development for the Bachelor of Arts Degree**

Upon completion of the major, students will demonstrate: 1) knowledge of different organizational settings in which teaching and learning occur; 2) knowledge of the training, educational and development needs of organizations; 3) skills in task analysis, program planning, and program design that are in keeping with organizational needs; 4) ability to apply principles of learning and motivation as a basis for decisions regarding instructional programs for adults; 5) sensitivity to the psychological and cultural needs of diverse populations needed for adaptation of training/educational planning; and 6) competency in the use of methods and technology appropriate for the instructional/learning needs of organizations.

**Required Courses:**

HRD-300	Principles and Practices in Human Resource Development.....	3 cr.
HRD-301	Adult Teaching/Learning Process .....	3 cr.
HRD-310	Instructional Techniques and Technology .....	3 cr.*
HRD-315	Computer Utilization in Human Resource Development.....	3 cr.*
HRD-320	Dynamics of Working with Groups and Individuals .....	3 cr.
HRD-321	Designing Instruction in Human Resource Development.....	3 cr.*
HRD-325	WIP: Communication and Human Resource Development.....	3 cr.*

HRD-329	Internship and Seminar in Human Resource Development.....	9 cr.*
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Human Resource Development Electives .....6 cr.

Each student, in consultation with the program coordinator and/or advisor, will select 6 additional credit hours of work. The selection of courses will be guided by the student's career objectives and will focus on competencies relevant to these objectives. The electives will amplify and extend the core courses.

Total 36 cr.

\*Requires admission to COE

Human Resource Development majors must be fully admitted to the College of Education prior to registering for more than 9 hours.

**Additional Electives**

Students with weaknesses in any area such as communication skills will be required to select electives with the goal of developing these skills.

**Minor in Human Resource Development (18 cr. hrs.)**

The Minor in Human Resource Development allows students to combine their interests in psychology, business, communications, social services, education, political science, or technical training with the study of the field of Training/ Human Resource Development and the development of skills important for practitioners in Human Resource Development.

**Required Courses:**

HRD-300	Principles and Practices in Human Resource Development.....	3 cr.
HRD-301	Adult Teaching/Learning Process .....	3 cr.
HRD-310	Instructional Techniques and Technology .....	3 cr.
HRD-320	Dynamics of Working with Groups and Individuals.....	3 cr.
Electives	.....	6 cr.

Courses such as HRD-315, HRD-321, HRD-325, HRD-390\*, and HRD-362\* may be selected as well as other courses with the approval of the Human Resource Development advisor.

Total 18 cr.

\*Requires admission to COE

**GRADUATE PROGRAM**

**Master of Arts in Human Resource Development**

This Master's program prepares professionals who will be responsible for the training, education, and development of adults in organizations involved in business, health care, human service, and government. The program has been developed especially for those wishing to move into HRD field as well as practitioners desiring more formal training.

The program is designed to develop the ability to: 1) assess the nature of performance problems; 2) apply needs and task/

content analysis techniques; 3) assess the relevant characteristics of learners/trainees; 4) design training/education/development programs; 5) determine the effectiveness of training/education/development programs; 6) communicate and interact effectively with groups and individuals, 7) manage human resource development projects and programs; 8) work effectively across an organization in order to plan, develop and implement performance improvement.

**Requirements for Admission to the Program:**

Students must fulfill the requirements for admission to the Graduate College.

1. B.A. degree from an accredited college or university.
2. A minimum grade point average of 2.75 (students not meeting GPA can apply for faculty review.)
3. Two letters of recommendation from professors, employers, or supervisors which provide evidence of an applicant's qualifications.

Individuals who fail to satisfy requirements under number 2 may be asked to complete undergraduate course work in Human Resource Development prior to admission. The courses to be taken will be determined by the program advisor and will be based on a review of the individual's academic record and work experience.

**Requirements for the Degree:**

**For students admitted to Master's Programs for the Fall 1997 semester and thereafter,** all graduate credits will be at the 400 level.

**Required Courses:**

HRD-400	HRD and the Organization .....	3 cr.
HRD-401	The Adult Learner I.....	3 cr.
HRD-403	Presentation and Facilitation Strategies for HRD .....	3 cr.
HRD-405	Needs and Task Analysis in HRD.....	3 cr.
HRD-406	Instructional Design in HRD I .....	3 cr.
HRD-407	Measurement and Evaluation in HRD .....	3 cr.
HRD-408	Instructional Design in HRD II .....	3 cr.
HRD-411	Consulting in HRD.....	3 cr.
HRD-415	Seminar in HRD.....	3 cr.
HRD-416	Practicum in HRD I.....	3 cr.
HRD-462	Instructional Strategies in HRD or	
HRD-490	Multimedia: Application and Design .....	3 cr.

Plus one of the following:

HRD-417	Practicum in HRD II.....	3 cr.
HRD-418	Topical Seminar in HRD .....	3 cr.
HRD-419	Project in HRD.....	3 cr.
HRD-420	Thesis in HRD.....	3 cr.

Total	36 cr.
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NOTE: For all students in the program, the following will be required:

- a. A total of 36 credit hours of study are required for completion of the program.

- b. The successful completion of the Departmental Comprehensive Examination.

**Thesis Option**

A thesis option will be available by invitation only. The invitation will be based on a consensus agreement of the program's faculty and the desire of the student to select the thesis option. Students doing a thesis will complete HRD-420 Thesis Seminar, for 3 credit hours.

**COURSE OFFERINGS**

**HRD-202 Career and Life Planning I, 3 cr.** Designed to help students develop a greater understanding of themselves and to identify a satisfying career field that matches their talents and abilities. Students will identify their values, analyze their skills, discover their likes and dislikes, and focus on their interests as they relate to possible career choices. A long range plan will be developed and a supportive resume describing capabilities and experience will be prepared.

**HRD-300 Principles and Practices in Human Resource Development, 3 cr.** Course enables students to explore their aptitudes and interests in relation to the roles of educators in non-school settings and to familiarize themselves with the overall purposes of organizations and the role of educators within such organizations. *Prereq.: junior standing or consent of instructor.*

**HRD-301 Adult Teaching/Learning Process, 3 cr.** The study of the range and types of desired educational outcomes as related to characteristics of adult learners, and principles of learning and instruction. *Prereq./Coreq.: HRD-300 or consent of instructor.*

**HRD-310 Instructional Techniques and Technology, 3 cr.** A systematic approach to the development of instructional materials using the principles of instructional design. Topics covered include needs assessment, task analysis, objective preparation, design documents, material development and evaluation. *Prereq./Coreq.: HRD-301, admission to COE.*

**HRD-313B Program Development in Human Resource Development, 3 cr.** This course will explore the range and types of desired outcomes related to planning programs for adult learners. Not designed or written as an instructional design course, this course looks at the barriers that impede discourages adults in pursuing educational goals and provides various way to enhance opportunities for the adult learning population. *Prereq.: Junior standing and consent of instructor, admission to COE.*

**HRD-313D Career and Life Planning: Political Savvy in the Workplace, 3 cr.** This course will explore the concept of political savvy in the workplace as it relates to one's career success and development as well as for others whom the HRD professional might coach. Topics include: how political savvy is defined, the political nature of the workplace, power and the importance of leveraging one's power, personal influence, and the development of a political game plan. *Prereq.: Junior standing and consent of instructor, admission to COE.*

**HRD-315 Computer Utilization in Human Resource Development, 3cr.** An introduction to the use of computers for instructional and informational purposes. Course will focus

on instructional design and assessment-of-needs issues as well as the hands-on exploration of various computer technology applications.

**HRD-320 Dynamics of Working with Groups and Individuals, 3 cr.** The study of effective interpersonal and group behavior in organizations. Understanding the importance of such behaviors for the achievement of learning outcomes and the development of skill in the use of such behaviors will be emphasized. *Prereq./Coreq.: junior standing and consent of instructor.*

**HRD-321 Designing Instruction in Human Resource Development, 3 cr.** Application of major principles relating to the design and presentation of training/education programs for adults. Students will demonstrate their level of competency on major tasks and then focus efforts on improving levels of competency. The course is to be taken the term prior to the students' participation in the internship program. *Prereq.: HRD-300, 301,310, 315, 320, 325, admission to COE.*

**HRD-323 Independent Study in Human Resource Development, 3 cr.** In-depth study of special areas in human resource development. *Prereq.: HRD 310.*

**HRD-325 WIP: Communication in Human Resource Development, 3 cr.** This course explores the role of oral and written communication skills in the human resource development field. The student will practice the following: impromptu, informational, and persuasive oral presentations; and interviewing, questioning, organizing, researching, and active listening skills. Additionally, the student will demonstrate competence with the following writing tasks: preparing a meeting agenda, project proposal manuscript with recommendations, an e-mail message, an elevator speech, a claims adjustment request, bad news memorandum, and decline of a request. Professionalism; appropriate non-verbal messages; and accurate and effective organization, flow, and mechanics as appropriate for the context, content, and audience are emphasized. *Prereq.: HRD-300, admission to COE, and ENGL-101 minimum grade of C.*

**HRD-329 Internship and Seminar in Human Resource Development, 9 cr.** The internship and seminar will be the culminating activity for the Human Resource Development major. Internship will be in health care settings, business and industry, community, state and federal agencies, rehabilitation and recreation centers, and professional associations. The purpose will be to synthesize what the student has learned in the classroom with practice in the field. *Prereq.: completion of required courses and admission to College of Education.*

**HRD-362 Instructional Media in Human Resource Development, 3 cr.** The purpose of the course is to provide the student with a practical, hands-on approach to selecting and utilizing instructional media, consistent with theories and practices in instructional technology. The emphasis will be placed upon the tools (i.e., equipment and materials) which an instructional designer has available for the production of instructional materials. Students will learn how to operate equipment and will produce instructional materials for media programs. *Prereq.: HRD-301, admission to COE.*

**HRD-390 Computer Based Training, 3 cr.** Systematic approach to the design and use of interactive instructional and performance support materials. Course includes courseware development, implementation, training techniques, documentation, and state-of-the-art technology. *Prereq.: HRD-315 or consent of the instructor, admission to COE.*

**HRD-400 Human Resource Development and the Organization, 3 cr.** Study of the role of HRD in relation to the needs, purposes, structures and processes of organizations in order to maximize the effectiveness and value of HRD to the organization. *Prereq.: Admission to HRD M.A. degree program or graduate standing and consent of instructor.*

**HRD-401 The Adult Learner I, 3 cr.** An analysis of adult learning theory and research in relation to practice in the field of training and human resource development, including study of how adults acquire and use knowledge, skills, and attitudes. Application of theory in varied adult learning situations will be emphasized. *Prereq./Coreq.: Graduate standing and HRD-400.*

**HRD-402 Adult Learner II, 3 cr.** In depth focus on individual difference characteristics of adults that affect learning. Consideration of such characteristics as motivation, learning styles, perception of self and others, culture, experiential background, memory/information processing, attribution, cognitive structures, and metacognition. Research paper required that includes application to HRD field. *Prereq.: HRD-401.*

**HRD-403 Presentation and Facilitation Strategies for HRD, 3 cr.** Course is designed to provide students with both the theoretical and the application skills for presenting and facilitating instructional programs for both groups and individuals. Topics will include preparing for a presentation, audience analysis, use and design of visual aids, feedback, techniques for group facilitation, and dealing with difficult participants. The course will also deal with strategies for presenting recommendations for implementing and evaluating HRD programs. *Prereq.: Graduate standing and HRD-400.*

**HRD-405 Needs and Task Analysis in Human Resource Development, 3 cr.** Defining gaps between desired and actual performance and specifying the cause of the gaps. Identifying and analyzing tasks and job content for the purpose of developing training designed to accomplish specific results in a job or organization. The design, development, and application of techniques and instruments to use in obtaining information on needs and tasks. *Prereq./Coreq.: Graduate standing and HRD-400.*

**HRD-406 Instructional Design in Human Resource Development I, 3 cr.** The process of preparing objectives, defining content, selecting and sequencing learning activities for specific training/education/development programs. Includes selection of methodology, including use of media and computer technology, critique and redesign of off-the-shelf materials, and evaluation. *Prereq.: graduate standing and HRD-401.*

**HRD-407 Measurement and Evaluation in Human Resource Development, 3 cr.** Determining the effectiveness of HRD learning programs and services. Making decisions

on how, what, and when to measure and what standards to use in evaluation. The design, development, and application of techniques and instruments to use in obtaining measurement data. Cost/benefit analysis of the impact of HRD on the organization. *Prereq.: graduate standing and HRD-406.*

**HRD-408 Instructional Design in Human Resource Development II, 3 cr.** In this course, students study advanced instructional design techniques as they go through the process of assessing needs, designing and developing instruction, and developing both an assessment and an implementation plan for their training. Students develop an instructional program designed to meet client needs, giving them an opportunity to apply theories learned in earlier courses, as well as acquainting them with additional instructional strategies for developing an expanded instructional program. *Prereq.: HRD-406.*

**HRD-410 Administration of Human Resource Development Programs, 3 cr.** Development and monitoring of Human Resource Development programs that are consistent with the organization's present and future needs. Preparation of long-range plans for the HRD function in an organization and articulation of viewpoints and services to management. Study of how successful HRD practices work in selected organizations. *Prereq.: graduate standing and HRD-405.*

**HRD-411 Consulting in Human Resource Development, 3 cr.** This course examines the roles of both internal and external consultants within an organization as they analyze both training and non-training interventions to improve performance. Students work with case studies to examine various aspects of the consulting process. Topics covered include client-consultant relationships, diagnosing organizational situations, developing contracts, marketing your services, etc. *Prereq.: graduate standing and HRD-406 or consent of instructor.*

**HRD-412 Project Management in Human Resource Development, 3 cr.** Study of the principles of project management as they relate to the development of HRD programs. Application of the principles to HRD projects that are both in the planning state and in progress will be emphasized. *Prereq.: graduate standing and HRD-405.*

**HRD-413 Independent Study in Human Resource Development, 3 cr.** In-depth study of special areas in human resource development. *Prereq.: twelve hours of graduate study in HRD and consent of instructor.*

**HRD-415 Seminar in Human Resource Development, 3 cr.** The seminar will be taken concurrently with Practicum in Human Resource Development I. The objective is to synthesize what has been learned in the classes and apply this learning to on-site problems for which the students are asked to develop training solutions. *Prereq.: completion of HRD-400, 401, 403, 405, 406, 407, and written consent of advisor.*

**HRD-416 Practicum in Human Resource Development I, 3 cr.** Students will do a supervised practicum either in the organization in which they are presently working or in an appropriate site approved by program faculty. While participating in the practicum, the students will be involved in a specified sequence of HRD activities that will include participation in

the design and presentation of a training program. *Prereq.: completion of HRD-400, 401, 403, 405, 406, 407, and written consent of advisor.*

**HRD-417 Practicum in Human Resource Development II, 3 cr.** See description of Practicum in HRD I. Students have the option of taking additional practicum hours if the field setting provides an opportunity to design and present a training program that is more involved and will require an extended time commitment. Practicum in HRD I and Practicum in HRD II can be taken during the same term if it can be clearly established that the student will have time for an extended commitment. *Prereq.: completion of HRD-400, HRD-401, HRD-403, HRD-405, HRD-406, HRD-407, and written consent of program advisor.*

**HRD-418A Topical Seminar: Strategic Planning in Human Resource Development, 3 cr.** Study of principles of strategic planning as it relates to the HRD field. This course will explore various strategies that can be used to lead, facilitate, or teach others how to work through the strategic planning process. Application of the principles of strategic planning process will be emphasized. *Prereq.: Graduate standing; six hours of graduate study in HRD or consent of instructor.*

**HRD-418B Topical Seminar: Human Performance Technology in Human Resource Development, 3 cr.** Study of improving human performance in the workplace. This course will develop awareness about the complexity of this area including the role of the HRD practitioner as the performance consultant. A practical and theoretical foundation for following HTP methodology to solve human performance problems in the workplace will be explored. *Prereq.: Graduate standing; six hours of graduate study in HRD or consent of instructor.*

**HRD-418E Topical Seminar in Global/Cultural Issues in Human Resource Development, 3 cr.** This course will explore the importance and necessity of HRD practitioners understanding the importance of globalization and the increasing diversity of the work-place and work-force. The design and delivery of instruction and the analysis of the dynamics of organizations requires an understanding of learning and organizational development theory and will be examined through the lens of global and cultural awareness. *Prereq.: Graduate standing; six hours of graduate study in HRD or consent of instructor.*

**HRD-419 Project in Human Resource Development, 3 cr.** Students prepare a project that involves the application and/or extension of the knowledge and skills developed in the courses that they have completed. The project may be in the form of an instructional program or a paper on a specific aspect of Human Resource Development. *Prereq.: approval of advisor.*

**HRD-420 Thesis Seminar in Human Resource Development, 3 cr.** Guidance of students conducting research and writing a thesis to fulfill the requirements of the program, Master of Arts in Human Resource Development. *Prereq.: invitation by program advisor.*

**HRD-462 Instructional Strategies in Human Resource Development, 3 cr.** This course will explore various strategies that can be used to facilitate learning in a variety of situations. Strategies such as advance organizers, concept mapping,

imagery, etc. will be studied in terms of their advantages, limitations, and applications. The course will explore different types of learning, such as declarative knowledge, concepts, motor skills, etc. The different types of learning will be studied in terms of their characteristics and the implications those characteristics have for selecting and using instructional strategies. *Prereq.: invitation by program advisor.*

**HRD-490 Multimedia: Application and Design, 3 cr.** This course presents an overview of varied aspects of multimedia as used in the HRD field. Course content blends theory and application as students learn the basic elements of instruction, interaction, and the impact of technology on instruction. Students use an authoring program to design instruction which meets criteria for effective teaching/learning. Students will use multimedia as a vehicle for research and communication through e-mail and Internet access. *Prereq.: invitation by program advisor.*