



TEXAS A&M UNIVERSITY

Mays Business School

Courses and Learning Outcomes

MGMT 629 – Financial Analysis and Modeling in HR

- Analyze common financial statement reports and operational budgets and communicate about performance
- Apply finance concepts into HR decision-making, including financial measures that can be used in making decisions
- Demonstrate basic knowledge of Microsoft Excel functionality, including the ability to analyze data with these tools
- Understand how a company truly makes money
- Understand how transactions effect the bottom line and impact EPS performance
- Understand budgeting components and how to engage in discussions with a leadership team about budgetary/financial matters

Strategic HRM

- To provide students a deep understanding of evidence-based theories and applications involved in effectively managing people in organizations
- To engage student's critical thinking in observing the consequences (intended and unintended) of HR strategies
- To help students gain experience managing tradeoffs embedded in particular HR strategies through the application of knowledge gleaned (e.g., case studies)
- To provide a broad survey of HR functions
- The ability to assess the alignment of HR functions with business strategy, both horizontal (i.e., in the marketplace) and vertical (i.e., are HR functions aligned with each other)

MGMT 680 - Business and Corporation Strategy

- Identify potential sources of firms' competitive advantages and disadvantages by recognizing and evaluating industry characteristics and other environmental factors affecting a firm; identifying and critically assessing firm resources and capabilities
- Distinguish among functional-, business-, and corporate-level strategies and structures
- Understand organizational strategies for pursuing entrepreneurial opportunities, including developing an entrepreneurial culture, fostering innovation, and building associated capabilities in human resource management



- Prepare and present professional analyses and recommendations, both written and oral

MGMT 675 - Talent Management and Learning

- Understand how to align talent strategies with business strategies
- Learn the concepts of role segmentation and develop talent pools to ensure the organization has the critical skills to win in the marketplace
- Understand the role of leadership development as a critical driver of organizational success
- Understand the opportunities and challenges associated with learning and practicing leadership
- Identify, analyze, and apply evidence-based approaches for developing leadership talent
- Understand how to build effective learning and development programs that are linked to organizational strategy
- Understand how to measure the effectiveness of learning and development programs
- Be able to describe leadership styles and boundary conditions impacting leadership efficacy
- Understand the role of technology in learning and development

MGMT 621 – HR Analytics

- Learn to diagnose and analyze human capital problems and initiatives in organizations including an understanding of the basic analytical methods by which to do that (statistics/finance)
- Learn to use data to determine which practices and policies may resolve various intellectual capital problems
- Develop an ability to evaluate the effectiveness of management interventions for increasing organizational productivity and performance
- Learn to consistently consider different sources of data for consideration
- Develop skills with data visualization, including an ability to communicate data in an influential way to help leaders
- Be able to determine what data is significant and what is not, and communicate with leaders appropriately

MGMT 635 - Employment Law

- To provide you with an **up-to-date** overview of the legal environment of employment regulations.
- To expose you to contemporary policy issues surrounding employment law.
- To encourage you to think critically about the issues involved in the regulation of employment, so that you have the skills to re-evaluate popular dogma and rhetoric concerning employment law
- To gain skills in conducting investigations and communicating about employment and legal issues



- To learn how to influence policy matters within a firm and influence leaders to avoid legal problems

MGMT 622 - Organizational Staffing

- Learn to identify which selection tools to utilize as part of your selection battery,
- Learn to develop and utilize various predictors including how to design an effective employment interview
- Develop an ability to analyze the reliability and predictive validity of the components of your selection battery, determine the likely “legality” of those predictors,
- Learn how to create, monitor, and maintain the entire staffing system to make more effective hiring decisions.; this begins with learning to conduct a thorough job/competency analysis, through to an evaluation of staffing efficacy.
- Learn the latest methods for developing an employment brand and how to attract talent through technology, including the use of social media
- Work through cases to learn workforce planning practices and how to use data to inform talent planning.

MGMT 630 – Organizational Behavior

- Develop an understanding of broad theoretical approaches to examining and influencing organizational behavior.
- Develop the knowledge and skills necessary for successfully managing and motivating human capital in organizations.
- Apply a Systems Thinking approach to make evidence-based decisions that improve the quality of human capital management activities.
- Demonstrate the ability to apply evidence-based approaches and professional standards to diagnosing and addressing OB and human capital challenges in your current organization
- Improve writing, teamwork, critical thinking, and discussion skills through course requirements and class activities.

MGMT 633 – Organizational Change

- Develop an understanding of change leadership models and theory
- Develop an understanding of organizational design components and challenges, to include issues related to organizational culture and performance
- Learn how to conduct an organizational assessment and determine the need for change
- Learn how to plan for change, including creating a sense of urgency and a change vision
- Learn how to empower action, implement change, manage stakeholders and ensure proper change communication
- Gain experience through identifying a change opportunity, planning each of the steps in a change implementation at the student’s current organization
- Understand the agility needed from the HR team as relates to org change
- To improve business communication skills, both oral and written



MGMT 650 – Human Relations and Collective Bargaining in Industry

- Learn how to develop and align collective bargaining strategies with HR and business strategies
- Learn to apply interest-based and traditional approaches to negotiations
- Learn how to create joint union-management relationships
- Learn how to identify and avoid unfair labor practices
- Learn to resolve disputes and build trustworthy relationships
- Learn about an employer's and union's bargaining obligations
- Learn about union organizing campaign and election strategies

MGMT 660 Global Human Resources Management

- To expose you to contemporary policy issues surrounding employment law. For students to gain an understanding of selected current international issues and trends impacting the HR function
- For students to interact with leading business executives about topics important for both domestic and international environments
- For students to have enough knowledge and external exposure regarding key international issues to be perceived as competent in a future work setting
- To apply an understanding of business strategy and financial issues to address global HR challenges
- To understand ethical challenges in global HR management and how to ensure organizations make appropriate decisions
- To understand talent management, organizational structure, compensation issues and AI, data privacy and cybersecurity issues in a global context

MGMT 623 – Compensation Management

- To learn about the basic tools and approaches used in effective compensation and benefit planning and administration
- To learn how theory and research inform compensation decisions
- To learn how Total Rewards can drive an organizational strategy and business performance
- To develop knowledge and skills in making compensation decisions
- Understand design considerations based on strategy and the compensation life cycle
- To build competence in measuring and valuing work and other contributions to the organization, the design of pay structures, and market-pricing systems

MGMT 628 – Capstone Course

- To learn to identify business problems and effectively propose solutions
- To apply an understanding of how HR contributes to the business and can advance the organizations strategy



- To draw upon learnings from all other coursework and apply a systems-thinking approach to addressing business challenges
- To understand contemporary HR issues and trends
- Increase proficiency in analyzing situations and collecting quality information to make informed decisions and manage risk
- To learn negotiation strategies and skills needed by HR leaders



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