November 4, 2013

David Greenberger
Chair, Dept. of Management and Human Resources
Fisher College of Business

Masters in Human Resources and Management– Exit Exam

David,

The Graduate School Curriculum Committee (GSCC) met on October 30th and, among its agenda items, considered the proposal to change the exit exam for the nonthesis option of the Masters in Human Resources and Management degree to a capstone course. The proposal requests maintaining the thesis option but modifying the existing nonthesis option to become a capstone course.

The alternative was well received by the committee. The GSCC appreciated the comprehensive nature of the capstone course as cumulative event of a student’s progress in the program and noted the ability to evaluate each student independently in the performance.

The GSCC has approved this request. The proposal is now ready for review by the Graduate Council. Following Graduate Council, the proposal will be released to the Council on Academic Affairs for their review.

Please don’t hesitate to contact me with questions or clarifications.

Many thanks,

Scott Herness
Associate Dean
The Graduate School
To: Scott Herness  
Associate Dean, Graduate School  

From: David Greenberger  
Chair, Department of Management and Human Resources  

Ray Noe  
Chair, Graduate Studies Committee in Human Resource Management  

Date: 3 May, 2013  

Subject: Waiver of Master's Examination for Human Resource Management Program  

The Graduate Studies Committee in Human Resource Management (formerly, Labor and Human Resources) recently met and voted unanimously to petition the Graduate School to exempt the master’s program (MHRM) from the exit examination requirement.

Currently, MHRM students are not required to produce and defend a thesis in order to demonstrate mastery. Some of the students do choose the thesis option—usually no more than one per year—whereas the rest opt for the non-thesis option. The non-thesis option, as you know, currently requires that students write on a particular case—one involving a real problem confronted by a company. With the change to semesters, the MHRM program has made a series of changes, all with the goal of pushing the students more and having greater numbers of comprehensive projects—assignments that require them to have significant mastery of the subject matter in human resources.

Like all programs in the Fisher College, the MHRM program requires that all students must have a grade point average of at least 3.0 (out of a 4.0 scale) at all times, including graduation. Moreover, courses in the program have strict guidelines for grading, meaning that faculty in one or two courses are unable to raise all student averages. In addition to these semester and final grade point average requirements, all students are required to obtain at least a grade of “B” in the new capstone course, Bus MHR 7325. This course has a number of different assignments, projects, and readings that force students to integrate the material that they have learned across their 18 months in the program. Cases, case-competitions, and the final project—which is a real problem faced by a local company—lead to the integration of the material and then a series of different evaluations to ensure
mastery. Although the course has a single instructor of record, various faculty who teach in the program are involved in oversight. In support of this exemption, I am enclosing the MHRM program curriculum as well as the syllabus of this capstone course, Bus MHR 7325.

I should note that there are not formal rankings of master's programs in human resources/industrial relations, but all in the field consider it to be within the top 10 and arguably in the top five. When we were told that we would have to move to semesters, we utilized multiple constituents—alums, recruiters, other academics—to construct, what we believe, is the most contemporary and rigorous curriculum in the nation. Having the requested waiver will provide greater flexibility for us to make changes quickly to meet the needs of this changing field.

Please do not hesitate to contact either of us if you have any questions.

Thank you
MHR 7325
MHRM--Capstone
FALL-2: 2013

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Required Texts

Required readings:


Optional


Boudreau. J. W. Retooling HR: Using proven business tools to make better decisions about talent.

Objectives

Evaluation Criteria

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Case Competition—Individual writeup</td>
<td>30%</td>
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<tr>
<td>Case Competition participation/alternative</td>
<td>20%</td>
</tr>
<tr>
<td>Participation in class</td>
<td>15%</td>
</tr>
<tr>
<td>Presentation</td>
<td>30%</td>
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<tr>
<td>Group evaluation</td>
<td>5%</td>
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Deadlines

The exam must be taken on the assigned date and the projects, including group evaluation, must
be turned in on the assigned dates. No exceptions will be made to this rule unless there are highly unusual circumstances which prevent you from doing so. You must, however, clear this with your instructors before the due date. Your grade will be reduced a full letter grade for each day the assignment is late and not excused.

**Case Competition—Individual Writeup**

As you will recall, during the fall, we announced that everyone (regardless of their participation in the actual competition) would have to individually write up their solution to the Rolls-Royce case. At the time, we suggested you do this in the fall but if you did not, you have to do this now. The due date for turning this in is **March 29**. We expect this to be in the 10-15 page range and again, must be an individual effort. You are certainly welcome to use material that your group developed for the competition, but the actual writing has to be done individually and we do not want discussion at this point. This will be graded as A or E.

**Case Competition**

We also announced that this year everyone has to either participate in the case competition or do an alternative project. We have the list of participants already.

If you did not participate in the competition (either this year or last), you are required to read one of the “optional” books (above) and write a report on the book. These are topical books that are interesting so we encourage you all to read them. However, if you need to do this to complete the requirement, the report must be your own summary/reaction to the book (not taking an online review, etc...even if you cite it..we want your reaction). The report should be in the 5-8 page range. This is due **April 10**.

**Presentation**

This will be discussed in class.

**Appeals**

Questions, comments, or concerns about grades received must be put in writing to the instructors. The instructors will respond in writing. Should the issue not be resolved after this stage, then the student can set up an appointment with the instructor to discuss the issue. Appeals beyond this stage will be followed according to University guidelines.

**General Comments**

Any student with special accommodation needs due to a disability should speak to me within the first two weeks of the course. Students with these needs are responsible for making me aware of their situation.

Academic integrity is essential to maintaining an environment that fosters excellence in teaching,
research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University’s *Code of Student Conduct*, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University’s *Code of Student Conduct* and this syllabus may constitute “Academic Misconduct.”

The Ohio State University’s *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: “Any activity that tends to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University’s *Code of Student Conduct* is never considered an “excuse” for academic misconduct, so we recommend that you review the *Code of Student Conduct* and, specifically, the sections dealing with academic misconduct.

If we suspect that a student has committed academic misconduct in this course, we are obligated by University Rules to report our suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University’s *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact us.

**Schedule**

- **March 6:**
  - *Introduction*
  - Overview of Marathon assignment
  - Overview of Course Structure

- **March 13:**
  - *Spring Break No Class*

- **March 20:**
  - *Marathon Presentation*

- **March 27:**
  - *No Class Work on Assignments*

- **April 3:**
  - *Coaching Lecture/Workshop*
  - Closing Gaps and Improving Performance: The Basics of Coaching AND Who can help the CEO?
  - Readings DUE

- **April 10:**
  - *Practice Prepare for team presentations*
  - Write Up’s due from Case Competition
April 17: Run through / final presentations

April 24: Run through / final presentations
To successfully complete the MHRM program at Fisher, students must complete one of two plans.

Under Plan A students complete 43.5 semester hours of coursework and a thesis. Students who wish to gain valuable research experience and ultimately pursue a PhD usually select this option.

Plan B requires 43.5 semester hours of coursework, including three hours of internship or tutorial and a comprehensive master's examination. The majority of the students in the MHRM program choose this option.

Core Curriculum
Both Plan A and Plan B require 37.5 semester hours of core courses as follows:

Core Human Resource Skills 10.5 semester hours
- MHR 7301 Conceptual and Historical Foundations of Labor and Human Resources I
- MHR 7311 Staffing the Organization Staffing Organizations
- MHR 7313 Total Rewards/Compensation
- MHR 7314 Designing Effective Organizational Learning Systems
- MHR 7325 Human Resource Problem Solving

Leadership Skills 4.5 semester hours
- MHR 7304 Talent Management
- MHR 7306 Understanding Teams & Leadership for Human Resource Managers
- MHR 7308 Organizational Development and Change
- MHR 7310 Labor Relations

Analytical Skills 4.5 semester hours
- MHR 7303 Human Resource Management Research Methods
- MGT 6620 Data Analysis and Decision Making for Labor and Human Resources

Business Context Skills 9 semester hours
- MHR 7302 Markets, Organizations, and HRM
- MHR 7305 Contemporary Employment Practices and the Law
- MHR 7309 Strategic Management of Human Resources
- MHR 7320 Fundamentals of Business Excellence I
- MHR 7321 Fundamentals of Business Excellence II
- MHR 7322 Fundamentals of Business Excellence III
Elective Credits

Plan A: Elective Credits (0 credit hours)

or Plan B: Elective Credits (0 credit hours)

Electives may include MHR courses, Independent or Group Study hours, or outside electives in areas related to human resources, such as psychology or communication. Electives must be given for graduate credit, taught by a member of the graduate faculty at Ohio State, and related to human resources. Preapproval of outside elective courses by the student's advisor is required.