

Master of Science in Human Resources and Organization Development

Maestría en Administración y Desarrollo de Recursos Humanos

Resolución CTF-65-2012



Develop Skills to Lead People,
Performance, Development, and Learning.



The University of Louisville (UofL) is one of the oldest and most prestigious metropolitan universities in the United States. Founded in 1798, it is a state supported metropolitan university located in Louisville, Kentucky, the 16th largest metropolitan area in the U.S. UofL enrolls more than 21,000 students from all states and around the world in eleven colleges and schools. The University has been operating in Panama City, Republic of Panama in collaboration with Quality Leadership University since 1998.



Rod Githens, Ph.D.
Program Director
Organizational Leadership and Learning

Thank you for your interest in our M.S. in Human Resources and Organization Development. Our program is one of the most dynamic and fastest growing programs in the United States. Our faculty members are very committed to offering high quality experiences to our students in Panama through our carefully designed executive-format program.

Students in our program consistently report that the program leads to job promotions, new career opportunities, and additional recognition at work. Through this program, you not only learn about human resources, you will conduct actual human resource projects in real-life settings. We believe that a combination of general knowledge, case studies, reflection, and real world practice make for the ideal learning combination. In our program, you will learn from faculty committed to helping you make a difference through human resources.



UNIVERSITY OF LOUISVILLE - PANAMÁ

Quality Leadership University was founded in 1997 to provide the highest level of education and to prepare the leaders and professionals who will contribute to the development of the region. To this date, more than 2000 Panamanians and people from around the world have completed their Bachelor's and Master's degrees in four different areas. With more than 1000 students enrolled in our undergraduate and master's programs, as well as our English for Professional Success and continuing education programs, Quality Leadership University has academic agreements with world renowned universities such as: University of Louisville, Florida International University, Towson University, State University of New York's Empire State College, Notre Dame of Maryland University and Universidad de Chile.



Oscar León, President
Rector
University of Louisville - Panama

Obtaining a master's degree from a prestigious accredited university is an excellent investment. As our graduates can demonstrate, beyond the benefits of acquiring important job and business opportunities, they have dramatically improved their annual income through employment promotions and access to high paying executive positions. The access to new and updated knowledge of our professors, who beyond having the academic credentials, have a rich expertise in consulting and research, have made this learning experience a valuable enriching professional experience. The qualified group of professionals who will be part of the selected group of students will also contribute to the talent development of the participants.



Master of Science in Human Resources and Organization Development



Course Descriptions

ELFH 617 Evidence Based Research in HROD

This course is designed to develop student competencies in critical thinking, application, and utilization of research and data to make decisions within organizations. Various methodologies are examined and applied; the use of research, research methods, literature, and case discussions are used throughout the course. Provides students with understanding and practice in using, executing, and applying evidence-based research in Human Resources and Organization Development. Emphasis on applying research to organizational decision-making. Includes accessing, interpreting, critiquing, and synthesizing research.

ELFH 662 Organizational Analysis

The purpose of this course is to provide learners with the knowledge and skills necessary to plan and conduct an organizational diagnosis in order to identify and report societal, organizational, departmental, and individual performance needs. This course is designed to build introductory theoretical as well as practical knowledge and skills in needs assessment and performance analysis. Students will analyze and interpret critical business issues and challenges, utilize evidence-based literature to guide inquiry, utilize appropriate inquiry methods, assess needs and opportunities, identify causal factors that limit performance, interpret results, and make recommendations.

ELFH 611 Strategic Human Resources

This course is designed to develop foundational knowledge, skills and critical thinking competencies related to the strategic management of human resources in organizations. Provides emphasis on the essential foundational knowledge and skills essential for HR professionals and managers. Strategic, ethical, legal, global, and cross-cultural issues in human resources are explored, in research-based discussions and applied cases throughout the course.

ELFH 612 Talent Acquisition & Management

The purpose of this course is to develop the knowledge, skills, and critical understanding needed by workforce leaders for effective talent acquisition and management in organizations. Emphasizes the foundational theories and techniques of key human resource management functions of HR planning and selection. A systems approach is used to explore HR planning as the managing of supply and demand for labor internal and external to the organization. Multiple strategies are examined for measuring predicted job performance to effectively plan, recruit, and select employees. The course will examine: strategic HR planning; job analysis in HR planning and staffing; foundations of measurement for HR selection; selection assessments and techniques; and succession planning.

ELFH 664 Organization Change & Consulting

The purpose of the course is to provide students with the knowledge and skills necessary to understand and facilitate the implementation of change in organizations. Study of the organization as a system, how organizations change, and the role of the internal or external consultant in facilitating change. Emphasis will be on both theoretical and practical aspects of organizational change, with particular emphasis on developing hands-on consulting skills. During the course, students will apply various approaches to organizational development and change by planning strategies for approaching consulting relationships, navigating hidden forces and processes in organizations, designing change interventions by collaboratively working with clients, and working collaboratively with clients in implementing solutions.

ELFH 605 Leadership in HROD

This course is designed to develop student competencies in critical thinking related to the leading of human resources, training, change processes, and performance in organizations. Study of the modern theories of leadership, management, and leadership development for human resources and organization development. The course provides an applied overview of the key concepts and principles of leadership and leadership development. Ethical and global issues in leadership are explored, in applied cases and discussions throughout the course.

ELFH 671 Performance Improvement

This course provides students with the fundamental knowledge and skills required to engage in basic performance intervention activities designed to coordinate and maximize individual, team, and organizational performance. Provides knowledge and skills to move from analysis of performance problems to identifying, selecting, and developing interventions that improve performance of individuals, groups, and organizations to achieve organizational goals. During the course, students will select and design appropriate non-instructional performance interventions for reducing and/or eliminating identified performance problems, demonstrate return on investment in performance improvement projects, and provide consulting expertise on performance improvement methodologies, tools, and techniques in organizations.

ELFH 631 Performance Management & Rewards

This course develops the knowledge, skills, and critical understanding needed by workforce leaders for effective performance management and compensation of human resources in organizations. The course will examine: defining and measuring performance; effective performance management; direct and indirect compensation; pay for performance and reward systems. Emphasizes theories and techniques of the key human resource functions of performance management, benefits, and compensation. Focus on using performance management and total rewards to achieve individual and organizational performance.

ELFH 661 Adult & Organizational Learning

The purpose of this course is to facilitate the participant in critically analyzing and applying theoretical models of adult and organizational learning to a variety of applications. Focus on psychology applied to adult learning and organizational settings. Examines learning from both individual/team and organizational levels. Utilization of theories to increase individual and organizational performance through sustained and effective learning. Adult learning theory will be grounded in the individual characteristics of adults and applied in successful instructional design and delivery techniques. Learning in an organization will be examined, as well as the system and sub-system strategies necessary for transformation to an efficient and effective organization in a dynamic and global economy.

ELFH 663 Methods of Facilitation

The goal of the course is to provide students with the competencies necessary to effectively facilitate training, meetings, and other activities within the challenging and diverse variables found in organizations. Particular emphasis is placed on facilitating communication in various learning, strategic, and informational settings effectively utilizing proven conceptual and practical models to achieve organizational goals. During the course, students will outline preparation strategies necessary for effective facilitation, demonstrate common techniques to effectively facilitate discussions and learning, and gain expertise in a specific facilitation method.

ELFH 614 Program & Organization Evaluation

This course provides students with an understanding of the planning and evaluation process for programs and organizations. It focuses on the skills needed to carry out organizational planning and evaluation of human resources. This course examines program and organization evaluation with emphasis on principles of planning, information systems, evaluation, and decision making for programs and organizations. Students will adapt a variety of planning and evaluation situations to comprehensive and up-to-date models. Additionally, students will complete an evaluation in the human resources function of an actual program or organization paying particular attention to the return on investment.

ELFH 616 HROD Integrative Capstone

Culminating experience that requires integration of research, theory, and practice of human resources and organization development through a fieldwork experience, program portfolio/systemic reflection on past work, and integrative content seminar. Students will apply research and theory to the practice of human resource and organization development through a fieldwork experience and reflection process. This process requires students to systematically integrate their various experiences in relation to research and theory.

Program Purpose

To prepare professionals who lead people, performance, development, and learning through discovery and critical inquiry.

Program Goal 1:

Investigate Gap

ELFH 617 Evidence Based Research in HROD,

ELFH 662 Organizational Analysis

- 1.1 Identify the environment and culture of the work group.
- 1.2 Analyze and interpret critical business issues and challenges.
- 1.3 Utilize evidence-based literature to guide inquiry.
- 1.4 Utilize appropriate inquiry methods.
- 1.5 Assess needs and opportunities.
- 1.6 Identify causal factors that limit performance.
- 1.7 Interpret results and make recommendations.

Program Goal 2:

Produce Interventions

ELFH 671 Performance Improvement

- 2.1 Identify key attributes of a solution.
- 2.2 Utilize evidence-based literature in guiding the development of solutions.
- 2.3 Select and design context-sensitive interventions.
- 2.4 Utilize appropriate technologies.

Program Goal 3:

Implement and Lead Change

ELFH 605 Leadership in HROD,

ELFH 663 Methods of Facilitation

- 3.1 Facilitate and manage group dynamics.
- 3.2 Utilize partnerships and collaborate.
- 3.3 Build trust.
- 3.4 Deploy the solution and manage change.
- 3.5 Provide constructive feedback.
- 3.6 Empower action through vision and commitment.

Program Goal 4:

Evaluate Outcomes

ELFH 614 Program & Organization Evaluation

- 4.1 State outcomes and design a measurement strategy related to processes, programs, and systems.
- 4.2 Develop tools and guidelines for data collection and interpretation.
- 4.3 Monitor impact of performance improvement solutions.
- 4.4 Help clients evaluate and report the impact of the solution.
- 4.5 Identify continuous improvement opportunities throughout the evaluation process.

Program Goal 5:

Integrate Foundational Knowledge and Skills

ELFH 611 Strategic Human Resources, ELFH 612 Talent Acquisition & Management, ELFH 616 HROD Integrative Capstone, ELFH 631 Performance Management & Rewards, ELFH 661 Adult & Organizational Learning, ELFH 664 Organizational Change & Consulting

- 5.1 Identify factors that impact individual/organizational learning and performance.
- 5.2 Collaborate and partner with stakeholders.
- 5.3 Utilize multiple perspectives to enhance innovation.
- 5.4 Appreciate and leverage capabilities and insights of all individuals.
- 5.5 Utilize different cultural perspectives to maximize learning and performance.
- 5.6 Implement the tactical and strategic roles of human resources across the organization.

Additional Competencies for HRM Core

- 5.7 Develop, implement, and evaluate global staffing strategies
- 5.8 Design and evaluate global compensation and benefits programs.
- 5.9 Design, implement, and enrich structures, programs, and processes to engage and develop a global work force.
- 5.10 Design and implement valid, culturally appropriate performance management systems.
- 5.11 Utilize practices that enhance value by addressing employee needs and organizational risks.

Faculty

Dr. Rod Githens

Ph.D., University of Illinois at Urbana-Champaign
Ed.M., University of Illinois at Urbana-Champaign
B.S., Illinois State University
B.S., Lincoln Christian University

Dr. Meera Alagaraja

Ph.D., Texas A&M University
M.S., Texas A&M University
M.A., Mahatma Gandhi University
B.A., Mahatma Gandhi University

Dr. Ann Herd

Ph.D., University of Tennessee, Knoxville
B.A., University of Kentucky

Dr. Antonette MacDonald

Ph.D., Southern Illinois University at Carbondale
M.S., Southern Illinois University at Carbondale
B.S., Southern Illinois University at Carbondale

Dr. Donna Pearson

Ph.D., University of Minnesota
B.S., University of Nebraska-Kearney

Dr. Kevin Rose

Ed.D., University of Arkansas
M.P.A., University of Arkansas
B.S., Oral Roberts University

Dr. Brad Shuck

Ed.D., Florida International University
M.A.E., Western Kentucky University
B.A., Western Kentucky University

* Some of the professors may change due to availability.

Courses

Evidence Based Research in Human Resources and OD

Introducción a Métodos Investigativos y Estadística

Organizational Analysis

Análisis Organizacional de las Necesidades de Recursos Humanos

Integrative Capstone

Seminario Integral de Recursos Humanos

Adult & Organizational Learning

Diseño y Desarrollo Instruccional y Aprendizaje Organizacional

Organizational Change & Consulting

Cambio Organizacional y Consultoría

Strategic Human Resources

Funciones de Recursos Humanos

Talent Acquisition and Management

Adquisición de Talento

Performance Management & Rewards

Administración del Desempeño y Recompensa

Performance Improvement

Intervenciones de Desempeño

Leadership in Human Resources & OD

Liderando Capacitación y Desempeño

Methods of Facilitation

Métodos de Facilitación

Program & Organization Evaluation

Evaluación de Programa y Organización

Certification

- Master of Science Degree in Human Resource & Organization Development from the University of Louisville, Kentucky.
- Maestría en Administración y Desarrollo de Recursos Humanos por University of Louisville - Panama - Quality Leadership University

Program Highlights:

- Approved by the Society for Human Resource Management (SHRM) as aligning with their Guidelines for Human Resource Programs.
- Aligned with the competencies to help prepare students take the Global Professional in Human Resources (GPHR) Certification exam.
- Built around competencies from the Society for Human Resource Management (SHRM), American Society for Training and Development (ASTD), and International Society for Performance Improvement (ISPI).
- University of Louisville is classified by the Carnegie Foundation for the Advancement of Teaching as being among the top universities in the U.S.
- The UofL College of Education of Human Development is ranked in the Top 75 by U.S. News and World Report.
- Top 200 Best Master Programs Worldwide in Human Resources Management by Eduniversal Masters Ranking.

Admission Requirement

- Undergraduate degree in any area.
- Minimum of 2 years or professional experience.
- GPA of 3.0 in the 4.0 scale.
- Personal interview.

Documents Needed for Admission

- Official transcripts from all previously attended universities.
- Notarized copy of original diploma.
- Updated resume.
- Personal statement of interest.
- Two letters of recommendation.
- Application form.
- Copy of personal identification.

Program Start

- The program starts on January the 10th, 2013.
- Application Deadline: Dec 28th, 2012.

Schedule and Format

- Program Length: 19 months.
- Class schedule: some week-day evenings and some Saturdays.
- Professional an executive modular schedule for busy professionals.
- Includes simultaneous interpretation from English to Spanish for those who need it.

Location of Classes

- University of Louisville – Panama, 45th Street, Bella Vista, Panama City.

Financing

- Tuition and fees of \$12,000.00
- Monthly payment plan with no interest charged thru ULP-QLU.
- Financing available through IFARHU and several banks.

Scholarships

- All participating students will be granted a partial scholarship equivalent to \$30,000.00

Contact Information

-  (507) 264-0777
-  maestrias@qlu.ac.pa
-  www.qlu.ac.pa
-  Calle 45, Bella Vista



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