Master of Arts in Human Resources

www.artsci.uc.edu/mhr

Program Handbook for Semesters

[Effective: August 27, 2012 onwards]

Department of Psychology
McMicken College of Arts & Sciences
Introductory Note

This version of the MHR Handbook has been written primarily for the semester curriculum of the MHR Program. The University of Cincinnati converts from a quarter-based system to a semester-based one effective August 27, 2012.

This Handbook is applicable to all MHR students admitted from Fall Semester 2012 (i.e., 2012FS) onwards.

The curriculum requirements for MHR students transitioning from quarters to semesters (i.e., those admitted during 2012 Summer quarter and earlier) will be governed by their respective Individual Advising Plan (IAP) documents. Where applicable, a note is included in this Handbook drawing attention to requirements that may be different for transitioning students.

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1 Individual Advising Plan – a document developed through mutual consultations between an MHR student and an MHR faculty advisor that provides the plan for the student’s to complete the MHR degree. It documents how quarter credits apply to graduation requirements and the planned coursework under semesters.
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Dear MHR student,

On behalf of the University of Cincinnati, I welcome you to the Department of Psychology and the MA in Human Resources (MHR) Program. I know my colleagues also join me in welcoming you and in wishing you every success.

As you begin your graduate studies with us, you will undoubtedly have many questions. To assist you with the most frequently asked questions, you may refer to this Handbook.

Of course, not every question you might have is included in this packet, and we realize that you may need specific guidance or assistance from time to time. Please know that all of us here are always available to assist you.

As additional questions or needs arise, please feel free to contact us at the Program’s office located in 4130 Edwards One or by calling 513-556-5539.

Again, it is my pleasure to welcome you to the MHR Program.

Sincerely,

Nancy Rogers, Ph.D.
Field Service Associate Professor and Graduate Director,
MA in Human Resources Program
Department of Psychology
MHR Program – Mission and Goals

The Master of Arts in Human Resources (MHR) program is a 42 credit-hour\(^2\) practical degree program that educates and develops individuals to become effective leaders in the field of managing people, i.e., Human Resource Management.

The goals and objectives of the Program are:

1) Graduates will have a strong foundation in the core body of knowledge in the field of human resources (HR) and be knowledgeable, skilled, and value-creating HR professionals and leaders.

2) Graduates will acquire the necessary critical-thinking and problem-solving skills relevant to HR management that factor in individual, group, cultural, and other pertinent differences.

3) Graduates will possess an understanding of and appreciation for the value of sound research and analysis in organizational decision-making that is ethically grounded.

4) Graduates will build sound interpersonal and social skills through team-based projects and networking with alumni and organizational leaders in the community.

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\(^2\) Note: Under the quarter system, the MHR program was a 53 credit-hour program. The number of credit-hours was reduced in accordance with UC’s guidelines for semester conversion.
History of the MHR Program

The MHR program began in 1967 and continues to evolve after four decades of success. It was originally titled as the Master of Arts in Industrial Relations (MAIR) program and was housed in the Economics Department of the Business School. It was first listed in the UC catalog for the 1967-68 academic year (AY). The MAIR program, in turn, evolved from the courses in industrial relations and labor economics taught by faculty members in Economics prior to 1967: Dr. Edward Herman, Dr. Howard Leftwich, Dr. Gordon Skinner, Dr. Freemen Suagee, and Dr. Alfred Kuhn. The MAIR degree was later listed in the McMicken College of Arts & Sciences Catalog for AY 1969-70.

The Program’s curriculum has evolved over the years to reflect the transformations taking place in the profession. Initially, the curriculum stressed labor relations, collective bargaining, labor economics, the history of trade unions, and labor relations legislation. As the original field of industrial relations broadened to include human resources, new courses such as HR Management, Staffing, Employee Development and Training, and The Diverse Workforce were added. The rapid development in public sector unionization resulted in the addition of a course titled Public Sector Labor Relations. As new workplace legislation developed, a two-quarter sequence in Employment Law was added. During AY 1988-89, Dr. Philip Way was instrumental in changing the name of the MAIR program to M.A. in Labor and Employment Relations (MALER) in order to reflect this increasing emphasis on HR as contrasted with labor relations.

In 2003, Dr. Way oversaw an extensive revision of the Program’s curriculum. The curriculum stressed the importance of the strategic aspects of HR management, cross-functional competence, and provided students with the option to complete coursework in one of two tracks: managerial or strategic. In the same year, the Program was transferred from Economics to the newly established Center for Organizational Leadership, which provided a more supportive environment under the leadership of Prof. Joseph Gallo, its founding director, and Prof. Harold McCullough, its academic director. In 2004, Dr. Donna Chrobot-Mason joined the faculty as the director of the MALER Program. She instituted several changes to strengthen the quality of the Program, such as making the GRE/GMAT mandatory for admissions, establishing the MHR Mentoring Program, and streamlining requirements for the Capstone experience. Along with Dr. Ted K. Dass, who had joined the faculty of the Center in 2006, in order to better reflect the changes taking place in the Program, Dr. Chrobot-Mason led the initiative to change the name of the Program from MALER to M.A. in Human Resources (referred to as MHR in short) MHR in December 2008.

Following Dr. Gallo’s retirement in 2009, the Center was briefly headed by Prof. Leland Person, senior associate dean at McMicken College, before it merged with the Department of Psychology in July-2009. The merger led to a restructuring of the Center with Dr. Nancy Rogers assuming the directorship of the MHR program, and the original Center becoming a research and scholarship unit within Psychology under the leadership of Dr. Chrobot-Mason.

During AY 2009-10, the Program began the process of revising the curriculum in preparation for UC’s conversion from quarters to semesters. This provided an opportunity to add new courses, combine a few courses, and drop a few others, in order to make the curriculum more relevant and forward-looking. This Handbook describes the MHR Program’s semester curriculum.
In mid-2011, the Program began strengthening its association with UC’s Carl H. Lindner College of Business (CoB) by establishing an *Oversight Committee* comprising representatives from both units to facilitate the process of coming under the CoB’s AACSB³ accreditation. The CoB is an accredited member of AACSB International. In January 2012, the MHR degree program formally came under the CoB’s accreditation. Also, an *Advisory Board* comprising accomplished alumni of the Program, experts in HR, and leaders from the local community was established to provide advice on curriculum, pedagogy, and to improve community impact.

Underlying all these developments is the Program’s steadfast commitment and endeavor to provide top-quality education and high-touch service to its student population. Over the years the Program has graduated a large number of students and many of its alumni currently occupy high positions in both private- and public-sector organizations. The MHR program has had a long, successful history and will continue to evolve and grow over time to meet the changing needs and challenges of educating professionals in the field of managing people in organizations.

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³ *The Association to Advance Collegiate Schools of Business*. To learn more about AACSB accreditation, visit [www.aacsb.edu/about](http://www.aacsb.edu/about).
MHR – Curriculum and Degree Requirements

To earn the MHR degree, students must complete **42 graduate credit-hours of coursework**, which includes the MHR Capstone experience (more details on pages 20-23).

**Requirements to Earn the MHR Degree**

Students must meet the following requirements in order to earn the MHR degree:

1) Be formally admitted into the MHR program;
2) Complete curriculum requirements A through F, listed on pages 08-11; and
3) Earn a final overall GPA of 3.0 and a 3.0 GPA in the core courses.

Students, in consultation with a faculty advisor, can choose from **three curriculum tracks**:

- **Functional HR Track** – suitable for students with relatively little or no experience in HR or labor relations;
- **Advanced HR Track** – suitable for students with HR experience and a desire to learn more about the issues facing the top echelons of the HR function and the organization more generally.
- **Custom HR Track** – suitable for students with specific needs. For example, a student may wish to combine elements of the functional and advanced tracks. Or he/she may choose to focus on a particular area, such as total rewards (compensation, benefits, performance management) or labor relations (employee relations and labor unions, public sector IR), or any other set of courses that better meets the student’s needs.

Please note that the curriculum tracks are meant to serve as guidelines for your coursework in the MHR program. That is, they indicate the set of courses that will be beneficial to you depending on your level of preparation coming into the Program and your career aspirations. The titles of these tracks will not be specifically mentioned in your final diploma certificate.

**Curriculum Requirements**

**A) Pre-requisite Courses**

Incoming students are required to have taken introductory courses in microeconomics, statistics, and HRM, at the undergraduate level. Students lacking these pre-requisite courses may be required to take one or more of the following three courses as a condition of admittance to the MHR program. This will be clearly specified in the admission offer letter.

1) Introductory course in Microeconomics (e.g., 22ECON1001)
2) Introductory course in Statistics (e.g., 15PSYC2001C)
3) Introductory course in HR (e.g., 15OLHR3000)

Please note that the pre-requisite courses **do not count** towards the 42 credit-hours required for the MHR degree.
B) **Core Courses** (all 6 courses required)

1) OLHR-8008 – Fundamentals of Organizations
2) OLHR-8018 – Employment Law
3) OLHR-8028 – Economics of HR
4) OLHR-8029 – Individual Behavior in the Workplace
5) OLHR-8030 – HR Measurement 1
6) OLHR-8031 – HR Measurement 2
C) Cross-Functional Thematic Courses (any 2 courses required)
   1) OLHR-6025 – Ethical Issues in HRM
   2) OLHR-6080 – Health and Safety in the Workplace
   3) OLHR-8082 – Negotiation
   4) OLHR-8084 – The Diverse Workforce

D) Program Tracks (any set of 5 courses under one of the three Program tracks)

   Functional HR Track (any 5 courses)
   1) OLHR-6012 – Employee Relations and Labor Unions in a Global Economy
   2) OLHR-6022 – HR Professional Development
   3) OLHR-6050 – Teams
   4) OLHR-8022 – Labor Relations Process and Law
   5) OLHR-8073 – HR Information Systems
   6) OLHR-8074 – Staffing
   7) OLHR-8076 – Employee Development and Training
   8) OLHR-8078 – Compensation and Benefits
   9) OLHR-8098 – Teaching Practicum**
   10) OLHR-8099 – Research in HR**

   OR

   Advanced HR Track (any 5 courses)
   1) OLHR-8010 – HR and OD & Change
   2) OLHR-8012 – HR Consulting
   3) OLHR-8090 – Strategic Leadership for HR
   4) OLHR-8092 – Strategic HRM
   5) OLHR-8094 – International HRM
   6) OLHR-8096 – Performance Management
   7) OLHR-8098 – Teaching Practicum**
   8) OLHR-8099 – Research in HR**

   OR

   Custom HR Track
   A specific set of 5 courses offered in the MHR program, decided in consultation with an MHR faculty advisor, that meets specific needs of the student.

   ** OLHR8098 and OLHR8099 are also referred to as independent studies. These are courses that are taken on an individual basis; consequently, faculty permission is required before you can enroll in either of them.
E) MHR Capstone Course

The MHR Capstone experience completes the coursework requirements for the MHR program. Students can choose from one of the following three options to complete their Capstone:

1) Internship
2) Project at your current work place
3) Research Paper

More information about the MHR Capstone experience is provided on pages 20-23.

F) Portfolio

After completing all the 42 credit-hours of required coursework students are required to submit a final Program Portfolio. This is a thoughtful reflection of the skills, competencies, and learning acquired throughout their time in the MHR Program. The format in which the Portfolio needs to be submitted is available on the MHR Community site on Blackboard.

Downloadable Program Materials

You can find the following documents on the MHR Community site on Blackboard as well as on the Program’s website at: [www.artsci.uc.edu/mhr](http://www.artsci.uc.edu/mhr).

1) Graduation Checklist and Progress to Degree Tracker
2) Learning Agreement forms that need to be completed prior to undertaking an independent study (i.e., research or teaching) or Capstone experience (i.e., internship, project, or research paper).
Admission Requirements

Candidates for the MHR degree program should have completed (or be close to completing) a bachelor’s degree in any undergraduate major or program. Admissions are made every semester, and applications are due on the dates specified on the following page. Admission decisions are based on the overall assessment of a candidate’s interest in the MHR program, their preparation for graduate study, and their likelihood of success in the Program. Thus, undergraduate academic performance, work experience, quality of recommendations, GRE/GMAT scores, and the candidate’s personal essay/statement of purpose are considered holistically during the admissions process.

All applicants are required to submit the following:

1. A completed online application form (available at www.grad.uc.edu), together with the required application fee;

2. At least two letters of recommendations from persons who know you in a professional capacity, such as professors and/or supervisors. The online application process will provide you with specific information on how to submit these letters online.

3. Official Transcripts of all previous college or university grades sent by the school(s) directly to the Program;

4. Your current resume;

5. A personal essay that includes a statement of why you want to pursue the MHR degree and anything else that you wish to call to the attention of the MHR Program Admissions Committee;

6. An official GRE or GMAT score sheet of tests taken within the last 5 years sent directly to the Program. Please note: the Institution code is 1833 and Department code is 0000. Students submitting GMAT scores should send their scores to UC’s College of Business (ETS code 1833).

Further, applicants with five or more years of significant experience in an HR position gained in the functional areas of compensation, benefits, training, staffing, etc., and with strong letters of recommendation from individuals capable of assessing the applicant’s HR knowledge, may request to have the GRE/GMAT requirement waived. Please note that all waiver requests must be completed before submitting application materials. See Pages 33 and 34 for information on submitting a waiver request.

Additional requirements for International Students:

7. Non-native speakers of English are required to submit official TOEFL scores sent directly to the Program. The minimum TOEFL scores required are 600 for paper-based tests, 250 for computer-based tests, and 100 for internet-based tests. Please note: the Institution code is 1833 and Department code is 0000.

8. International applications are strongly advised to visit UC International Services’ website at www.uc.edu/international/services.html for additional information.
Admission Criteria

a. General requirements for admission to all University of Cincinnati graduate programs are established by the Graduate Faculty. In particular, admission requires an undergraduate grade point average (GPA) of at least 3.0.

b. Admission decisions are made by the MHR Program Admissions Committee and are based on merit. The Committee considers undergraduate academic performance, work experience, the quality of the recommendations, the candidate’s interest in the MHR degree program and its relevance to his or her professional development, and other factors that may indicate the prospect of success in the program.

c. Due to enrollment limits, applicants who qualify for admission may be placed on a waiting list until openings are available. Priority on the waiting list is determined by merit.

Deadlines

Applicants may be admitted any semester (fall, spring, or summer). The deadlines by when all application materials must be received by the Program for the file to be evaluated are given below.

<table>
<thead>
<tr>
<th></th>
<th>Deadlines for US-based applicants</th>
<th>Deadlines for non-US-based applicants (i.e., those who may require a visa)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Semester:</td>
<td>15th June</td>
<td>15th January</td>
</tr>
<tr>
<td>Spring Semester:</td>
<td>15th November</td>
<td>15th June</td>
</tr>
<tr>
<td>Summer Semester:</td>
<td>15th March</td>
<td>15th November</td>
</tr>
</tbody>
</table>

Please note: If a deadline falls during a weekend or holiday, application materials may be submitted by the following Monday or the next business day, respectively.

Please send your application materials to:

The MHR Program Coordinator  
4130 Edwards One  
Department of Psychology  
University of Cincinnati  
PO Box 210376  
Cincinnati, OH 45221-0376  
U.S.A.
Financial Aid

The MHR Program offers merit-based financial assistance in the form of one Graduate Assistantship (GA) and several partial University Graduate Scholarships (UGS) each academic year (Fall and Spring semesters). The assistantship and scholarships are normally given only to full-time students and require that students take 12 graduate credit-hours per semester, unless otherwise specified.

The GA entails 20 hours of employment per week and includes 100% tuition waiver and payment of general fees in addition to paying a monthly stipend. The employment requirement typically involves providing research assistance to the Program’s faculty and assisting the director of the MHR program.

The UGS includes only a partial tuition waiver and does not have any employment requirement.

Typically, during Spring semester, all full-time students who are newly accepted to the program are automatically considered for a GA or UGS for the following academic year starting in the Fall semester.

If you are a continuing student, you should inform the graduate director of your interest in receiving a UGS. For example, if you have decided to attend classes full-time rather than part-time or failed to obtain funding previously and wish to be considered again.

The allocation of scholarship monies is decided in Spring or Summer each year, and the scholarships pertain to the following academic year (i.e., for 2 semesters from Fall through Spring). Occasionally, the Program may have monies available at other times of the year for scholarships, but this is rare. The scholarship monies are normally limited to full-time students (unless specified otherwise) and are granted based on merit. Therefore, you are encouraged to apply for admission by early Spring semester in order to be considered for aid in the following cycle. Please note that because of limited funds not all students who are considered for scholarships actually receive them.
International Students

The UC International Services office serves as the primary resource for international students, scholars, and faculty. The many resources and services offered by the office can be accessed online at www.uc.edu/international/services.html, or at:

UC International Services
3134 Edwards One
PO Box 210640
Cincinnati, OH - 45221-0640, USA

Phone: 513-556-4278
Fax: 513-556-2990
Email: international.students@uc.edu

Office hours: 8:00AM to 5:00PM - Monday to Friday.

International students are required to complete several formalities and fulfill additional requirements. For the most up-to-date information on such formalities and requirements, please visit the website of UC International Services. Some of the more frequently asked questions are addressed in the FAQ section on pages 35-42 of this Handbook.
Pre-requisites

The following courses are pre-requisites for the MHR program:

1) Basic micro-economic theory, such as 22ECON1001 (Introduction to Microeconomics) or equivalent.

2) A human resource management survey course, such as 15OLHR3000 (Introduction to HR) or equivalent, or generalist professional experience in human resources.

3) An undergraduate statistics course, such as 15PSYC2001C or equivalent, covering descriptive statistics and basic inferential statistics (e.g., correlation, t-tests, chi-square, etc.) taken within the past five years.

Students must pass these pre-requisite classes. In the case of a grade below “C”, you may be required to retake the course, as grades below “C” do not count toward completion of a graduate degree at UC.

If the student takes a pre-requisite course after being admitted into the program, the grade in that course will not count toward the 42 credit-hours required for graduation, but will count towards his/her GPA and will in turn affect his/her ability to graduate.

Students are expected to take the prerequisites as early as possible. Success in the program depends on the basic knowledge obtained in these pre-requisite courses.

IMPORTANT – Please note that students must take:

1) The economics pre-requisite before 15OLHR8028-Economics of Human Resources;

2) The statistics pre-requisite before 15OLHR8030-HR Measurement 1;

3) HR survey course pre-requisite before any HR course.
Course Registration

UC offers a variety of times for students to register for courses – from Early Registration for Continuing Students to open Web and in-person registration. Students may not attend classes until their registration is complete and their tuition bill has been paid each semester. Information about course offerings, course registration, deadlines, bill payment, grades, transcript requests, and other relevant information can be found at the OneStop Student Service website, www.onestop.uc.edu.

Early Registration
Early registration begins well in advance of the semester and offers the best opportunity for students to enroll in classes they want. It identifies in advance the classes that are in demand. Graduate students are given the first “window” for registration. The dates available for Early Registration are available on the OneStop website. Students will also be notified via the UC email system of their registration windows.

Early Registration Procedure
Students may consult www.onestop.uc.edu for the beginning and ending dates of Early Registration. Processing during the Early Registration period is done via the web. The student should:

- Ensure he or she has a functioning Web registration Personal Identification Number (PIN). If the student has not registered before, the PIN number is the month and day of birth (mmdd) and will need to change this on prompt. If the student has forgotten his or her PIN, contact the One Stop Student Service Center at (513) 556-1000 for assistance.

- Access “Registration” on the web at www.onestop.uc.edu. Enter call numbers of desired classes and submit.

- At any time during the registration process, a student may view his/her schedule through the One Stop website. As the beginning of the semester approaches, the location of classes will be added to the schedule.

- Tuition and fees will be available on the Web 24 hours after registering. The bill will also include any financial aid and scholarships credited to the student’s account as well as whether or not the charge for health insurance has been waived.

In-Person Registration
In-person registration begins prior to the start of a semester. For specific dates, students should consult www.onestop.uc.edu or visit the OneStop Student Center, second floor, University Pavilion.

Open Web Registration
Open Web registration begins a few days after the conclusion of Early Registration. All students may register or drop/add classes online at www.onestop.uc.edu.

Late Registration
There is a late registration period beginning on the first official class day of the semester and ending at 5:00PM on the 21st calendar day of the semester. A late fee is assessed for all late registrations.
Grading Policy

Grade Reports may be viewed online at www.onestop.uc.edu approximately five working days after the exam period has ended. Grade reports include total graduate hours and hours for the current semester. Credit carried, credits earned, and quality points, are computed each semester.

In addition to appearing on student’s grade reports, these hourly totals are posted on the permanent academic record. Credits carried includes all credit-hours with grades other than P, U, T, I, W, IP, and the grade NG (No Grade reported) mark. Credits earned includes all credit-hours for which grades of A, A-, B+, B, B-, C+, or C are reported.

“Credits carried” differs from “credits earned” by the sum of credit-hours with grades of F (Failure) and I/F (Incomplete/Failure). “Total graduate hours” is the sum of credit-hours, P hours, IP hours, and advanced standing. All graduate work, regardless of the University of Cincinnati college in which the work was done, is accumulated for graduate students. Approved transfer credits are included in the sum of credit earned, but quality points for those credits are not included in the grade point average.

It is important to note that the grades C-, D+, D, D- and UW are not valid in the Graduate Grading Scale. The Grades C-, D+, D, D- reported for graduate credit enrollment are converted to the NG (No Grade reported) mark. Therefore, if you receive a grade of C-, D+, D, D- or UW, you must retake the course.

IMPORTANT NOTE Regarding “I” (Incomplete) and “I/F” (Failure) Grades:

I – Incomplete

1) Is used when a course grade has not been finalized. The instructor has contracted with the student for later completion.

2) “I” grade is given at the discretion of the instructor after the student has provided satisfactory explanation for not completing course requirement during the regular semester.

3) Should not be used when, “F”, “IP” or “UW” would be more appropriate.

4) Automatically converts to “I/F” (Failure) after one calendar year.

I/F – Failure

1) At the end of one year after the semester ends, the “I” automatically changes to the “I/F” (Failure) if no other grade has been submitted. The “I/F” is equivalent to an “F” and is governed by the same policies that govern “F” grades.

Please refer to the UC Graduate Handbook for more information on grading information at: www.grad.uc.edu.
# Course Scheduling & Planning

The table below shows when classes are typically offered. While every effort is made to adhere to this schedule sometimes course offerings may be altered due to unavoidable circumstances.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Type</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Autumn 2012</strong></td>
<td>Core</td>
<td>OLHR8030: HR Measurement 1</td>
<td>OLHR8010: Employment Law</td>
<td>OLHR8030: Individual Behavior in the Workplace</td>
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<tr>
<td></td>
<td>Cross-Functional</td>
<td>OLHR8082: Negotiation</td>
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<td>OLHR8044: Staffing</td>
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</tr>
<tr>
<td></td>
<td>Concentration</td>
<td>OLHR8078: Performance Management</td>
<td></td>
<td>OLHR8099: Research in HR</td>
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<td>OLHR9000: MHR Capstone</td>
</tr>
<tr>
<td><strong>Spring 2013</strong></td>
<td>Core</td>
<td>OLHR8029: Economics of HR</td>
<td>OLHR8031: HR Measurement 2</td>
<td></td>
<td>OLHR8098: Fundamentals of Organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cross-Functional</td>
<td>OLHR8084: The Diverse Workforce</td>
<td>OLHR8010: HR and OD &amp; Change</td>
<td>OLHR8030: Strategic Leadership for HR</td>
<td>OLHR8074: Compensation &amp; Benefits</td>
<td>OLHR8076: Employee Development &amp; Training</td>
</tr>
<tr>
<td></td>
<td>Concentration</td>
<td>OLHR8093: International HR</td>
<td>OLHR8094: International HRM</td>
<td></td>
<td>OLHR8099: Research in HR</td>
<td>OLHR9000: MHR Capstone</td>
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<tr>
<td><strong>Summer 2013</strong></td>
<td>Core</td>
<td></td>
<td></td>
<td></td>
<td>OLHR8085: Health &amp; Safety in the Workplace</td>
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<td>Cross-Functional</td>
<td>OLHR8028: Ethical Issues in HR</td>
<td>OLHR8021: HR Consulting</td>
<td>OLHR8072: HR Information Systems</td>
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<td>OLHR9000: MHR Capstone</td>
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<tr>
<td></td>
<td>Concentration</td>
<td></td>
<td>OLHR8012: HR Consulting</td>
<td>OLHR8073: HR Information Systems</td>
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MHR Capstone Experience

The MHR Capstone experience requirement is a learning experience that must be completed towards the end of your degree program. Students can complete their Capstone experience by undertaking any one of the following three options:

1) Complete an internship;
2) Complete a project at your current workplace not directly related to your regular duties;
3) Write a substantial research paper.

Since the Capstone is a culmination of a student’s learning in the Program, he/she must formally register for the 15OLHR9000-MHR Capstone course in their final semester. However, it is strongly recommended that students begin working on their Capstone at least one semester before their final semester. For example, if a student plans to graduate at the end of the Summer-2013 semester (i.e., in August 2013), he/she must consult with an MHR faculty advisor in early Spring-2013 semester (i.e., in January or early February 2013) in order to allow for adequate time to complete their Capstone experience.

The major steps to complete the Capstone experience are as follows:

1. Determine the semester in which you plan to graduate (say, Summer 2013).
2. Working backwards at least one semester (i.e., Spring 2013 in this case), email one of the MHR faculty advisors to set up a consultation meeting. Meet with the faculty advisor and decide which of the three Capstone options you will pursue.
3. Complete a learning agreement with your faculty advisor (who is also your Capstone advisor now) in the specific format for each of the three Capstone options. Blank Capstone Learning Agreement forms are available in the MHR Community Site on Blackboard.
4. Complete your Capstone experience based on your approved learning agreement. Most often you actual experience may differ from your learning agreement – that is okay, just keep your Capstone advisor informed in a timely manner so that he/she may provide guidance if needed.
5. By Week-7 of your graduation semester (i.e., Summer-2013, in this case) submit the first draft of your Capstone deliverables, per learning agreement, to your Capstone advisor.
6. By Week-11 of your graduation semester incorporate any feedback received on your drafts and submit the final version of your Capstone deliverables to your Capstone advisor.
7. Your final Capstone deliverables will then be assessed by two faculty members of the MHR program (i.e., your Capstone advisor and a second reader). The assessment procedure will be as follows:
   a. If the inter-rater agreement is low, i.e., the grades of the two raters differ by more than two grade points, then your final Capstone grade will be decided by the MHR Program Director. For example, if one rater assesses your work as “A” and the other assesses it as “B”, then the MHR Program Director will decide your final grade.
   b. If the inter-rater agreement is high, i.e., the grades of the two raters fall within the two grade points, then your final Capstone grade will be the higher of the two grades. For example, if one rater assesses your work as “A-” and the other assesses it as “B”, then your final Capstone grade will be “A-”.
8. During Exam Week or on a day determined by the director of the MHR program, students will present their Capstone work at the Capstone Poster Presentation event. (See page 21 for more information).
INTERNSHIP
The internship experience option is suitable for students who are new to HR or those who are in HR but desire a different experience. The internship may be paid or unpaid. There is no particular number of hours required – the quality of the experience is more important than the number of hours worked. The internship should include more than administrative work and filing and should be related to courses and stated objectives of the MHR program.

Getting Started:
- To get started you must submit a Learning Agreement to your Capstone advisor. The Learning Agreement will require you to describe your duties and responsibilities (a job description can be helpful) as well as learning goals. The Learning Agreement will also require you to specifically state what final deliverables you will turn in after completion of your internship. You will also be asked to provide a start- and end-date and to obtain a signature from your supervisor. A copy of the Learning Agreement form is available on the MHR Community site on Blackboard.

Resources:
- Resources available to help you secure an internship position include:
  - MHR faculty who regularly receive job postings in HR. These will be sent out via email to all MHR students.
  - The website for the Career Development Center internship database: www.uc.edu/career/Students/cat_login.htm.
  - Users only need to worry about the first password request box (there are three). The password is UCCDC and is listed right above the text box. See Page 26 of this Handbook for more information on the CDC.
  - UC offers regular Virtual Career Fairs and an event called Internship Week. Links for both of these programs, and others may be found at www.uc.edu/career/.
  - Networking through attendance at GCHRA meetings and the UC chapter of SHRM.

Final Deliverables:
- Final deliverables will comprise, at a minimum, the following four items:
  1. A report of your internship based on the learning goals and duties described in your Learning Agreement. This is meant to be a factual report that is complete and stands on its own; so, include appendices demonstrating your work products, references, and other material that would showcase your work. You will find it helpful to document your tasks and work products as you’re undergoing your internship rather than waiting until the very end to complete your final report.
  2. Internship assessment forms from student (assessing the employer as an internship provider) and internship supervisor (assessing the performance of the student intern).
  3. A poster presentation of your internship experience. This poster will be presented during the end of semester Capstone Poster Presentation event along with other posters from students graduating during a particular semester. Selected posters, i.e., those receiving top ratings will be displayed in the halls of the Department of Psychology.
  4. An 8-10 page reflection paper in which you examine your internship experience and its relationship to your Capstone learning goals and the broader learning goals of the MHR program.
PROJECT
The work-related project option is suitable for those students who are currently employed or have some experience in the field of HR. A project can be done at one’s current place of employment or as part of a faculty member’s research project or as a volunteer for another organization. The project should enable you to develop or enhance your skills in the field of HR.

The project topic and objectives should entail work that goes beyond your current job description. Functional HR Track students may elect to do a project in a different functional area of HR. For example, if their normal duties are in benefits, then their Capstone project can be compensation or staffing or another functional area. Advanced HR Track students may elect to do a project that is of a strategic or leadership-oriented nature. For example, they could work on executive compensation or strategic staffing, etc.

Getting Started:
- You must first submit a Learning Agreement to your Capstone advisor. The Learning Agreement will require you to describe the project (including specific steps you will take), the length of time it will involve, and the final deliverables you will submit to your Capstone advisor. A copy of the Learning Agreement form is available on the MHR Community site on Blackboard.

Final Deliverables:
- Final deliverables will comprise, at a minimum, the following four items:
  1. A report of your project based on the learning goals and duties described in your Learning Agreement. This is meant to be a factual report that is complete and stands on its own; so, include appendices demonstrating your work products, references, and other material that would showcase your work. You will find it helpful to document your tasks and work products as you work on your project rather than waiting until the very end to complete your final report.
  2. Project assessment forms from at least one person in the organization who will be receiving the project report.
  3. A poster presentation of your project work. This poster will be presented during the end of semester Capstone Poster Presentation event along with other posters from students graduating during a particular semester. Selected posters, i.e., those receiving top ratings will be displayed in the halls of the Department of Psychology.
  4. An 8-10 page reflection paper in which you examine your experience working on your project and its relationship to your Capstone learning goals and the broader learning goals of the MHR program.
**RESEARCH PAPER**

The research paper option is suitable for those students for whom an internship or work-related project is not appropriate. The paper must involve independent and original research, and cannot simply be a survey the current literature. The paper should demonstrate knowledge of how to address a research question, and proficiency in conducting a study that addresses this research question.

**Getting Started:**

- You must first submit a *Learning Agreement* to your Capstone advisor. The *Learning Agreement* will require you to specifically outline the goals of your paper, state the research question, describe the scope of the literature you will review, and present a plan for conducting your research study (including your research methods and statistical analyses). A copy of the *Learning Agreement* form is available on the MHR Community site on Blackboard.

**Final Deliverable:**

- The final paper will be a minimum of 30 pages including references and footnotes. The paper should include a literature review, a description of the research methodology you plan to use, the results, and discussion/conclusions. A bibliography is also required.

**Final Deliverables:**

- Final deliverables will comprise, at a minimum, the following three items:
  1. A paper of at least 30 pages in length (including references and footnotes) that follows the APA style guide.\(^4\) The paper should reflect graduate-level work and be free of editing and formatting errors. Also, *Wikipedia*\(^5\) and other similar online resources must not be cited as a reference; instead cite the original source of the *Wikipedia* page.
  2. A poster presentation of your research paper. This poster will be presented during the end of semester *Capstone Poster Presentation* event along with other posters from students graduating during a particular semester. Selected posters, i.e., those receiving top ratings will be displayed in the halls of the Department of Psychology.
  3. An 8-10 page reflection paper in which you examine your experience working on your research project and its relationship to your Capstone learning goals and the broader learning goals of the MHR program.

---

\(^4\) Check [http://owl.english.purdue.edu/owl/resource/560/01/](http://owl.english.purdue.edu/owl/resource/560/01/) for information of APA style guide and formatting.

Graduation

In order to graduate, you must:

1) Have completed all prerequisites, if required;
2) Obtained 42 credit-hours (inclusive of the Capstone course);
3) Have an overall 3.0 GPA and also a 3.0 GPA in the core courses; and
4) Completed the Program Portfolio.

You should regularly track your progress toward program completion using the Graduation Checklist on page 25 or the Progress to Graduation Tracker tool available on the MHR community site on Blackboard.

When you are ready to graduate:

- Go to [www.grad.uc.edu](http://www.grad.uc.edu) and apply online for graduation. You will need to register early by paying the appropriate fee. The deadline for applying for graduation is typically within the first two weeks of the semester you plan to graduate. Deadlines are set by the Graduate School, and are not flexible; they make no exceptions. We cannot register you for graduation; you will have to do it yourself. You should register as a non-thesis MA student.

- Complete the Graduation Checklist on page 25 and submit a copy to Ms. Karen Eichelbrenner, the MHR program coordinator, at Karen.Eichelbrenner@uc.edu for review. You may also use the Progress to Graduation Tracker tool available on the MHR Community site on Blackboard to monitor your progress in the program as well as submit the same in lieu of the checklist on page 25.

- Ensure that in addition to the required coursework you have completed your Capstone requirements and the MHR Program Portfolio by the deadlines specified in the respective documents.
## Graduation Checklist

### Core Courses (all required)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
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<tbody>
<tr>
<td>15OLHR8008</td>
<td>Fundamentals of Organizations □</td>
<td>3</td>
</tr>
<tr>
<td>15OLHR8018</td>
<td>Employment Law I □</td>
<td>3</td>
</tr>
<tr>
<td>15OLHR8028</td>
<td>Economics of HR □</td>
<td>3</td>
</tr>
<tr>
<td>15OLHR8029</td>
<td>Individual Behavior in the Workplace □</td>
<td>3</td>
</tr>
<tr>
<td>15OLHR8030</td>
<td>HR Measurement 1 □</td>
<td>3</td>
</tr>
<tr>
<td>15OLHR8031</td>
<td>HR Measurement 2 □</td>
<td>3</td>
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### Prerequisites (do not count toward 42 cr.)

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<tr>
<td>15OLHR8028</td>
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<tr>
<td>15OLHR8029</td>
<td>Employment Law I □</td>
</tr>
<tr>
<td>15OLHR8030</td>
<td>Economics of HR □</td>
</tr>
<tr>
<td>15OLHR8031</td>
<td>Individual Behavior in the Workplace □</td>
</tr>
<tr>
<td>15OLHR8032</td>
<td>HR Measurement 1 □</td>
</tr>
<tr>
<td>15OLHR8033</td>
<td>HR Measurement 2 □</td>
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### Cross-Functional Thematic Courses (any Two required)

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<th>Course Name</th>
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<tr>
<td>15OLHR6025</td>
<td>Ethical Issues in HRM □</td>
</tr>
<tr>
<td>15OLHR6080</td>
<td>Health and Safety in the Workplace □</td>
</tr>
<tr>
<td>15OLHR8082</td>
<td>Negotiation □</td>
</tr>
<tr>
<td>15OLHR8084</td>
<td>The Diverse Workforce □</td>
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</table>

### Functional HR Track (any Five required)

<table>
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<th>Course Code</th>
<th>Course Name</th>
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<tbody>
<tr>
<td>15OLHR6012</td>
<td>Employee Relations &amp; Labor Unions in a Global Economy □</td>
</tr>
<tr>
<td>15OLHR6022</td>
<td>HR Professional Development □</td>
</tr>
<tr>
<td>15OLHR6050</td>
<td>Teams □</td>
</tr>
<tr>
<td>15OLHR8073</td>
<td>HR Information Systems □</td>
</tr>
<tr>
<td>15OLHR8074</td>
<td>Staffing □</td>
</tr>
<tr>
<td>15OLHR8076</td>
<td>Employee Development and Training □</td>
</tr>
<tr>
<td>15OLHR8078</td>
<td>Compensation and Benefits □</td>
</tr>
<tr>
<td>15OLHR8098</td>
<td>Teaching Practicum □</td>
</tr>
<tr>
<td>15OLHR8099</td>
<td>Research in HR □</td>
</tr>
</tbody>
</table>

### Advanced HR Track (any Five required)

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<th>Course Code</th>
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</thead>
<tbody>
<tr>
<td>15OLHR8010</td>
<td>HR and OD &amp; Change □</td>
</tr>
<tr>
<td>15OLHR8012</td>
<td>HR Consulting □</td>
</tr>
<tr>
<td>15OLHR8090</td>
<td>Strategic Leadership for HR □</td>
</tr>
<tr>
<td>15OLHR8092</td>
<td>Strategic HRM □</td>
</tr>
<tr>
<td>15OLHR8094</td>
<td>International HRM □</td>
</tr>
<tr>
<td>15OLHR8096</td>
<td>Performance Management □</td>
</tr>
<tr>
<td>15OLHR8098</td>
<td>Teaching Practicum □</td>
</tr>
<tr>
<td>15OLHR8099</td>
<td>Research in HR □</td>
</tr>
</tbody>
</table>

### Custom HR Track (specific set of 5 courses based on consultation with MHR faculty advisor)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>15OLHR9000</td>
<td>MHR Capstone Check one: Internship □</td>
</tr>
</tbody>
</table>

### Total Credit-hours (42 required)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>15OLHR9000</td>
<td>MHR Capstone: Check one: Internship □</td>
</tr>
</tbody>
</table>

### GPA (3.0 required):

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Overall:</th>
</tr>
</thead>
</table>

### MHR Program Portfolio Submitted:

| YES □ | NO □ |

### Certified for Graduation:

| YES □ | NO □ |
MHR Mentoring Program

Overview
The MHR Mentoring Program seeks to pair a current student with a former alumnus/alumna currently working in HR. This is intended to aid students in furthering their HR knowledge base outside of the classroom, while giving alumni the chance to give back and share their expertise to enhance a student’s exposure to the HR field.
The general goal is to match a student with a mentor practicing in an area of HR that is of interest to the student; an area in which (s)he hopes to start his/her career upon graduating from the program. This will give the student the opportunity to learn first-hand the aspects involved in their area of interest and the chance to build their network by getting to know various people within HR. The mentor will be given the chance to teach the student areas of HR not available to them in the classroom, as well as feel a sense of connection to the MHR program.

Eligibility
The program is open to ALL current students, both full- and part- time employed or unemployed, pending their availability to fully and actively participate.

Admissions
Upon being accepted into the MHR program, the student will be given the choice of participating in the program. If interested, the student will fill out a background and future interests form to indicate past education and experience, as well as future interests and goals within the HR. This will be compared to participating mentors’ backgrounds and work experiences. The most beneficial match between the two parties will then be made by the director of the program based on the information provided. Student Interest forms are available on the MHR Community site on Blackboard as well as on the Program’s website.

Duration
In order for the student to gain relevant and helpful information and experience, it is expected that the mentor/student relationship will last for two consecutive semesters (approximately six months) in an academic year. If both parties feel more time is needed or both wish to continue the mentorship longer than two semesters, they are welcome to do so, but a record of this must be sent to the Program for administrative purposes. Additionally, if the student finds (s)he would like to continue within the Program, but with a different mentor in another aspect of HR, a request must be sent to the director of the Program. Upon receiving the request and based on availability, a suitable match will be made.

Frequency
It is recommended that the two parties meet on a fairly consistent basis to form a meaningful and beneficial relationship; it is suggested they have bi-monthly meetings. This can be done in any form of communication conducive to the parties’ schedules: telephone, email, or face-to-face. Although this is the recommended minimum, the mentor and student are free to set up more meeting times if necessary and/or desired.

Recommendation
Upon completion of the Program, the student may ask to use the mentor as a professional reference or as a source to write a letter of recommendation for future job opportunities. It must be understood that this is at the discretion of the mentor. If the mentor accepts, the student must provide all relevant information for the successful delivery of any letter of recommendation.
MHR Extra-Curricular Activities

MHR students have several opportunities to be engaged and involved in out-of-class activities. These extra-curricular activities form part of the overall student experience in the Program. They not only help develop greater camaraderie among students but also open up avenues for networking with HR professionals and other business leaders. A list of such opportunities is given below:

**UC SHRM Student Chapter**

The UC SHRM Student Chapter #5050 is dedicated to providing University of Cincinnati students with the opportunity to gain knowledge and insight into the effective management of personnel in the field of Human Resource Management through affiliation with the Greater Cincinnati Human Resources Association of SHRM and the National SHRM organization.

The Chapter strives to promote the exchange of work-related experience of established business professionals with the theoretical academic perspectives of student and faculty members through open forums and information exchanges.

Additionally, it encourages the acquisition, growth and continuation of your respective careers in HR through expanded knowledge, camaraderie, respect and mutual support among Chapter members and through its affiliation with national, sponsoring and other student chapters.

For the last school-year the Chapter received a superior chapter award and was recognized by SHRM as one of the ten best student chapters in the country.

Students wishing to join the Chapter must become dues-paying student member of the national SHRM the semester they start attending meetings. For more information on joining SHRM please visit their website at [www.shrm.org](http://www.shrm.org). For more information regarding the SHRM student chapter please contact Dr. Nancy Rogers at nancy.rogers@uc.edu.

**UC MHRSA**

The UC Master of Arts in Human Resources Student Association is the MHR student representative organization in the Graduate Student Governance Association. The GSGA’s purpose is to make the graduate student experience as beneficial as possible to students and the University by advocating on behalf of the graduate student population, promoting research and educational goals beyond what is merely required for a degree, and establishing bonds amongst the graduate students and other university populations.

All students in the MHR program are members of the UC MHRSA and eligible to participate in MHRSA and GSGA events. Additionally, the GSGA provides funding for students to attend conferences and conduct research. For more information about the opportunities available through the GSGA please visit their website at [www.uc.edu/gsga/](http://www.uc.edu/gsga/). For more information about the UC MHRSA please contact Dr. Nancy Rogers at nancy.rogers@uc.edu.
Greater Cincinnati Human Resources Association (www.gchra.org/index_flash.php)
The Greater Cincinnati Human Resources Association (GCHRA) is a not-for-profit organization dedicated to the advancement of the human resource management profession.

GCHRA is the local affiliate of the national Society for Human Resource Management (SHRM), the leading voice of the human resource management profession. GCHRA is one of Ohio’s largest and most dynamic SHRM-affiliated chapters, having received several awards, including SHRM’s Superior Merit Award for outstanding chapter achievement.

Established in 1935, the Association’s membership now exceeds 600 individuals throughout the Greater Cincinnati area (Source: GCHRA website).

Society for Human Resources Management (www.shrm.org)
The Society for Human Resource Management (SHRM) is the world’s largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India, which provide additional programming and networking opportunities in your local area. SHRM chapters are autonomous organizations, so it is not automatic that you will be a member of your local chapter when you join SHRM at the national level, and vice versa.

Information on how to join your SHRM local chapter is available here: www.shrm.org/Communities/SHRMChapters/Pages/default.aspx.

SHRM offers several scholarships for promising HR students. For more information, please visit their website at www.shrm.org/about/awards/Pages/Scholarships.aspx (Source: SHRM website).

American Society for Training and Development (www.astd.org)
ASTD (American Society for Training & Development) is the world’s largest association dedicated to workplace learning and performance professionals. ASTD’s members come from more than 100 countries and connect locally in more than 130 U.S. chapters and with more than 30 international partners. Members work in thousands of organizations of all sizes, in government, as independent consultants, and suppliers.

Started in 1943, in recent years ASTD has widened the profession’s focus to link learning and performance to individual and organizational results, and is a sought-after voice on critical public policy issues (Source: ATSD website).

Northern Kentucky Human Resource Association (www.nkhra.org)
Northern Kentucky Society for Human Resource Management (NKY SHRM) is a local chapter of the SHRM. It is a not-for-profit organization focused on the development of individuals in the HR profession. Professional certification is an integral part of this development. HRCI is an affiliate of SHRM and offers several levels of Human Resource Certification. Part of NKY SHRM’s commitment to its members is to encourage certification by providing information and ongoing re-certification credits. You may obtain more information about Certification here: www.nkhra.org/default.aspx?page=certification.

NKY SHRM encourages active participation in order to achieve full benefit of membership. One way to become involved is to volunteer on a committee. NKY SHRM committees cover a variety of areas and there is sure to be one for you. For more information about their committees visit: www.nkhra.org/default.aspx?page=committees. (Source: NKHRA website).
The University of Cincinnati has an excellent career development center that provides many useful resources that will help you with preparing for and securing an internship or permanent job. Below we provide a description of some of the services provided. For more complete information, please visit their website at www.uc.edu/career.

**Career Advising and Consultation**
Meet with CDC staff to fine tune resumes and cover letters, discover job seeking strategies, and prepare for interviews. The center offers convenient walk-in hours to work with the center’s TA’s or you can make an appointment to meet with the graduate student advisor.

**Videotaped Mock Interviews: Description**
Videotaped Mock Interviews give you a chance to practice your interview skills with an actual recruiter, who hires UC students. Recruiters will role-play an interview with you, and then give you feedback on your interviewing. This whole experience takes about 30 minutes, and you can get valuable feedback on your interview skills and areas that need improvement.

**Interview Stream**
Students are able to choose and practice answering eight behavioral interview questions in a computer kiosk and then view their responses. The interview takes about 30 minutes and is available five days a week.

**Career Navigator**
Career Navigator is a FREE program offered by the Career Development Center, to guide you through the career decision-making process. This program is specifically designed to assist students with career decisions.

**CDC Internship Listserve**
Provides e-mail updates of available internships: www.uc.edu/career/Students/listservs.htm.

**Recruit a Cat**
On-line resource for job seekers and employers. Students are able to view job postings, post their resume, and have it viewed by the registered employers.

**Virtual Career Fair**
The Virtual Career Fair is CDC's online career fair, facilitated through the Internet and email. It is open to students from all majors and colleges as well as alumni and is conveniently accessible to students, UC alumni, and employers 24 hours a day for a period of eight days. Companies of all sizes and types can participate.

**Career Development Courses**
Each semester CDC offers several credit courses to assist students in such areas as determining a major, choosing a career path, preparing for and finding part-time jobs, internships, and full-time employment, and how to utilize the Career Center's resources to benefit your career.
### MHR Program

**Website:** [www.artsci.uc.edu/mhr](http://www.artsci.uc.edu/mhr)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nancy Rogers, Ph.D.</td>
<td>Field Service Associate Professor and Graduate Director</td>
<td>Phone: 513-556-1476; Fax: 513-556-4168; E-mail: <a href="mailto:Nancy.Rogers@uc.edu">Nancy.Rogers@uc.edu</a></td>
</tr>
<tr>
<td>Donna Chrobot-Mason, Ph.D.</td>
<td>Associate Professor and Director, Center for Organizational Leadership</td>
<td>Phone: 513-556-2659; E-mail: <a href="mailto:Donna.Chrobot-Mason@uc.edu">Donna.Chrobot-Mason@uc.edu</a></td>
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<tr>
<td>Stacie Furst-Holloway, Ph.D.</td>
<td>Assistant Professor and Chapter Advisor for UC-SHRM Chapter</td>
<td>Phone: 513-556-0176; E-mail: <a href="mailto:Stacie.Furst@uc.edu">Stacie.Furst@uc.edu</a></td>
</tr>
<tr>
<td>David Hoehn, MBA</td>
<td>Assistant Professor – Educator</td>
<td>Phone: 513-556-7026; E-mail: <a href="mailto:David.Hoehn@uc.edu">David.Hoehn@uc.edu</a></td>
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<tr>
<td>Andrew Brown, Ph.D. (ABD)</td>
<td>Assistant Professor – Educator</td>
<td>Phone:</td>
</tr>
<tr>
<td>Karen Eichelbrenner</td>
<td>MHR Program Coordinator</td>
<td>Phone: 513-556-5539; E-mail: <a href="mailto:Karen.Eichelbrenner@uc.edu">Karen.Eichelbrenner@uc.edu</a></td>
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</table>

### MHR Program Office:

4130 Edwards One  
University of Cincinnati  
PO Box 21376  
Cincinnati, OH - 45221-0376  
Phone: 513-556-5539; Fax: 513-556-4168

### Department of Psychology

Edwards One, 4130  
University of Cincinnati  
Cincinnati, OH 45221-0376  
Phone: (513) 556-5580  
Fax: (513) 556-1904

### Graduate School

PO Box 210627  
University of Cincinnati  
Cincinnati, OH 45221-0627  
Phone: 513-556-4335  
Fax: 513-556-0128  
Email: grad.info@uc.edu

The graduate school handbook can be accessed at: [www.grad.uc.edu](http://www.grad.uc.edu)
One Stop Student Service
The One Stop Student Service Web Site (www.onestop.uc.edu) allows you to register for classes, accept financial aid awards, pay bills, check grades, request a transcript, and more. This site is designed to complement the One Stop Student Service Center on the second floor of the University Pavilion.

The One Stop Student Service Center is open on the second floor of University Pavilion. University Service Associates are ready to assist you. Service hours are:

- 8:00AM – 7:00PM: Mon—Thu
- 9:00AM – 5:00PM: Fri

In addition, you may contact One Stop by phone at 513-556-1000 from:

- 8:00AM – 5:00PM: Mon—Thu
- 9:00AM – 5:00PM: Fri

Career Development Center
The Career Development Center is the centralized, comprehensive career services center for undergraduate and graduate students, and alumni of the University of Cincinnati. CDC produces several major career fairs; courses in decision-making, career planning, and career development; career-related educational programs and workshops; as well as the On Campus Recruiting program. The CDC can be accessed online at: www.uc.edu/career/Students/students.htm.

Directions:
The Career Development Center is located at University Pavilion, 1st Floor on UC’s West Campus. CDC has a separate entrance located on the first floor of the building facing the CCM Garage. CDC can also be accessed from the third floor by using the elevators located in the hallway.

Feel free to contact the CDC at:
Phone: 513-556-3471
Fax: 513-556-0650
Email: cdc@uc.edu

UC Libraries
The UC library system can be accessed online at: www.libraries.uc.edu. University Libraries supports University of Cincinnati’s undergraduate, graduate, and professional programs and includes the Walter C. Langsam Library, the Archives and Rare Books Department, the University of Cincinnati Digital Press and nine college and department libraries.

The main library, Langsam Library, has the following hours:
- Mon – Thu: 7:45PM – Midnight
- Fri: 7:45AM – 9.00PM
- Sat: 10:00AM—9:00PM
- Sun: Noon—Midnight

For hours of other UC libraries, location, access, or for holiday hours please check: www.libraries.uc.edu/information/hours_maps/index.html

Campus Directions and Maps can be found at: www.uc.edu/visitors
Campus Student Security
Public Safety/ UC Police information can be accessed at: www.pddoc.uc.edu/ucpd/Rtkinfo.htm

The Student Government Night Walk Program operates from dusk to midnight, Sunday through Thursday, for the safety of anyone walking alone on or around the East or West Campus during the evenings. By calling 513-556-6110, an escort team will come to your location and accompany you anywhere on campus or within a 3-block radius of the campus. The escort teams are police trained volunteers and carry radios in case any emergencies should arise.

Campus Watch, students employed and trained by the University of Cincinnati Police Department, assist the police in patrolling campus parking lots and garages, residence halls and other vital areas. These patrol teams report suspicious individuals and/or activities, via radio, to the police dispatcher. The hours of operation are 6.00PM to 10.00PM on weekdays and 6.00PM to 2.00AM on weekends. Campus Watch personnel can be identified by distinctive jackets and Campus Watch Student IDs.

By picking up any blue Help-phone, you will be directly connected to the UC Police dispatcher. These phones are strategically located throughout campus walkways and inside parking garages. Police respond to the lifting of any help phone receiver, even when no words are spoken. Red phones, similar to the blue help phones, are located inside buildings and at the front desk of every residence hall. Neither of these phones can be used for any campus calls. To place these calls, use campus phones located in University buildings.

Crime Prevention Tips:

Commuters
- Never leave valuables in plain sight in your automobile. Take them with you, lock them in the trunk or leave them at home.
- Lock your vehicle and take your keys.
- Try to park in well lighted areas.

General Information
- Never leave your books or any item unattended. This includes in libraries and other study areas.
- Report any suspicious or unusual activities or people to the police.
- Give your social security number and a copy of your schedule to a parent, friend, spouse or roommate in case of an emergency. This will allow the police to get in touch with you quicker, if the need arises.

Important Safety Phone Numbers:

Emergency
- West, East, CAS – 911
- Raymond Walters, Clermont College – 9911
- To contact UC Police 911 from non-campus or cell phone dial 556-3911
- Police TIPS Hot Line - 556-2677

Non-Emergency
- West, CAS - 556-1111
- East - 558-1111
- Raymond Walters - 556-1111
- Clermont College - 556-1111

Other
- Police Administration: West - 556-4900 East - 558-4900
- Industrial Health and Safety - 556-4968
- Wellness Information and Referral Program - 556-6124
- Student Government Night Walk Program - 556-6110

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Bearcat Online Email Account
All University of Cincinnati students receive a Bearcat Online email account. This campus wide email service is governed by the University of Cincinnati Information Technologies Department (UCit). You may access your email account, or obtain one, at: https://mail.uc.edu.

Blackboard
Blackboard is the course management software used at UC. It not only allows instructors to easily place course materials online, but also contains multiple communication tools that allow instructors and students to collaborate. It also acts as a portal to other web services at UC. For students, Blackboard provides a convenient way to access course materials from any location where they have internet access and provides for a variety of content format – audio, visual, and interactive multimedia. The communication tools allow them to collaborate with their classmates using such tools as email and real-time chat sessions. As a portal to other University services, students can quickly and conveniently link to the online registration/bill pay site, University Libraries, and much more.

As a student, you will automatically have access to your course information through Blackboard and you will receive information and have access to the MHR community blackboard site. You can use your UC email username and password to access your Blackboard account at: www.blackboard.uc.edu

If you have questions about Blackboard, please contact: http://blackboard.uc.edu/support/ or 513-556-1602.

To activate your email or Blackboard account, you will need to use your UC Student ID Number. For questions regarding your UC ID Number please contact the Office of the Registrar at 513-556-9900.

All communications from the Department, such as important updates about courses, internships/job openings, and departmental events, are usually posted through Blackboard. Please change the default email setting to the email you use regularly.
Parking Information

The most current information on parking services can be accessed at: www.uc.edu/parking.

Please contact Parking Services regarding parking permits at:
Four Edwards Center
University of Cincinnati
P.O. Box 210624
Cincinnati, OH 45221-0624
Phone: 513-556-2283
Email: ucpark@uc.edu

Office Hours:
Monday – Friday: 7:30AM - 5:00PM
Saturday – Sunday: Closed

- To buy a parking decal you will need your vehicle license plate number and your social security number.
- All parking decals must be prominently displayed on the dash-board of your vehicle. Each service user can be issued one "Courtesy Void" per calendar year; per vehicle for receiving a violation for failure to display a valid parking decal. If you have used your courtesy void and receive another ticket, you must go through the appeals process or pay the ticket.
- The University’s parking regulations and meters are enforced 24 hours per day, seven days per week.
- Decal refunds are available on a prorated basis. The decal and/or keycard must be returned to Parking Services before the refund can be processed.
- To get a replacement decal or keycard, if stolen or lost, you will have to file a report of its theft or loss with the University Police. There is a replacement fee for a decal or keycard.
- Visitor parking is located in all the garages on West or East Campus. Visitors can also park at meters and insert the necessary coins required.
- Keycards must be returned when your decal expires. There are boxes located at the exit reader in each garage for your convenience. A late fee will be assessed for keycards not returned. If you are going to renew your parking in the same facility for the next semester, please contact Parking Services for additional instructions.
- Students can pre-register or purchase parking for the next semester at the same time that student priority registration occurs. This includes evening students as well.
- A decal must be on display to park in any ungated lot on the university campus. A violation ticket will be written without the display of a decal. Decal parking allows one to park on the university campus anytime that it is necessary to come. Any Parker without a valid decal must park in any cash garage.
- Parking services offers free assistance to jump-start vehicles parked on the university campus.
Frequently Asked Questions

1. FAQs – ADMISSIONS

a) When should I apply?
Applicants may be admitted any semester (i.e., Fall, Spring, or Summer). The deadlines for applications are provided in the table below. At the deadline, all application materials must have been received by the Program.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Deadlines for US-based applicants</th>
<th>Deadlines for non-US-based applicants (i.e., those who may require a visa)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Semester:</td>
<td>15th June</td>
<td>15th January</td>
</tr>
<tr>
<td>Spring Semester:</td>
<td>15th November</td>
<td>15th June</td>
</tr>
<tr>
<td>Summer Semester:</td>
<td>15th March</td>
<td>15th November</td>
</tr>
</tbody>
</table>

Please note: If a deadline falls during a weekend or holiday, application materials may be submitted by the following Monday or the next business day, respectively.

b) Where should I send application materials?
The MHR Program Coordinator
4130 Edwards One
University of Cincinnati,
PO Box 21376
Cincinnati OH 45221-0376
USA

c) Can a student defer admission?
Yes, students can defer admission within the academic year. An academic year consists of autumn-spring-summer semesters. Students who wish to defer beyond an academic year must submit a new application to the university and pay another application fee. Admission into the Program itself is secured; however, students who have been awarded financial aid and defer admission cannot be guaranteed funding when they begin taking classes.

d) What distinguishes part time from full time students?
Students must be registered for 10 or more graduate credit-hours to be considered full-time students. However, students receiving a Graduate Assistantship or UGS must be registered for at least 12 graduate credit-hours.

e) If a student starts a program elsewhere, how many credits can be counted toward the MHR degree?
If the degree has been awarded, then the student cannot count credit-hours from a previously earned degree toward the MHR program. However, students may petition the MHR
Admissions Committee to be excused from core courses. If a degree was not awarded, the student may petition the MHR Admissions Committee to transfer up to one-half of the required credit-hours toward completion of the MHR degree.

f) Can students who are not admitted to the MHR program take MHR classes?
Graduate students in CCM or CoB may register for graduate-level MHR classes. Students majoring in other areas and non-matriculating students may take MHR courses if they obtain special permission from the instructor. Should the non-matriculating student later be accepted into the MHR program, a maximum of 9 credit-hours may count toward the MHR program requirements. Additional general information on Graduate School Rules and Questions can be found at: www.grad.uc.edu.

g) Can a student have the GRE/GMAT requirement waived?
An official GRE or GMAT score sheet of tests taken within the last 5 years is normally required of all applicants to the program. However, applicants with five or more years of experience in an HR position gained in the functional areas of compensation, benefits, training, staffing, etc., and strong letters of recommendation from individuals capable of assessing the applicants HR knowledge, may request to have the test scores waived. Prospective applicants who wish to request a waiver of the GRE/GMAT requirement should contact the MHR program director before submitting application materials.

2. FAQs – COURSES

a) Can a MHR student take an Independent Study?
Yes. A total of three credit-hours of independent study (i.e., OLHR8098 or OLHR8099) can be counted towards the 42-credit-hour requirement of the MHR program. Registering for independent study requires prior permission of the instructor.

b) Do I need to meet with an advisor to schedule my classes?
It is not required that you meet with an advisor to register for classes. Most students do not find that they need to have advising, as long as they use the checklist provided and keep in mind that courses are generally only offered once a year. However, please feel free to contact us if you have questions or wish to speak with someone about any program-related issue.

c) Who is my advisor for the final experience?
At least one semester prior to the semester in which you plan to graduate, contact Ms. Karen Eichelbrenner, MHR program coordinator, who will assist you in securing a faculty member who will serve as your Capstone advisor. You will then work with this faculty member to secure approval for your Capstone proposal and final deliverables.
3. **FAQs – Exemptions and Waivers**

   a) **What is the procedure to seek exemptions/waivers from certain Program requirements?**
   
   To seek any kind of exemption or waiver from a Program requirement, please submit a request to the Director of the MHR Program, Dr. Nancy Rogers, by following the procedure listed below:
   
   1) Send your request via email to Dr. Rogers at Nancy.Rogers@uc.edu.
   2) In the body of the email, clearly state the nature of exemption/waiver requested.
   3) Present your case for exemption/waiver with supporting documentation/waiver requested.
   4) Examples:
      
      i. *If you wish to have the GRE/GMAT requirement waived:* Explain how you employ the competencies tested on the GRE/GMAT in your work. Attach your most recent resume to the email, and have letters of recommendation attesting to your competence sent to Dr. Rogers.
      
      ii. *If you wish to take a course outside the Program and have it count towards your degree:* Clearly list the course title and number, course description, and attach a copy of the course syllabus, along with a rationale for how the course is relevant to an HR professional.

4. **FAQs – International Students**

   The following information was obtained from UC International Services’ (UCIS) website and was accurate at the time of updating this handbook. However, for the most current information please visit UCIS’ website at [www.uc.edu/international/services.html](http://www.uc.edu/international/services.html).

   a) **What are the TOEFL score requirements?**
   
   The minimum TOEFL scores required for admission to the MHR program are:
   
   - Paper-based tests – 600;
   - Computer-based tests – 250; and
   - Internet-based tests – 100.
   
   [Please note: the Institution code is 1833 and Department code is 0000.]

   b) **What financial aid is available for international students?**
   
   There is no additional financial aid available for international students. The same financial aid regulations apply as for other students. Please see the section on financial aid.

   c) **Can I find out the status of issuing my I-20 form?**
   
   Yes. You can check the status of your I-20 by going to our website at [www.isso.uc.edu](http://www.isso.uc.edu). Under the “features” section you will see a link called “Check Your I-20 Status”. Click on this link. Enter your name, email address and selection enrollment term (i.e. 12FS for fall semester 2012) from the drop down box. The email address you enter must match the email you submitted with your application. Click the “Email I-20 Status” button. You will receive an email within 24 hours telling you the status of your I-20.
d) **Is there a deadline for submitting the Financial Certification Form?**
   No. There is no deadline for submitting financial certification forms to the UCIS. You simply will not be issued an I-20 until they are received in proper form. Keep in mind that it may take several months to obtain a visa and you will need your I-20 to apply.

e) **My department has not yet made decisions on funding. Can I wait until I hear from my department about funding before I send the financial certification form?**
   Yes. Again, there is no deadline for submitting the financial certification forms. You simply will not receive your I-20 until the documentation of your funding is received.

f) **If there is a problem with the financial certification documents submitted will UCIS contact me?**
   Yes. Anytime a student submits financial certification documents that are incomplete or inadequate, the UCIS will send an email or letter (if email is not available) to the student explaining the problem(s).

g) **My funding from UC is equal to or greater than the amount of expenses required by the UCIS to be issued an I-20. Do I need to submit additional financial documents to the UCIS?**
   No. If the amount of funding coming from your department exceeds the amount of funding required by the UCIS to be issued an I-20 you do not need to submit additional financial documents.

h) **I have been awarded University funding (a scholarship or assistantship); can I count the amount of the award as a source of support for subsequent years of study?**
   Yes. Any award given by the University (such as a UGS) can be counted as a source of support for all years of expected study.

i) **Do I have to submit financial documents in U.S. dollars?**
   No. Your financial documents do not have to be submitted in U.S. dollars, although it is helpful that any document you submit in foreign currency contains the U.S. dollar equivalency. It is perfectly acceptable to submit documents in foreign currency such as RMB, Rupees, or Euro.

j) **I need to have my original financial documents to apply for the student visa. Can I submit copies of my documents to the UCIS and keep the originals?**
   No. You must submit the original financial documents to the UCIS. We will send the original documents back to you with our I-20 form to apply for the student visa. Financial documents must be submitted in English or have an English translation attached.

k) **Can I be issued an I-20 based on providing financial support for one year of study?**
   No. All students must provide financial support for all years of study needed to complete a degree. That is two years for Masters or Associates degrees, five years for a Bachelors degree or six years for a Doctorate degree. Funds for the first year of study must be documented and available. Funds for subsequent years of study must be attainable as demonstrated by income from employment or investments. This typically occurs when a sponsor (family or friend) is
involved. If using personal funds (meaning money that appears on documents in your name) for any part of support the student must have the personal funds for all years of study. For example, a doctoral student who states that he or she will use $10,000 of personal funds for support would have to have $10,000 x 6 ($60,000) in order to be issued an I-20. Personal funds can’t be earned, the student either has the funds or doesn’t.

l) Can my I-20 be sent by express mail?
Yes. We recommend that you have your I-20 mailed by express mail. Regular mail overseas takes 4–6 weeks. To request express mail service you need to go to the following website: https://study.eshipglobal.com. We have discounted express mail rates negotiated for UC students with DHL and FedEx, but you must use the eshipglobal service. Do not go through the DHL or FedEx websites directly. You will need your UC student ID number, mailing address, email address, phone number and a credit card (Visa, Mastercard or Discover cards only) to set up a user account. Our office will be notified once you have requested a shipment. If you experience any difficulty in registering and processing a shipment, please use the “Help” link in the site for step by step instructions. If you have additional questions about how to use this service, please email support@eshipglobal.com.

m) Will the UCIS tell me when my I-20 was issued?
We will send an email to all students (if email is available) when your I-20 is mailed. We will not search for your file upon request and tell you when your I-20 was sent or why it hasn’t been sent. When it is mailed, you will be notified.

n) I want to bring my spouse and children to the U.S. with me. What do I need to do?
You need to show an additional $4,000 per year for a spouse and $2,000 for each child. This is in addition to what you need to show to meet your own living and educational expenses. We will also need to know the name, date of birth, city and country of birth and country of citizenship for each dependent.

o) Must the Financial Certification Form be notarized?
Yes. Any financial certification made by a sponsor must have a notary seal affixed to the sponsors signature or the form will not be accepted. A notary seal is an official stamp certifying that the person signing the form is the sponsor. A notary seal can be obtained in any country, although the formal name may not be a notary. Lawyers, bankers, police officers and other government officials typically have the authority to make such certifications. In some countries (especially China) such officials may not stamp or seal the UCIS Financial Certification Form because it is written in English. It is acceptable in such instances to send a form appropriate from your home country with the appropriate seals instead of the UCIS Financial Certification Form.

p) Can I have a friend pick-up my I-20 and mail it to me?
Yes. You may designate anyone you want to pick up your I-20. But you must indicate to us in writing who that person is, and how to contact them.
q) Can the UCIS tell me if I have been awarded a scholarship or assistantship or grant me an extension to the deadline to accept my offer of admission?

No. Individual departments grant financial aid, not the UCIS. You must contact your admitting department directly about financial awards or exceptions to deadlines.

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**Estimated Annual Expenses for International Graduate Students for AY 2012-2013**

<table>
<thead>
<tr>
<th></th>
<th>Most Programs including MS Architecture</th>
<th>Master of Architecture</th>
<th>12-Month Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and other fees</td>
<td>$25,696</td>
<td>$31,832</td>
<td>$38,544</td>
</tr>
<tr>
<td>Living Expenses</td>
<td>$11,319</td>
<td>$11,319</td>
<td>$11,319</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>$1,804</td>
<td>$1,804</td>
<td>$1,804</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$38,819</strong></td>
<td><strong>$44,955</strong></td>
<td><strong>$51,667</strong></td>
</tr>
</tbody>
</table>

**Notes:**

**Important**

1. Students must have adequate finances to cover all expenses for the entire time that is required to earn the degree.
2. It is important for the student to know his or her government's regulations on currency exchange and bank procedures for the transfer of needed funds.

**Dependents**

3. Students who wish to bring a spouse or child(ren) to the U.S. must show the appropriate amount of support detailed above plus an additional $4,000 per year for a spouse and $2,000 per year for each child. If your spouse and children will be accompanying you to the U.S. please let us know. We will need to know name(s), date(s) of birth and countries of birth for all dependents.

**Tuition**

Tuition is assessed for most full-time students based on two semesters of study (one academic year). Summer quarter enrollment is optional for most students and thus is not included as part of your estimated annual expenses. However, depending on your program, your tuition costs may be assessed differently, for instance:

4. Students studying as part of an exchange program pay tuition at their home institution, not UC. These students are only responsible for demonstrating support for the estimated living expenses and student health insurance plan.

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*From: [www.uc.edu/international/services/students/prepare/estimated_expenses.html](http://www.uc.edu/international/services/students/prepare/estimated_expenses.html)*
General Fee
All students are required to pay the General Fee unless otherwise indicated in an award letter. If you owe this fee, it will be included on your bill at the time of registration:

5. $398 per semester ($796 per year) for Main Campus, Study Abroad, and M.D. students.
6. $228 per semester ($456 per year) for UC Blue Ash College and UC Clermont College students.

Information Technology and Instructional Equipment (ITIE) Fee
All students (except those in the College of Medicine) are required to pay the Information Technology and Instructional Equipment (ITIE) Fee to cover costs associated with labs, instructional equipment & supplies, and general information technology. If you owe this fee, it will be included on your bill at the time of registration:

7. $180 per semester ($360 per year) for Main Campus and Study Abroad students.
8. $132 per semester ($264 per year) for UC Blue Ash and UC Clermont students.

Campus Life Fee
All students (except those in the Raymond Walters & Clermont Colleges) are required to pay the Campus Life Fee. If you owe this fee, it will be included on your bill at the time of registration:

9. $252 per semester ($504 per year) for Main Campus students.
10. Students at the UC Blue Ash and UC Clermont Colleges are not required to pay the Campus Life Fee.

Health Insurance
All international students are required to carry the University Student Health Insurance policy unless they can prove coverage equal to or greater than the University policy. Students who qualify for a waiver of the policy must follow the guidelines established by the Student Health Insurance Office for obtaining a waiver. Such insurance must be provided by a U.S.-based company. **Foreign-based policies will not be accepted.**

For those who do not waive the UC insurance policy, the fee is $902 per semester ($1,804 per year), and will be included on your bill. Family coverage is available at an additional charge. Students are responsible for paying this fee each semester. Summer coverage is free for students who pay during spring semester.

Living Expenses
11. Living expenses are estimated on a 12-month basis. While enrollment during the summer may be optional, food, rent and other expenses are necessities.
12. The first month in the United States demands more financial outlay than any other single period. An additional $1,000 should be available to meet these expenses.
13. Graduate residence hall rent is due at the beginning of each month.
14. Costs for such things as buying an automobile or travel to the student’s home country are not included in the estimate of living expenses.

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