

Organizational and Human Resource Development

Purpose and Philosophy

The Master of Science degree in organizational and human resource development is a 36-hour program which touches on organizational systems, cultural systems and human systems issues as they apply toward leading, administrating and managing organizations. The degree is an interdisciplinary program from management sciences, communication and psychology.

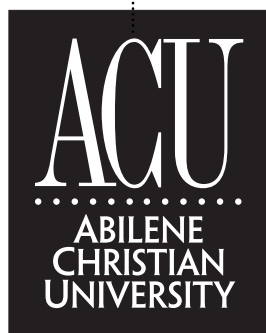
The central objective of the degree program is to provide an advanced degree that synthesizes knowledge from diverse fields into a focused, yet flexible plan of study that is useful to leaders in all forms of organizations. It touches on organizational systems, cultural systems and human systems issues as they apply toward leading, administrating and managing. The program is committed to applying the study of individual, group and cultural issues to meet the special needs of military officers, administrators, managers, trainers, government leaders and others in the professional community. The program is offered at Dyess Air Force Base with courses available on the ACU campus as well.

Distinctive features of the M.S. in organizational and human resource development are: breadth in understanding human behavior, development of leadership skills with multiple applications, adaptation of models to diverse organizational settings, and maximization of career mobility for holders of the degree.

Admission Requirements

The primary criterion for admission is the applicant's potential for academic success in the program. To assess each candidate's relative potential, the following items are requested and considered:

1. A completed Application for Admission to the ACU Graduate School and non-refundable application fee.
2. An officially reported Graduate Record Examination (GRE) or Graduate Management Admissions Test (GMAT) score within the upper 50th percentile.
3. An official transcript(s) of all previous college work (official means an original with the seal which comes directly from the issuing institution to ACU). The transcript must indicate a bachelor's degree from an accredited college or university. Admissions are made on the assumptions that applicants will have the bachelor's degree by the time of matriculation, and if not, the Graduate School admission is void.
4. Two (2) letters of recommendation.
5. For students whose first language is not English, an officially reported Test of English as a Foreign Language (TOEFL) score of at least 550.
6. Two-page, typed purpose statement describing career goals, professional interests and reasons for wanting to enter the OHRD program.



Departmental Requirements

Students must have completed a baccalaureate degree from an accredited institution, but no specific undergraduate major is required.

Scholarships and Financial Aid

Financial assistance is available to students through scholarships, loans and part-time employment. For further information on financial aid, contact:

Student Financial Services
100 Zellner Hall
ACU Box 29007
Abilene, Texas 79699-9007
800-460-6228 or 325-674-2643

Organizational and Human Resource Development

Degree Requirements

The Master of Science degree in organizational and human resource development is a 36-hour program which requires at least half the total hours be taken at the 600 level.

- **Research (3 hours)**

Select one course from the following:

COMS 620 Communication Research Methods
PSYC 611 Introduction to Research

- **Business (6 hours)**

Select two courses from the following:

ISQS 524 Management Information Systems
MGMT 532 Human Resource Management
MGMT 635 Organizational Design and Change
MGMT 636 Organizational Behavior

- **Communication (6 hours)**

Select two courses from the following:

COMS 545 Intercultural Communication
COMS 585 Organizational Communication
COMS 586 Human Resource Training and Development
COMS 607 Conflict in the Workplace
COMS 675 Seminar in Persuasion and Social Change
COMS 686 Communication Consulting and Assessment

- **Psychology (6 hours)**

Select two courses from the following:

PSYC 605 Negotiation: Principles and Practice
PSYC 606 Mediation: Principles and Practice
PSYC 607 Conflict in the Workplace
PSYC 681 Mental Health in the Work Place
PSYC 688 Teams and Team Leadership
PSYC 643 Personnel Assessment

- **Organizational systems (3 hours)**

Select courses not taken to fulfill requirements for business, communication, or psychology:

ISQS 524 Management Information Systems
MGMT 532 Human Resources Management
MGMT 635 Organizational Theory
MGMT 636 Organizational Behavior
COMS 508 Corporate and Legal Advocacy
COMS 543 Business and Professional Communication
COMS 585 Organizational Communication
COMS 586 Human Resource Training and Development
COMS 607 Conflict in the Workplace
COMS 686 Communication Consulting and Assessment
PSYC 605 Negotiation: Principles and Practice
PSYC 606 Mediation: Principles and Practice
PSYC 607 Conflict in the Workplace
PSYC 688 Teams and Team Leadership

- **Cultural systems (3 hours)**

Select courses not taken to fulfill requirements for business, communication, or psychology:

COMS 545 Intercultural Communication
COMS 583 Communication in Multi-National Organizations
COMS 683 Cultural Case Studies
PSYC 625 Seminar in Intercultural Studies

- **Human Systems (3 hours)**

Select courses not taken to fulfill requirements for business, communication, or psychology:

COMS 530 Conflict Management
COMS 536 Non-Verbal Communication
COMS 641 Theories of Interpersonal Communication
COMS 642 Seminar in Communication (varying topics)
PSYC 643 Personnel Assessment
PSYC 681 Mental Health in the Workplace

- **Electives (6 hours):** consult with advisor

- **Comprehensive examination**

A written examination is required for completion of the degree and should be taken during the final semester of course work.

Faculty

- Richard Beck, Ph.D.**, 1980, *assistant professor of psychology*; B.A., Harding University, 1976; M.A., Western Kentucky University, 1980; Ph.D., Southern Methodist University, 1997.
- Joseph Cardot III, Ed.D.**, 1980, *professor, chair of communication*; B.A., Harding University, 1976; M.A., Western Kentucky University, 1980; Ed.D., Texas Tech University, 1990.
- Malcolm P. Coco, Ph.D.**, 1990, *assistant professor of human resource management*; B.S., University of Southwestern Louisiana, 1968; M.S., Central Michigan University, 1979; Ph.D., Nova University, 1993.
- Jeffery D. Houghten**, 2002, *associate professor of management sciences*; B.S., Fairmont State College, 1989; M.B.A., West Virginia University, 1990; Ph.D., Virginia Polytechnic Institute and State University, 2000.
- Paul Lakey, Ph.D.**, 1988, *associate professor of communication, director, division of human communication*; B.A., Oklahoma Christian University, 1970; M.A., Abilene Christian University, 1980; M.A., ACU, 1985; Ph.D., University of Oklahoma, 1988.
- Robert McKelvain, Ph.D.**, 1989, *professor, chair of psychology*; B.A., Abilene Christian University, 1971; M.A., Texas A&M University, 1974; Ph.D., Texas A&M University, 1980.
- Lynette Sharp Penya**, 1999, *assistant professor of communication*; B.A., ACU, 1991; M.S., University of Illinois, 1993; Ph.D., University of Kansas, 1996.
- T. Scott Perkins, Ph.D.**, 1988, *associate professor of psychology*; B.S., Harding University, 1980; M.S., Pennsylvania State University, 1984; Ph.D., Pennsylvania State University, 1988.
- Cynthia Roper, Ph.D.**, 1994, *assistant professor of communication*; B.S., Oklahoma Christian University, 1975; M.A., Abilene Christian University, 1986; Ph.D., University of Oklahoma, 1996.
- Charles Small, Ph.D.**, 1977, *associate professor of management sciences*; B.S., Abilene Christian University, 1954; M.S., ACU, 1975; Ph.D., Texas A&M University, 1978.
- Jerry Winsor**, 2002, *professor of communication and director of OHRD*; B.S.Ed., Kansas State Teachers College, 1963; M.S., Kansas State Teachers College, 1964; Ph.D., University of Nebraska, 1975.

Courses of Instruction

Business

- ISQS 524 Management Information Systems (3-0-3).** A comprehensive study of organizational needs for information and an introduction to the integrated management information system. Information is studied as an organizational resource. The creation and distribution of information and the management of the information resource are stressed. Operational, tactical and strategic information systems are analyzed. This course requires a lab.
- MGMT 532 Human Resource Management (3-0-3).** A study of the functions of human resource management as they interact with the relationship between management and the personnel of the organization. Functions of human resource management include the following: human resource planning, recruitment, and selection; human resource development; compensation and benefits; safety and health; employee and labor relations; and human resource research.
- MGMT 635 Organizational Theory (3-0-3).** An exploration of businesses and other organizations as complex, dynamic systems. The focus is on understanding different organizational processes and enhancing ability to evaluate and improve organizational processes and enhancing ability to evaluate and improve organizational effectiveness.
- MGMT 636 Organizational Behavior (3-0-3).** An analysis of individual, group, and organizational variables which inhibit or facilitate effective organizational functioning. Topics may include rewards, motivation, leadership, culture, decision making and ethics.

Communication

- COMS 508 Corporate and Legal Advocacy (3-0-3).** The theory and practice of communication strategies in corporate and legal advocacy processes.
- COMS 530 Conflict Management (3-0-3).** Develops conflict management knowledge and skill competencies through an interaction of theory, practice and analysis. Among the instructional methods to be used are lectures, case studies and small group conflict instruments.

- COMS 536 Non-Verbal Communication (3-0-3).** Theory and practice of non-verbal communication in relation to behaviors in numerous contexts and human interactions.
- COMS 543 Business and Professional Communication (3-0-3),** fall, spring, summer. A course designed to apply communication theory to the solving of business or professional interpersonal problems. Stresses systems theory adapted to organizational structure, interviewing and conference techniques, as well as public speaking in professional settings. Prerequisite: COMS 111.
- COMS 545 Intercultural Communication (3-0-3).** Stresses understanding of contrasting cultures and ways of communicating with individuals and groups from cultures around the world as well as diversity cultures within the United States.
- COMS 583 Communication in Multi-National Organizations (3-0-3).** Designed to introduce students to intercultural communication theories applied to information needs and human resource management in multi-national organizations.
- COMS 585 Organizational Communication (3-0-3).** The theory and function of communication within business, government, hospitals, schools, industrial firms and other organizations, with emphasis on concepts and principles for effective management.
- COMS 586 Human Resource Training and Development (3-0-3),** fall, spring. The theory and skills involved in doing human resource training in organizations. Provides knowledge, skills, and experience in developing, presenting, and evaluating training programs. (Same as HRM 486.)
- COMS 607 Conflict in the Workplace (3-0-3),** fall, summer. Designed to prepare professionals for conflict mediation. Provides opportunities to develop skills in identifying the signs and root causes of friction, anger, violence and conflict in the work environment. Analysis of case studies provides the framework for understanding organizational alternative dispute resolution systems. Prerequisite: COMS 630. Same as PSYC 607.
- COMS 620 Communication Research Methods (3-0-3).** Emphasis on the scientific method, survey research, laboratory research, sampling procedures, questionnaire construction, and interviewing techniques.
- COMS 641 Theories of Interpersonal Communication (3-0-3).** Explores theory and variables from the body of scientific literature dealing with interpersonal communication.
- COMS 642 Seminar in Communication (3-0-3).** In-depth study of various problems and concepts in communication. Course may be repeated with different content for a total of 9 hours. Topics have included: Interviewing, Small Group Communication, Organizational Leadership and Conflict Management.
- COMS 675 Seminar in Persuasion and Social Change (3-0-3).** Study of processes, theories and strategies by which group, organizational and cultural persuasion occurs by emphasizing diffusion of innovation strategies.
- COMS 683 Cultural Case Studies (3-0-3).** Analysis of several intercultural encounters between U.S. citizens and foreigners in the latter's cultural setting. Application of principles of cross-cultural involvement.
- COMS 686 Communication Consulting and Assessment (3-0-3).** A study of methods used in assessing communication behavior in organizations, preparing intervention techniques, and evaluating communication effectiveness.

Psychology

- PSYC 605 Negotiation: Principles and Practice (3-0-3).** Comprehensive study of the conceptual and interpersonal skills required to engage in effective negotiation. Topics include analyzing the negotiation context, preparing a negotiation plan, conducting negotiation sessions, resolving impasses, and documenting agreements. Emphasis on development of analytic and interpersonal negotiation skills.
- PSYC 606 Mediation: Principles and Practice (3-0-3).** spring. Comprehensive study of the conceptual and interpersonal skills required to serve as a mediator. Topics include analyzing background information, preparing a mediation plan, conducting mediation sessions and caucuses, resolving impasses, and documenting agreements. Emphasis on strategic approach to assisting parties by creating opportunity for agreement.
- PSYC 607 Conflict in the Workplace (3-0-3),** fall, summer. Designed to prepare professionals for conflict mediation. Provides opportunities to develop skills in identifying the signs and root causes of friction, anger, violence and conflict in the work environment. Analysis of case studies provides the framework for understanding organizational alternative dispute resolution systems. Prerequisite: COMS 630. Same as COMS 607.

PSYC 611 Introduction to Research (3-0-3). An introduction to research methods and their application to research problems.

PSYC 625 Seminar in Intercultural Studies (3-0-3), spring. Observation and analysis of human behavior in small groups. Abstraction of taken-for-granted behavior patterns and fundamental psychological variables universal to such groups.

PSYC 643 Personnel Assessment (3-0-3). An overview of the role of assessment in industrial settings. Topics include need assessment, job analysis, personnel selection, interviewing, test selection, test reliability and validity, performance appraisal, ethical and legal issues in assessment, and interpretation of selected tests in employment settings.

PSYC 681 Mental Health in the Work Place (3-0-3). A review of abnormal psychology within the employment setting. The history and definitions of abnormal behavior, major theoretical models of abnormality, and the classification and assessment of mental disorders will be covered. Organizational context issues related to the evaluation of mental health problems will also be studied.

PSYC 688 Teams and Team Leadership (3-0-3). Analysis of the factors contributing to success of teams in complex organizations, focusing on team selection, development, training, and evaluation. Students will develop skills through team-building and leading in simulations and team projects.

For More Information

Materials for application to the Master of Science programs in organizational and human resource development may be obtained from:

Jennifer Walker
Graduate Admissions
200 Zellner Hall
ACU Box 29000
Abilene, Texas 79699-9000
800-395-4723 or 325-674-2650
Fax: 325-674-2130
Email: gradinfo@acu.edu
Web: www.acu.edu/grad

Advisor and director for graduate OHRD:

Dr. Jerry Winsor
Abilene Christian University
ACU Box 28156
Abilene, Texas 79699-8156
Fax: 325-676-6966
Email: jerry.winsor@acu.edu