

# R·I·T

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## Human Resource Development Certificate Program



The Center for  
**Multidisciplinary**  
Studies

# Human Resources Development

In these days of rightsizing, reengineering, restructuring, virtual organizing and lifelong learning, knowing how to change and continually renew your organization, design new work patterns and structures, and enable your employees and colleagues to meet competitive challenges is more important than ever before.

The CMS certificate in Human Resources Development will help you better structure your organization for changing times and meet the needs of your industry.

## Required Courses:

### *0697-431: Understanding Corporate Culture*

An introduction to the concepts of organizational/corporate culture and the methods of analyzing it. Focuses on the development of skills required to assess corporate culture in terms of such constitute parts as ritual, symbol, structure, language and identity. Also included are a history of the study of corporate culture, an analysis of leadership styles and communication patterns in the workplace, an overview of strategies for managing corporate and organizational change and an orientation to leadership styles appropriate to the successful manipulation of cultural elements. Emphasis is both on individual and interactive learning processes. (Pre-Requisite: 0510-210 and either 0514-210 or 0515-210) Credit 4

### *0697-442: Learning Organization*

This interdisciplinary course combines management thought, control theory psychology and systems thinking. It focuses on theory and techniques for building and sustaining an efficient, creative organization that promotes problem solving and collaborative learning. Learning organization principles of systems thinking, personal mastery, mental models, shared vision, team learning. Provides an introduction to control theory psychology with applications for improved personal interaction and a non-coercive approach for lead managing. Includes analysis of the conditions limiting a organization's capacity to learn and remediation of organizational "learning disabilities." Credit 4

## HR Development Courses:

### *0619-480: Human Resources Administration*

This course presents hospitality and service management students with a complete repertoire of human resource management (HRM) issues. It addresses all the current HRM topics and is designed to enhance the student's ability to deal effectively with HRM topics. The laboratories attempt to develop conceptual thinking abilities. The course also focuses on HRM training techniques-an area of specific concern in the hospitality industry. By emphasizing various training techniques and practices, highly skilled graduates can immediately employ one of the hospitality industry's most valuable tools - training to aid in the retention and management of human resources. The course makes extensive use of lectures and laboratory exercises. Credit 4

### *0626-390: Compensation and Benefits Administration*

An examination of the general structure of an organization and the rewards employees seek in exchange for the efforts and contributions they provide. Topics will include: rewards and motivation; government and market influence; job content analysis, description, and evaluation; developing pay structures and administering them; pay for performance; the range of benefit programs; choosing benefit programs for your organization and how to administer them; the relationship between compensation and benefits; employee expectations; costing of benefit programs. Credit 4

### *0626-234: Interviewing Techniques*

A practical approach to interviewing techniques with emphasis on role plays and case studies. Coverage includes employment, disciplinary, counseling, and performance appraisal interviews. Credit 4

### *0626-XXX: Elective*

Students may choose an elective from the 0626 discipline. Credit 4

# About the CMS Certificate Program

Build an academic program that you can complete at a pace that suits your lifestyle. The Center for Multidisciplinary Studies offers several certificate programs designed for students who want to gain expertise in a specific area of study or who wish to focus on one area of study at a time. Credits earned in these programs may be applied toward a degree in Applied Arts and Science. Ask a CMS advisor for more information.

Students must achieve a program GPA of at least 2.0 in order to be certified. A CMS academic advisor can explain the details. Just give them a call or send them an e-mail.

## A Degree As Unique As You.

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