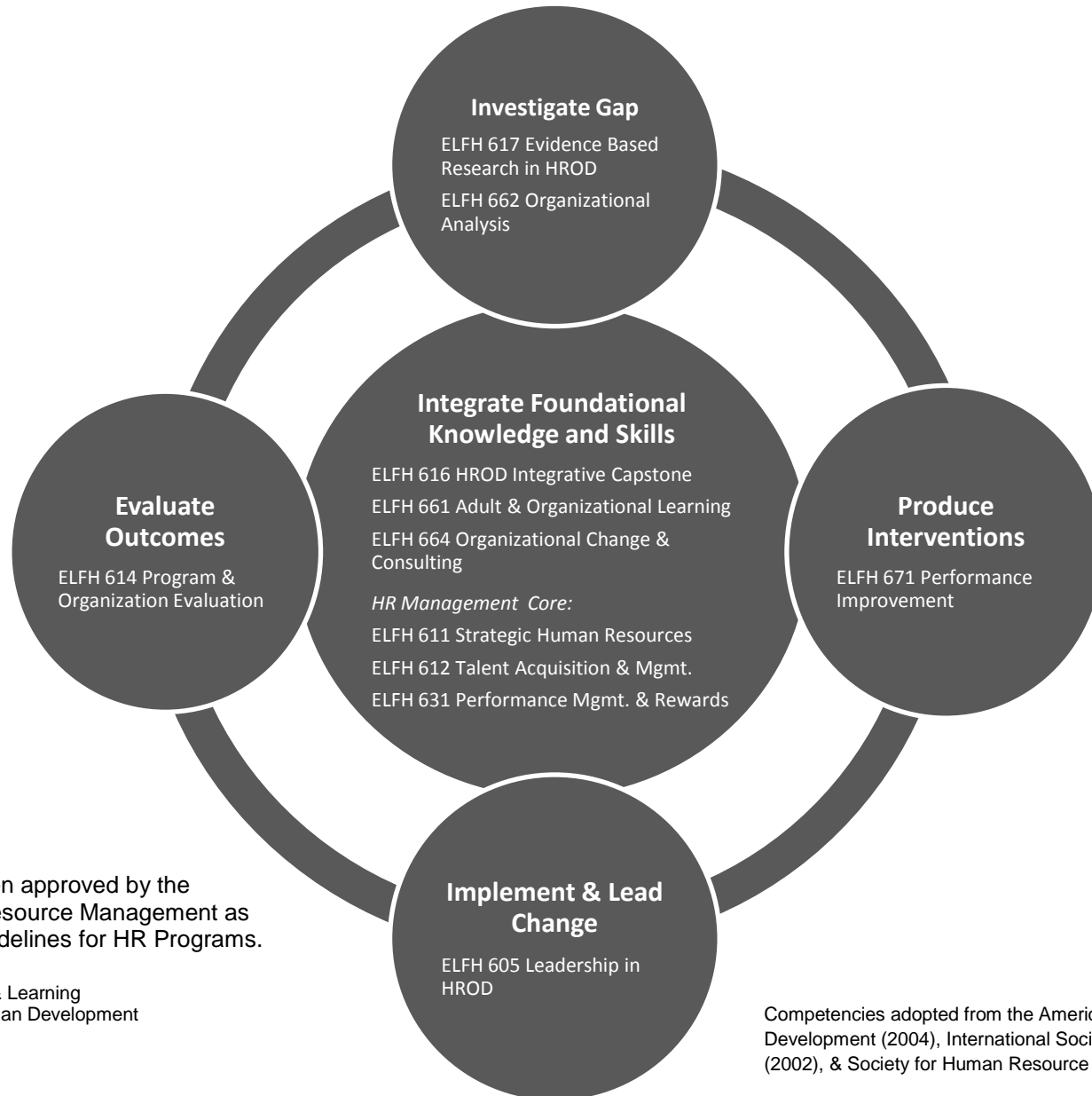# UNIVERSITY OF LOUISVILLE

M.S. in Human Resources and Organization Development
Human Resource Leadership Concentration
Competency Map

*Preparing Professionals to Lead People, Performance,
Development, and Learning through Discovery and Critical Inquiry*

Investigate Gap

ELFH 617 Evidence Based Research in HROD

ELFH 662 Organizational Analysis

Integrate Foundational Knowledge and Skills

ELFH 616 HROD Integrative Capstone
ELFH 661 Adult & Organizational Learning
ELFH 664 Organizational Change & Consulting

HR Management Core:
ELFH 611 Strategic Human Resources
ELFH 612 Talent Acquisition & Mgmt.
ELFH 631 Performance Mgmt. & Rewards

Evaluate Outcomes

ELFH 614 Program & Organization Evaluation

Produce Interventions

ELFH 671 Performance Improvement

Implement & Lead Change

ELFH 605 Leadership in HROD

This program has been approved by the Society for Human Resource Management as aligning with their Guidelines for HR Programs.

Organizational Leadership & Learning
College of Education & Human Development
University of Louisville
Revised 4/2012

Competencies adopted from the American Society for Training and Development (2004), International Society for Performance Improvement (2002), & Society for Human Resource Management (2007, 2010)

M.S. in Human Resources and Organization Development
Human Resource Leadership Concentration Program Competencies

Program Purpose: *To Prepare Professionals who Lead People, Performance, Development, and Learning through Discovery and Critical Inquiry*

Program Goal 1: Investigate Gap
ELFH 617 Evidence Based Research in HROD,
ELFH 662 Organizational Analysis
- 1.1   Identify the environment and culture of the workgroup.
- 1.2   Analyze and interpret critical business issues and challenges.
- 1.3   Utilize evidence-based literature to guide inquiry.
- 1.4   Utilize appropriate inquiry methods.
- 1.5   Assess needs and opportunities.
- 1.6   Identify causal factors that limit performance.
- 1.7   Interpret results and make recommendations.

Program Goal 2: Produce Interventions
ELFH 671 Performance Improvement
- 2.1   Identify key attributes of a solution.
- 2.2   Utilize evidence-based literature in guiding the development of solutions.
- 2.3   Select and design context-sensitive interventions.
- 2.4   Utilize appropriate technologies.

Program Goal 3: Implement and Lead Change
ELFH 605 Leadership in HROD
- 3.1   Facilitate and manage group dynamics.
- 3.2   Utilize partnerships and collaborate.
- 3.3   Build trust.
- 3.4   Deploy the solution and manage change.
- 3.5   Provide constructive feedback.
- 3.6   Empower action through vision and commitment.

Program Goal 4: Evaluate Outcomes
ELFH 614 Program & Organization Evaluation
- 4.1   State outcomes and design a measurement strategy related to processes, programs, and systems.
- 4.2   Develop tools and guidelines for data collection and interpretation.
- 4.3   Monitor impact of performance improvement solutions.
- 4.4   Help clients evaluate and report the impact of the solution.
- 4.5   Identify continuous improvement opportunities throughout the evaluation process.

Program Goal 5: Integrate Foundational Knowledge and Skills
ELFH 611 Strategic Human Resources, ELFH 612 Talent Acquisition & Management, ELFH 616 HROD Integrative Capstone, ELFH 631 Performance Management & Rewards, ELFH 661 Adult & Organizational Learning, ELFH 664 Organizational Change & Consulting
- 5.1   Identify factors that impact individual/organizational learning and performance.
- 5.2   Collaborate and partner with stakeholders.
- 5.3   Utilize multiple perspectives to enhance innovation.
- 5.4   Appreciate and leverage capabilities and insights of all individuals.
- 5.5   Utilize different cultural perspectives to maximize learning and performance.
- 5.6   Implement the tactical and strategic roles of human resources across the organization.

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

Competencies adopted from the American Society for Training and Development (2004), International Society for Performance Improvement (2002), & Society for Human Resource Management (2007, 2010)