

OUTLIERS, INNOVATORS, LEADERS WELCOME



Human Dimensions of Organizations



The University of Texas at Austin

15-Month Master's Degree

Effective Leadership • Strategic Thinking • Ethics
Communication • Change Management • Decision Making

Program Overview

Human Dimensions of Organizations (HDO) is a unique graduate program designed for working professionals.

Courses in HDO's Master's program are led by top faculty at The University of Texas at Austin.

Through an exploration of diverse disciplines in the liberal arts and the behavioral and social sciences, an HDO Master's degree will give you the tools to:

- Discern the root causes of why businesses and nonprofits function effectively, and why they often do not.
- Understand how and why the key components of organizations—people—behave and work the way they do.
- Develop leadership skills to create effective and lasting change in organizations of any size or type.



HDO is the first program of its kind in the nation.

A Master's Degree for the Innovative Professional



HDO's practice-oriented and multidisciplinary curriculum develop students into well-rounded "internal consultants," ready to tackle a wide range of organizational challenges.

Each cohort consists of experienced professionals from a diverse range of fields, allowing for an exchange of ideas across sectors.

All students complete a Capstone Project, allowing them to draw on what they've learned to tackle an organizational problem of their choice.

15-Month Program

Our fast-paced program is focused on providing you with immediately applicable skills.

Weekend Classes

Earn your degree while producing great work for your organization.

Distance Learning Option

If you are on the road often, you can participate in class meetings in real time, from anywhere in the world.



“Innovation can’t simply be ordered up. To create and sustain an innovative culture, you have to go beyond being managers to becoming leaders. HDO can play a fundamental role in this transformation.” CRAIG WYNETT, CHIEF LEARNING OFFICER, PROCTOR & GAMBLE





Distinct Curriculum

Elizabeth Richmond-Garza, English

HDO's graduate curriculum is unique in its balance of the conceptual consideration and practical application of ideas. Our coursework requires students to examine real-world challenges through a variety of disciplinary lenses.

By acquiring skills central to specific disciplines, students will learn to draw on a range of approaches to analyze, consider, and improve the structure and function of organizations.

HDO 285: Organizational Ethics

Students study the philosophical underpinnings of ethics, examine case studies of ethics in organizations, and explore ethics as they pertain to organizational contexts.

HDO 287: The Structure of Organizations

Students pursue a multidisciplinary approach to understanding how money, information, and influence flow through organizations and between related organizations.

HDO 288: Writing and Researching Organizations

Students examine various approaches to organizational writing and research. They will learn how to plan, organize, and execute an organization-based research project.

HDO 380: Cultural Perspectives on the Human Dimensions of Organizations

Students focus on the ways in which various group dynamics affect the internal and external effectiveness of organizations.

HDO 381: Individual Perspectives on the Human Dimensions of Organizations

Students explore the roles of individuals' relationships to organizations from a multidisciplinary perspective.

HDO 382: Approaches to Leadership

Students draw on a range of approaches and materials to consider and discuss what makes a leader effective and how circumstances influence a leader's success.

HDO 383: Society, Culture, and Diversity

Students examine the effects of gender, race/ethnicity, sexual orientation, culture, and globalization on organizational change.

HDO 384: Organizational Inertia, Decision-Making, and Change

Students review theories and methods for understanding how organizational environments support habits, and how individuals and groups make decisions.

HDO 386: Persuasion and Argumentation

Students focus on how effective persuasion works within organizations and at the individual level.

HDO 390: Qualitative Research in Organizations

Students learn qualitative approaches to studying people in organizational settings. Approaches may include narrative, phenomenology, grounded theory, ethnography, case studies.

HDO 391: Quantitative Research in Organizations

Students learn quantitative approaches for studying the human dimensions of organizations. Students will learn how to design, conduct, and analyze projects involving quantitative research.

HDO 695: Capstone Project

Personal research, no formal classes held.



Paul Woodruff, Philosophy & Classics



In-depth course descriptions available at hdo.utexas.edu.

The degree requires 36 credit hours spread across four successive semesters: fall, spring, summer, and the following fall.

These classes include a two-semester core course; nine courses offering depth in topics relevant to the degree; and 6 hours dedicated to the completion of a Capstone Project during the last semester of the program. All courses are required and taken in a prescribed sequence.

John Traphagan, Religious Studies

Ready to apply?

A Completed HDO Application Includes:

- A bachelor's degree in any discipline from a regionally accredited college or university (or a comparable degree from a foreign academic institution)
- Transcripts from any schools attended post-high school
- A grade point average of 3.0 in upper-division coursework and graduate work, if applicable
- An official GRE or GMAT score taken within the past five years* (foreign students are required to submit TOEFL scores as well)
- A résumé or CV detailing relevant work and academic experience
- Two essays
- Three letters of recommendation (these may be professional and/or academic in nature)

***GRE/GMAT:** HDO may waive this requirement for applicants who meet certain criteria. More information on GRE/GMAT waivers is available at hdo.utexas.edu.

Learn More or Contact Us

If you are interested in applying to or learning more about our program, visit hdo.utexas.edu. Dr. Art Markman, HDO's Director (pictured right), is also happy to discuss specific ways in which an HDO education will help you meet your professional goals.

To setup a meeting or phone call with Dr. Markman, please contact Lewis Miller, HDO's Marketing Coordinator, at lewismiller@utexas.edu or 512-232-8330.



Art Markman, Psychology & Marketing