Business Administration/Human Resource Management, M.B.A.

FOX SCHOOL OF BUSINESS AND MANAGEMENT (http://www.fox.temple.edu)

About the Program

The Fox School of Business and Management at Temple University has redefined graduate business education through the development of the Fox M.B.A. and the Fox Professional M.B.A. The Fox M.B.A. is a full-time, two-year cohort program. The Fox Professional M.B.A. provides management education to working professionals on a part-time basis.

Both programs prepare individuals to assume leadership roles in corporations, government, and non-governmental organizations, which also require business management skills. The hallmarks of the Fox School's commitment to graduating dynamic qualified and skilled students are its focus on four fundamental principles: integrated curriculum, real-world learning, personalized service, and value.

Time Limit for Degree Completion: 6 years

Campus Location: Center City, Fort Washington, Main

Required business core and advanced managerial perspectives courses are offered in a rotation cycle at the Center City and Fort Washington campuses. A selection of upper-level courses is offered at the Center City and Main campuses each semester. Courses may also be offered online.

Full-Time/Part-Time Status: Students in the Fox M.B.A. full-time cohort program are required to complete the degree program through core courses in the daytime and concentration classes offered after 4:30 p.m.

Part-time students (8 credit hours or less per semester) are required to complete all coursework in classes that meet weekdays after 4:30 p.m. and/or through weekend and online courses.

Interdisciplinary Study: Students seeking an M.B.A. in a particular discipline may choose to complete electives from another business academic area.

Affiliation(s): Research is supported by the Fox School of Business and Management's Advanta Center for Financial Services Studies, the Center for e-Marketing, the Center for Healthcare Research and Management, the Ethics Resource Center, the Irwin L. Gross eBusiness Institute, the Innovation and Entrepreneurship Institute, the Institute of Global Management Studies, the Safeguard Scientific Center for Economics Education, and the Small Business Development Center. Research interests of the Fox School faculty are also supported by numerous centers and institutes throughout Temple University.

Ranking: The Fox School of Business and Management is highly ranked. Current ranking information may be viewed at http://www.fox.temple.edu/cms_about-fox/rankings/.

Accreditation: All M.B.A. programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB International), the association for management education.

Areas of Specialization: The M.B.A. requires students to complete 9 to 12 credit hours of upper-level courses within their concentration and 0 to 3 credit hours of upper-level business electives.

Job Prospects: Graduates of the Fox School of Business and Management obtain jobs in computer/information technology; consulting; consumer products and services; energy/utilities; financial services/banking; government; healthcare; industrial products and services; manufacturing; pharmaceuticals; telecommunications; and tourism/transportation.

Non-Matriculated Student Policy: Students with an undergraduate GPA of 3.0 or higher may be allowed to take classes under non-matriculated status. Non-matriculated students may take a maximum of 9 credit hours. Any additional courses require the student to be matriculated in a program.

Financing Opportunities: The Fox School of Business and Management has a limited number of scholarships for students with high academic grades and test scores. Scholarships are offered at the time of acceptance into the Fox School.

The Fox School has a limited number of graduate externships for assignments in academic and administrative departments. Work assignments are generally administrative in nature and may include word and data processing. An extern provides up to 20 hours of service per week. Students are required to submit applications directly to the department in which they wish to be appointed.

Admission Requirements and Deadlines

Application Deadline:

Fall:

• December 10 – First Round Scholarship Consideration
• March 1 – Application Deadline/Second Round Scholarship Consideration
• June 30 – Late Application Deadline

Spring: October 30 (Part-Time M.B.A. only)

Full-time applicants admitted Fall term only. Part-time applicants admitted Fall and Spring terms.

Applications are processed as they are received throughout the year. Late applications may be considered for admission. International students who miss the March 1 deadline are required to submit to Temple University an evaluation of their transcript(s) by an approved educational evaluation firm.

APPLY ONLINE (http://fox.force.com/SiteLogin) to this Fox graduate program at http://fox.force.com/SiteLogin.

Letters of Reference:
Number Required: 2

From Whom: Professional references from an immediate supervisor, current or past, are preferred. Academic references are acceptable.

Coursework Required for Admission Consideration: No specific courses are required for admission, but two years of work experience are highly recommended.

Bachelor's Degree in Discipline/Related Discipline: A baccalaureate degree, not necessarily in a business discipline, is required.

Statement of Goals: Two essays are required, one each on:

• Leadership: Please describe an incident from your personal experiences that typifies your definition of leadership. Specifically address ethics, diversity, collaboration, and motivation.
• Goals: Describe how you would expect to change over the course of the program. What personal and professional values and skills do you hope to acquire beyond academic content? How will obtaining the degree help you achieve your career goals?

Standardized Test Scores:
GMAT: Required. Applicants to the M.B.A. program should ideally have attained a total GMAT score of 600 or higher. Applicants with GMAT scores below 550 are encouraged to retake the examination.

TOEFL: 100 iBT, with a minimum score of 25 in the Speak section, or 600 PBT minimum

Resume: Current resume required.

Transfer Credit: Upper-level graduate credits from an AACSB-accredited graduate business program, but not previously applied to a conferred degree, may be transferred into the M.B.A. program. The credits must be part of the required degree program at Temple University. To be transferred, the grade must be a “B” or better. The Admissions Committee makes recommendations for transferring credits to the department chair. The maximum number of credits a student may transfer is 6.

Program Requirements

General Program Requirements:
Number of Didactic Credits Required Beyond the Baccalaureate: 54

Required Courses:

Business Core Courses (24 credits)

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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>ACCT 5003</td>
<td>Financial Accounting</td>
<td>3</td>
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<tr>
<td>ACCT 5004</td>
<td>Managerial Decision Making Using Accounting Information</td>
<td>1 to 3</td>
</tr>
<tr>
<td>BA 5001</td>
<td>Industrial Organization for Business Strategy</td>
<td>1 to 3</td>
</tr>
<tr>
<td>FIN 5001</td>
<td>Financial Analysis and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>LGLS 5051</td>
<td>Business Law</td>
<td>1.5</td>
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<tr>
<td>MIS 5001</td>
<td>Information Technology Management</td>
<td>1 to 3</td>
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<tr>
<td>MKTG 5001</td>
<td>Marketing Management/Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MSOM 5001</td>
<td>Operations Management</td>
<td>1 to 3</td>
</tr>
<tr>
<td>STAT 5001</td>
<td>Quantitative Methods for Business</td>
<td>1 to 3</td>
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Courses in Advanced Managerial Perspectives (12 credits)

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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>BA 5087</td>
<td>Leadership and Professional Development Practicum</td>
<td>.5 to 1.5</td>
</tr>
</tbody>
</table>
BA 5088  Ethical Decision Making in Business and Professional Development Practicum  .5 to 1.5
HRM 5051  Human Resources Management Strategies  1 to 3
HRM 5053  Effective Organizational Communication  1.5
RMI 5051  Managing Risk  1 to 3
SGM 5051  Business Strategy in a Global Environment  3
SGM 5052  Analytical Foundations of Strategy  1.5
Select four upper-level business courses in concentration  12

Culminating Events
BA 5287  Enterprise Management Consulting Practicum  1  6

Total Credit Hours  34.5

1 BA 5287 is a 6-credit live enterprise management consulting practicum course that offers students greater real-world experience.

Internship: A summer internship or equivalent summer experience is required for full-time students. No internship is required for part-time students.

Additional Requirements:
MBA Essentials is a required month-long program for all full-time students and is completed before their first Fall semester. Beginning in early August, the program includes the Statistics course, leadership and team-building activities, fundamental business-topic refresher workshops, and a case competition. Participation is mandatory for all matriculating full-time students.

Full-time M.B.A. candidates are required to fully participate in all Career Management Programs, including a weekly Executive Speaker Series and workshops on resume writing, interview techniques, cross-cultural competencies and the workplace, and networking skills. In addition, all full-time students are required to complete a Career Management Action Plan for seeking employment upon graduation.

Professional M.B.A. candidates are expected to take advantage of orientation, career services, including workshops and seminars on resume writing, interview techniques, cross-cultural competencies and the workplace, and networking skills needed for seeking employment upon degree completion.

Contacts
Program Contact Information:
http://www.fox.temple.edu/cms_academics/graduate-programs/

Department Information:
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Courses

HRM 5051. Human Resources Management Strategies. 1 to 3 Credit Hour.
The effective management of HR practices has an enormous effect on the organization's economic performance. Given the direct impact of HRM on cost, quality, and productivity, the success of any organization -- both traditional and virtual-- depends on the effectiveness of the decisions its managers make about strategic human resource issues. In this course, we will examine contemporary "best practices" in HR and what is known about how to improve the quality of strategic HR decision-making. In doing so, we will review how high performance organizations manage such HR issues as compensation, staffing, labor-management relations, work system design, performance management, training, equal opportunity employment, HR outsourcing, and change management.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5052. Ethical Decisions in Business. 1.5 Credit Hour.
This course looks at business in the context of its various stakeholders, including shareholders, management, employees, customers, suppliers, government regulators and local/national/global communities. It explores a range of issues from the role of business in society at large to the ethical dimensions of ordinary business decision-making.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5053. Effective Organizational Communication. 1.5 Credit Hour.
This course examines the corporate communication process as it relates to various management/organizational theories and practices. Specifically, students will examine the various purposes and requirements of communication for enhancing workplace cooperation, co orientation, adaptation and performance.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5054. Leadership Development. 1 to 3 Credit Hour.
This course is designed to be a study of human behavior in organizations and the means through which managers can influence that behavior. Specifically, the class will consider key situations where the effective exercise of leadership can materially contribute to the achievement of strategic organizational objectives. The leadership process will be considered within a business environment increasingly characterized by global competition, economic turmoil, rapid technological change and shifting labor market dynamics. Emphasis will be placed on identifying and developing the personal skills and perspectives necessary to establish and maintain a leadership position (e.g., self-awareness and abilities in such areas as communication, decision-making, problem solving and behavioral management).
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5101. Leadership in Complex Organizations. 3 Credit Hours.
This course explores the leadership dimensions at the individual and team level while exploring leadership processes and complex adaptive leadership at the team and organizational level. This includes concepts such as change management, organizational learning, leadership development, and team development. Critical thinking skills are developed as students actively engage in understanding organizational complexity and the concepts that effectively guide complex organizations to desired outcomes.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5111. Organizational Communication and Information Management. 3 Credit Hours.
Focuses on building personal communication capabilities and understanding the nature and scope of organizational communication/information management in organizational effectiveness.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5112. Leading High Performing Teams. 3 Credit Hours.
Considers ways to develop and sustain productivity in individuals and work groups. Examines effective strategies for group formation, goal setting, delegation, and handling group dynamics. Special challenges such as dealing with work force diversity.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5113. Power, Influence, and Negotiation in Organizations. 3 Credit Hours.
Looks at how power, influence, and negotiation are related to effective leadership. Ethical and practical issues related to power and influence are discussed. Explores strategies for dealing with disputes and conflicts arising in organizations.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.
HRM 5114. Building Human Capital for High Performance Organizations. 3 Credit Hours.
This course approaches employee training and development as a means to enhance organizational effectiveness and innovation. It examines ways to transform a company's most valuable asset, its "human capital," and build effective organizational cultures that will sustain high performance during periods of environmental turbulence.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5115. Best Practices in Hr. 3 Credit Hours.
Focuses on solving human resource problems and capitalizing on HR opportunities to contribute to organizational success. Utilizes state of the art HR practice and technology. Students complete project assignments using a human resource information system and company database designed for this course. Designed for HRA concentrators, and those in general management with the responsibility for managing human resources.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5116. Strategic Reward Systems. 3 Credit Hours.
An analysis of the strategic design of organizational reward systems, and how they contribute to organizational success. The emphasis will be on the design of reward systems to complement current trends in organizational design and strategy. The role of both financial as well as non-financial reward will be addressed. Designed for both HRA majors and non-majors.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5117. HR in a Dynamic Environment. 3 Credit Hours.
This course identifies human resource strategies and programs to help organizations proactively manage dynamic changes in the external environment. Areas of investigation will include current issues and challenges, such as technology, law, global competition, employee relations, labor unions, and outsourcing. Designed for both HRA majors and non-majors.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5125. Strategic Challenges in Human Resources. 3 Credit Hours.
A strategic analysis of the design the HR function and organization to manage the human side of the enterprise. Using case study, this course identifies optimal practice to assure that the HR function helps to maximize the competitive advantage of the organization. Designed for both HRA majors and non-majors.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5131. Ethics and Social Responsibility in Organizations. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5155. Coord & Control in Virt Org. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5161. Human Resource Management in a Global Environment. 3 Credit Hours.
Focuses on the role of culture in determining effective human resource management strategies. Addresses many of the problems and issues arising around the acquisition, development, organization and management of human resources on an international scale.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

HRM 5170. Special Topics: Human Resource Management. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.

HRM 5180. Special Topics: Human Resource Management. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.

HRM 5182. Independent Study. 1 to 6 Credit Hour.
Special study in a particular aspect of human resource administration under the direct supervision of an appropriate graduate faculty member.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.

HRM 5190. Special Topics: Human Resource Management. 1 to 6 Credit Hour.
Special Topics- Human Resource Administration
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.
HRM 5282. Independent Study. 1 to 3 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.

HRM 5301. Human Capital and Organizational Change. 1.5 Credit Hour.
Strategic Human Capital and Organizational Change is designed to help participants better understand how organizations use human capital strategies to drive firm performance, engender change, and build an aligned organizational culture. In doing so, a general management perspective is emphasized throughout the course regarding the design of human capital strategy and how the execution of such plays an essential role in achieving sustainable competitive advantage. By analyzing firm-level case studies, this course will illustrate how contemporary practices (e.g., talent acquisition, compensation, performance management, global management related to human capital issues, HR service outsourcing, talent development, etc.) determine an organization’s culture and, in turn, how organization culture is key to determining a firm’s cost, quality, productivity, and customer service. The central focus will involve a general management perspective on assessing the linkage or fit between firm strategy and human capital practices. As a result, a key activity throughout the course will involve firm-level case assessments of the alignment or mis-alignment between the firm’s business model and its human capital strategy.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5302. Ethical Management. .5 to 3 Credit Hours.
This course challenges students to consider the ethical obligations of corporations and their employees to a wide variety of societal stakeholders. Students are exposed to a broad range of ethical dilemmas that can arise in the business world and are offered the tools and taught the skills to respond to such dilemmas. Most significantly, the course encourages students to critically examine a preeminent societal institution of which they are a part, with the possibility that they can ultimately be forces for positive change. The course includes a challenge that requires students to interview a wide array of stakeholders invested in a controversial, contemporary issue with business import – and to make a business or policy recommendation based on insights gleaned from this primary research.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may be repeated for additional credit.

HRM 5303. Influential Communication in Complex Organizations. 1.5 Credit Hour.
This course is based on the premise that communication is an integral dimension of leadership and organizational effectiveness. Research suggests that approximately 75% of manager behaviors involve some form of communication. Influential organizational communication, from informal conversation to formal presentations, increases management’s ability to connect to, motivate, guide, and inspire employees and other relevant stakeholders. As noted by communication expert, Roy Foltz, “Organizational communication is the vital link in the chain of events that is the process of managing a business. It is the single factor that makes an organization viable, successful, effective, enduring.”
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may be repeated for additional credits.

HRM 5304. Leading in Complex Organizations. 1 to 3 Credit Hour.
Effective Leadership has been shown to have a strong, positive correlation with business outcomes such as profitability, shareholder value, revenue growth, turnover reduction, engagement, commitment, motivation, and loyalty. Leadership concepts provide a foundation for effective long-term, profitable business performance. Strong business leaders possess a global, integrated, cross-functional business perspective which is founded, grounded, shaped and continuously enhanced by solid leadership principles and processes.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5305. Influence & Negotiation. 1.5 Credit Hour.
This course examines the process and outcomes of using power, influence, and negotiation in interpersonal relations, in groups and organizations, and cross-culturally in international business. It explores negotiation styles for effective leadership, resolving conflicts, and achieving personal and organizational goals. Ethical and practical issues related to power and influence are discussed.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.
HRM 5401. Human Capital and Organizational Change. 1.5 Credit Hour.
Strategic Human Capital and Organizational Change is designed to help participants better understand how organizations use human capital strategies to drive firm performance, engender change, and build an aligned organizational culture. In doing so, a general management perspective is emphasized throughout the course regarding the design of human capital strategy and how the execution of such plays an essential role in achieving sustainable competitive advantage. By analyzing firm-level case studies, this course will illustrate how contemporary practices (e.g. talent acquisition, compensation, performance management, global management related to human capital issues, HR service outsourcing, talent development, etc.) determine an organization's culture and, in turn, how organization culture is key to determining a firm's cost, quality, productivity, and customer service. The central focus will involve a general management perspective on assessing the linkage or fit between firm strategy and human capital practices. As a result, a key activity throughout the course will involve firm-level case assessments of the alignment or mis-alignment between the firm's business model and its human capital strategy.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5402. Ethical Management. 1.5 Credit Hour.
This course challenges students to consider the ethical obligations of corporations and their employees to a wide variety of societal stakeholders. Students are exposed to a broad range of ethical dilemmas that can arise in the business world and are offered the tools and taught the skills to respond to such dilemmas. Most significantly, the course encourages students to critically examine a preeminent societal institution of which they are a part, with the possibility that they can ultimately be forces for positive change. The course includes a challenge that requires students to interview a wide array of stakeholders invested in a controversial, contemporary issue with business import — and to make a business or policy recommendation based on insights gleaned from this primary research.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5403. Influential Communication in Complex Organizations. 1.5 Credit Hour.
This course is based on the premise that communication is an integral dimension of leadership and organizational effectiveness. Research suggests that approximately 75% of manager behaviors involve some form of communication. Influential organizational communication, from informal conversation to formal presentations, increases management’s ability to connect to, motivate, guide, and inspire employees and other relevant stakeholders. As noted by communication expert, Roy Foltz, "Organizational communication is the vital link in the chain of events that is the process of managing a business. It is the single factor that makes an organization viable, successful, effective, enduring."

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5404. Leading in Complex Organizations. 1.5 Credit Hour.
Effective Leadership has been shown to have a strong, positive correlation with business outcomes such as profitability, shareholder value, revenue growth, turnover reduction, engagement, commitment, motivation, and loyalty. Leadership concepts provide a foundation for effective long-term, profitable business performance. Strong business leaders possess a global, integrated, cross-functional business perspective which is founded, grounded, shaped and continuously enhanced by solid leadership principles and processes.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5405. Influence & Negotiation. 1.5 Credit Hour.
This course examines the process and outcomes of using power, influence, and negotiation in interpersonal relations, in groups and organizations, and cross-culturally in international business. It explores negotiation styles for effective leadership, resolving conflicts, and achieving personal and organizational goals. Ethical and practical issues related to power and influence are discussed.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School
Repeatability: This course may not be repeated for additional credits.

HRM 5802. Leading and Managing Teams and Individuals. 2 to 3 Credit Hours.
By exploring the interpersonal dynamics of individuals and groups, you’ll hone your leadership skills and our ability to create cohesive teams with collective investment in reaching goals. You’ll be better able in both traditional and virtual organizations to: manage conflict, dependency issues and difficult personalities; listen effectively and present yourself and your ideas to others; and manage virtual employees.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.
HRM 5804. Managing and Developing Human Capital in the Enterprise. 2 to 3 Credit Hours.
In this course, you'll increase your ability to manage people and maintain a view of the human resource function as an integral part of a total enterprise in both traditional and virtual organizations. You'll address practical issues of human resource management, such as planning and executing staffing strategies, maintaining influence in the organization, managing the multicultural work force, managing programs for productivity improvement, and planning and managing the human side of organizational change.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may not be repeated for additional credits.

HRM 5882. Independent Study. 1 to 6 Credit Hour.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may be repeated for additional credit.

HRM 5890. Special Topics. 1 to 6 Credit Hour.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may be repeated for additional credit.

HRM 9001. Managing Human Resources. 3 Credit Hours.
Current research on human resource management topics, including recruitment and selection, socialization, job planning, training and development, performance appraisal, job analysis, careers, labor-management relations, industrial conflict, and unionization.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may not be repeated for additional credits.

HRM 9002. Managing Work Behavior and Attitude. 3 Credit Hours.
Focuses on human behavior within the context of organization systems. Topics covered are motivation, attitudes, job performance, job design, satisfaction, commitment and turnover. Applications of psychological and social-psychological theories.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may not be repeated for additional credits.

HRM 9003. Organization and Environment. 3 Credit Hours.
Focuses on organization structure, design, control, culture, and interorganizational relationships. Examines contingency, resource dependency, population ecology, institutional, agency and transaction cost theories of organizations. Considers public policy and social responsibility from stakeholder perspective.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may not be repeated for additional credits.

HRM 9004. Dynamics of Organizational Interaction. 3 Credit Hours.
Theory and research on interactions between individuals within organizations. Topics include communication, groups, leadership, power and influence, negotiation and conflict resolution, and innovation.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may not be repeated for additional credits.

HRM 9011. Pro-Seminar in Human Resource Management and Organization Behavior. 1 to 3 Credit Hour.
Socializes students about the process of conducting and publishing research in HRM/OB. Includes guest speakers to discuss topics such as designing a research stream, conducting a project from start to finish, differences in journal quality and requirements to publish at different levels, presenting research well, the art of constructive peer review, and keys to effective academic writing.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may be repeated for additional credit.

HRM 9090. Special Topics. 1 to 6 Credit Hour.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School

**Repeatability:** This course may be repeated for additional credit.

HRM 9183. Directed Study in Human Resource Administration. 1 to 6 Credit Hour.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate

**Repeatability:** This course may be repeated for additional credit.