

Human Resource Management (HRM)

Course information contained within the Bulletin is accurate at the time of publication in July 2024 but is subject to change. For the most up-to-date course information, please refer to the Course Catalog.

HRM 5001. Leading Organizations. 3 Credit Hours.

How does effective leadership materially contribute to the achievement of strategic organizational objectives? This class explores individual and group behavior and the means through which leaders can influence that behavior. Students will be exposed to research on drivers of employee performance and commitment - both direct (e.g., employee attitudes, motivation) and indirect (e.g., organizational culture, climate, leadership) - and learn about their practical application in the workplace. Emphasis will be placed on improving self-awareness to facilitate the positive workplace experiences of 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 5051. Developing Human Resource Management Strategies. 3 Credit Hours.

What is a human resource management strategy and how does effective strategy affect an organization's long-term performance? Given the direct impact of HRM on cost, quality, and productivity, the success of any organization -- traditional or virtual -- depends on the effectiveness of its managers' strategic human resource decisions. This course examines contemporary best practices through the lens of business strategy. It utilizes readings, case studies, and group projects to help students to improve the quality of their strategic HR decision making. Throughout the course, students will review how organizations strategically consider such HR issues as work system design, talent acquisition and management, compensation, 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 5054. Leadership Development. 3 Credit Hours.

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 5111. Influential Organizational Communication. 3 Credit Hours.

Do you want to build your personal communication capabilities? How about learning to leverage strategic conversations for impactful leadership in your organization? Students in this course apply theoretical knowledge and empirical research for practical purposes using case analysis and class discussion. Varied assignments will enhance student perspective and skills in employee/relationship management, writing and editing, oral presentation, coaching and performance feedback, crisis communication, persuasion and influence, and managing emotional expression.

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.

Organizations need effective teams to accomplish important objectives, especially as business becomes more complex and change more dynamic due to factors including globalization and technology. Through readings, written assignments, group discussions, and projects, students will examine strategies to develop and sustain productivity in individuals and work groups such as group formation, goal setting, delegation, group dynamics, and diversity and inclusion.

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. 3 Credit Hours.

Throughout this course, students examine how power, influence, and negotiation support effective leadership. Students will explore ethical and practical strategies for handling organizational disputes and conflicts; identify sources of power in complex interpersonal situations; examine influence strategies; employ appropriate negotiation tactics; and develop a problem-solving style that is value-based and authentic.

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. 3 Credit Hours.

This course highlights employee training and development as a mechanism to enhance organizational effectiveness and innovation. Using reflections, projects, readings, and group discussion, this course examines ways to transform a company's most valuable asset - the skills and talents of its people. This is a transformation that will build effective organizational culture to sustain high performance and promote individual growth.

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. Designing Talent Acquisition Systems. 3 Credit Hours.

How do organizations acquire the talent to deliver on business strategy? This course focuses on building and implementing hiring systems that align with the strategy, competitive advantage, and culture of the organization, and that deliver measurable return on investment. How do we forecast supply and demand? What tools do we use for sourcing active job seekers as well as passive candidates who are not looking for opportunities? How are recruiting and assessment tools validated and what ethical and legal standards must be monitored? Through the course, students will become acquainted with the state-of-the-art practices in this key HR area.

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. Designing Strategic Reward Systems. 3 Credit Hours.

How do organizations build reward systems to attract, engage, reward, and retain talent? This course exposes students to compensation systems and how they contribute to organizational success. Through readings, discussions, case studies, written assignments, and group projects, students will understand how to design systems that reflect current knowledge of motivation and trends in organizational design and strategy, addressing both financial and non-financial rewards.

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. Leading within the Regulated Environment of HRM. 3 Credit Hours.

What are the contemporary legal and public policy issues facing organizational leaders and HR partners? How can these business leaders remain compliant in this dynamic regulatory environment? How can they ensure that their decisions consider public policy implications? Students will focus on the issues and challenges associated with talent-related practices, such as employment opportunity, compensation, employee relations, job safety and health, and leave and benefits. Readings, videos, debates, and projects will expose them to public policy frameworks and the foundational legislation of these areas. Note: Prior to summer 2017, this course was titled "HR in a Dynamic Environment." Between Summer 2017 and Spring 2021, this course was titled "Public Policy and Compliance." Students will not receive credit for this course if they successfully completed it under the previous titles.

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

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

HRM 5118. Leading Business Transformation. 3 Credit Hours.

Organizations transform, or they struggle. This course focuses on the transformation process - what motivates it, what it looks like, and how to lead it. Students will focus on key issues challenging businesses today to better understand the impacts on their organizations and the marketplace. They will evaluate the drivers for change, the risks and/or rewards of transformation, and the potential impacts to their workforce, culture, brand, policies and practices.

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

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

HRM 5119. Human Resource Consulting. 3 Credit Hours.

This course focuses on building practical skills and knowledge that can be applied directly to Talent Management consulting opportunities. Students will learn how to deliver and measure consulting solutions that meet or exceed business goals. They will examine how and where Talent Management consultants add value to organizations in diverse industry sectors and participate in developing and managing TM consulting proposals and projects.

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

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

HRM 5121. Leading Strategically: Trends, Analytics, and Impact. 3 Credit Hours.

Leaders who are able to think strategically are critical to business success. This course builds on foundational leadership concepts and explores a broad range of thought from strategic and organizational perspective with the goal of driving organizational results and supporting individual success. Students will take a focused, hands-on look at trending topics such as real-time feedback, personalized micro-learning, artificial intelligence, digital leadership, and generational leadership.

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

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

HRM 5122. Leading with a Diversity, Equity, and Inclusion Perspective. 3 Credit Hours.

Leaders are continually being asked to develop initiatives within their organizations that drive revenue, enhance culture, improve service delivery, and increase employee engagement. They are being asked to lead these initiatives with a focus on diversity, equity, and inclusion or DEI. While these human resource "buzzwords" have led to noble efforts, the initiatives are often undertaken with a "check the box" or "avoid a lawsuit" perspective. Of course, compliance with organizational policies and avoiding lawsuits are not to be understated, but rarely do initiatives with this underlying charge drive desired organizational outcomes. This course is designed to go beyond compliance and review dynamics such as unconscious bias, privilege, and micro-aggressions that can keep organizations from attracting and retaining top talent. Course content includes global history and its influence on how and why isms exist, emotional intelligence (to serve as the model for providing clarity on the complex topic of DEI), how and why DEI programs succeed, and how to develop the leadership behavior of Cultural Humility. Come to class prepared to investigate your own identities, to increase your ability to regulate unproductive behaviors, to build empathy for your colleagues from all backgrounds, and to establish effective working relationships that will support your leadership competence and ultimately, organizational success!

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

Course Attributes: SI

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

HRM 5131. Ethical and Socially Responsible Decision-making. 3 Credit Hours.

What are the ethical and social responsibilities of business decision-making, policy formulation, and implementation? This course examines an organization's ethical and social responsibilities to various stakeholders, including owners, consumers, the community, and especially employees. Utilizing individual readings, written assignments, group discussion, and group projects, it provides students tools for critical thinking strategies and approaches that will help them raise questions and make decisions regarding appropriate ethical actions.

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. Leading Virtual Organizations. 3 Credit Hours.

Virtual organizations are complex systems; Business leaders and HRM partners must be able to navigate that complexity. Virtual organizations can arise if the environment calls for greater supply flexibility or when the preferences of the workforce shift. They encompass the gig workforce and remote working arrangements - situations in which technology links individual effort. Topics will include the business need for virtual organizations, work system structuring, independent contractor relationships, and talent management and rewards. Students will explore the challenges of this form through readings, case studies, discussion boards, and presentations.

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 5411. Managing People. 3 Credit Hours.

This course focuses on understanding the behavior of individuals and teams in relation to helping organizations and its members thrive. The concepts are linked to core managerial competencies and focus on leadership development and how effective leaders develop, motivate, and inspire organizational members to drive organizational success. Other subjects covered include the development of management thought, the role of the supervisor as a decision maker and the processes of planning, organizing, leading and controlling organizational activities. Ultimately, students will learn how to better create a vision of success, relate to others, and lead groups in which people engage and perform at their best.

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. 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. 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 9005. Seminar in Functional Human Resource Management. 3 Credit Hours.

This is a PhD seminar course in functional/micro human resource management (HRM) that aims at providing you, as a doctoral student, with substantive knowledge and skills necessary to become a competent HRM researcher. The field of functional/micro HRM is vast and much broader than strategic/macro HRM. Given the size of the functional HRM literature, this course is not exhaustive; rather, it will introduce you to some key topics spanning recruitment, personnel selection, training and development, performance management and compensation, and employee withdrawal and turnover as well as exemplary recent research. An important challenge that you face as a doctoral student is developing your own "mental map" of this vast field. The role in this course is to provide a guided tour through the field of functional HRM so that you can begin to develop this map. That is, the major goal of this seminar is that you develop a broad familiarity with functional HRM research and theory, develop analytic skills necessary to critically evaluate and integrate work in this area, and apply pertinent HRM theory and concepts to your particular research interests.

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

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

HRM 9006. Doctoral Seminar in Meta-analysis and Research Synthesis Methods. 3 Credit Hours.

Meta-analysis is aimed at the synthesis and generalization of primary research findings that seem to conflict with one another to draw simple yet significant conclusions. The essence of meta-analysis is that it is the research process of cumulating and synthesizing effect sizes (e.g., correlations) of a number of primary studies on the same topic by the application of research, measurement, and statistical techniques as normally addressed in a typical primary study (i.e., problem selection, hypothesis formulation, definition and measurement of constructs and variables, sampling, coding, and data-analysis).

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 9021. Current Readings in Human Resource Management and Organizational Behavior. 3 Credit Hours.

This course examines emerging themes in the contemporary Human Resource Management and Organizational Behavior (HRM/OB) literature. Each week we will critically analyze articles that exemplify a current topical or methodological theme in the premier HRM/OB journals. The course will focus on articles that have been recently accepted or published within the current calendar year. The goal of this course is to gain a discussion-based seminar that will require significant class preparation.

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.