

Human Resource Management (HRM)

Course information contained within the Bulletin is accurate at the time of publication in August 2023 but is subject to change. For the most up-to-date course information, please refer to the Course Catalog.

HRM 1101. Leadership and Organizational Management. 3 Credit Hours.

This course prepares students to address the challenges of leading high performing organizations. Students will examine the enablers of principled organizational leadership and performance. Course topics include leadership, change management, decision-making, culture, team building, organizational structure and control, communication, social responsibility and sustainability, motivation, human resource management, and globalization.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Facilities Management, Actuarial Science, Business Management, Business, Business Basics, Corp Compliance + Reg Policy, Construction Engr Tech, Construction Mgt Tech, Career and Technical Education, Economics, Economics - Management Career, Economics, Entrprnrship & Innovation Mgt, Engineering, Engineering Technology, Entrepreneurship, Event and Entertainment Mgmt, Finance, Financial Planning, General Business Studies, Horticulture, Human Resource Management, International Business, International Business Admin, Intrnl Bus - TUJ, Law & Business, Legal Studies, Management Information Systems, Marketing, Management Consulting, Pre Business, Real Estate, Risk Management and Insurance, Supply Chain Management, Sport & Recreation Management, Statistical Sci + Data Analyt, Tourism and Hospitality Mgmt, Undeclared-Business & Mngt, Undeclared-University Studies.

Course Attributes: SI

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

HRM 1901. Honors Leadership and Organizational Management. 3 Credit Hours.

This course prepares students to address the challenges of leading high performing organizations. Students will examine the enablers of principled organizational leadership and performance. Course topics include leadership, change management, decision-making, culture, team building, organizational structure and control, communication, social responsibility and sustainability, motivation, human resource management, and globalization.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Facilities Management, Actuarial Science, Business Management, Business, Business Basics, Corp Compliance + Reg Policy, Construction Mgt Tech, Career and Technical Education, Economics, Economics - Management Career, Economics, Entrprnrship & Innovation Mgt, Engineering, Engineering Technology, Entrepreneurship, Finance, Financial Planning, General Business Studies, Horticulture, Human Resource Management, International Business, International Business Admin, Intrnl Bus - TUJ, Law & Business, Legal Studies, Management Information Systems, Marketing, Pre Business, Real Estate, Risk Management and Insurance, Supply Chain Management, Sport & Recreation Management, Statistical Sci + Data Analyt, Tourism and Hospitality Mgmt, Undeclared-Business & Mngt, Undeclared-University Studies.

Cohort Restrictions: Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

Course Attributes: HO, SI

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

HRM 2501. Introduction to Human Resource Management. 3 Credit Hours.

What role do human resources play in organizations? How can human resources strategically add value to organizations? In this course you will survey pertinent topics related to human resource management to better understand the essential function of HRM. For instance, you will learn processes and methods to recruit and select top talent and give your organization a competitive advantage; how to train employees, conduct performance appraisals, retain employees, and motivate employees with pay and benefits. HR processes and policies will be discussed with an appreciation for the legal environment dictating the practice of HRM.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics - Management Career, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 2511. Corporate Sustainability: People, Profits & Planet. 3 Credit Hours.

After completing this course, you should have a grasp of the nature and extent of the current global environmental crisis, an understanding of the concept of sustainability, an appreciation of how organizations can take action toward sustainability through the pursuit of the "triple bottom line," and a sense of how you can contribute to the emerging "green collar workforce." The course will feature short lectures, discussions, case analyses, team debates, guest experts, opinion papers and experiential exercises.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Corporate Social Responsibility, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

Course Attributes: SE, SF, SP, SS

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

HRM 3501. Power, Influence and Negotiation. 3 Credit Hours.

Examines how influence, power, and politics are related to effective negotiation and leadership; practical and ethical issues related to negotiating tactics and conflict management are addressed. Experiential and applied exercises facilitate learning effective supervisor and negotiator strategies.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3502. Leading People at Work. 3 Credit Hours.

This course uses Emotional Intelligence (EI) as a foundation for exploring critical leadership and management skills needed in the work place. EI consists of self-awareness, self-management, relationship awareness and relationship management. Topics of study include: dealing with difficult people, time management, motivation, performance appraisal, and managing down and up the hierarchy.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3503. Communicating in Organizations. 3 Credit Hours.

Explores interpersonal and managerial communication strategies in an organizational setting. Emphasis is on understanding communication practices and structures consistent with prominent approaches to management. Students also examine the conceptual underpinnings of effective communication, enhance their presentation and writing skills, and conduct a communication audit in a local business.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3504. Leadership in the 21st Century. 3 Credit Hours.

This course helps guide students towards becoming effective and ethical leaders. Development will occur through self-assessments, experiential exercises, and critical examination of effective and ineffective approaches to leadership in the modern business environment and society at large. Major topics of study include: authentic leadership behavior, ethical leadership, abusive leadership, and cross-cultural considerations.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3505. Sustainable Organizational Leadership. 3 Credit Hours.

This course will help students understand and appreciate the dynamics of sustainable organizational leadership that engages with the human, financial, social, and natural environments to promote collective and individual prosperity.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

Course Attributes: SE, SF, SP, SS

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3506. HR Metrics: Using Data, Scorecards and Dashboards to Drive Business Performance. 3 Credit Hours.

This course is primarily designed to prepare individuals desiring to work in a corporate human resource function, especially those individuals responsible for recruiting, compensation, training and development, employee relations, HRIS (Human Resource Information Systems), or interaction with other corporate staff functions. It may also be of interest to students preparing for general management positions with responsibilities for managing human resources, and/or reliance on reporting metrics.

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.

Pre-requisites: Minimum grade of C- in HRM 2501.

HRM 3507. Intrapreneurship in the 21st Century. 3 Credit Hours.

You may identify a great opportunity for your organization to improve its products, services, sustainability, or treatment of employees or other stakeholders. Or you may see ways for your organization to adapt to threatening external events. Developing good ideas for change is only part of the solution. The most challenging aspect of change may lie in convincing your organization to act on your ideas. This course focuses on the challenges in implementing change in organizations, and overcoming these challenges - in other words, how to be an effective intrapreneur. Topics addressed include managing in all directions: downward, upward, and "sideways," personal assessment of strengths and weaknesses in ability to effect change, and organizational culture and reward systems that facilitate change. Coursework includes a hands-on project in which students propose a change initiative in a real-world organization.

Course Attributes: SI

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3511. Compensation Management. 3 Credit Hours.

An applied examination of total reward systems in organizations in the context of relevant theoretical and legal perspectives. Topics include employee engagement, job analysis, job evaluation, performance evaluation, pay surveys, incentives, pay equity, benefits, and compensation strategy.

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.

Pre-requisites: Minimum grade of C- in HRM 2501.

HRM 3512. Human Resource Management and Public Policy. 3 Credit Hours.

Investigates the nature and impact of government and other external forces on human resource management. Specifically addresses the development, intent, and implications of a range of employment laws and regulations which affect corporate human resource policy.

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.

Pre-requisites: Minimum grade of C- in HRM 2501.

HRM 3513. Labor Relations: Strategy and Practice. 3 Credit Hours.

Examines the development and current operations of labor unions, the process and outcomes of collective bargaining and the impact of these institutions on management and society. Practical insights from National Labor Relations Board and grievance cases.

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.

Pre-requisites: Minimum grade of C- in HRM 2501.

HRM 3531. HR on the Ground. 3 Credit Hours.

Explores how good HR practices influence an organization/s success by working in teams on a real project at a real company. Topics covered include: consulting skills, communication, presentation skills, employee engagement, employee research techniques, leadership development, project management and more based on the consulting opportunity provided by the company. Part of the final grade comes from the company.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Management Consulting, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

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

HRM 3565. International Human Resource Management. 3 Credit Hours.

Focuses on the role of the manager in international organizations and creates awareness of differing legal environments and societal attitudes. Relates national differences to functional areas of human resource administration, including staffing, compensation, training, and labor relations.

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.

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3580. Special Topics - Human Resource Management. 3 Credit Hours.

Special topics in current developments in the field of human resource management.

Field of Study Restrictions: Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

Repeatability: This course may be repeated for additional credit.

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3581. Co-op Experience in Human Resource Management. 3 Credit Hours.

This is an academic course intended to give students experience applying HRM concepts in a real world work environment. In a typical assignment, students work under the mentorship of an HR professional on HRM related project(s). As part of the class, students complete an evidence-based management paper based on their work experience, complete an interview with their mentor, and participate in weekly discussion boards. Students who have identified their own internships and would like to receive course credit can also register for HRM 3581. In these instances the student should first visit CSPD to learn about the "Credit for Internship Process." Once CSPD approval is given, the student will meet with the HRM 3581 professor for permission to register. Students must be prepared to work on-site at the organization for 8-9 hours/week, have a minimum 2.5 GPA, and be a Human Resource Management major. HRM 2501 is the prerequisite for this course. For more detailed information on the course, please visit the course web site at www.fox.temple.edu/HRMIndustryExperience.

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

Repeatability: This course may be repeated for additional credit.

Pre-requisites: Minimum grade of C- in HRM 2501 and minimum GPA of 2.5 in: courses numbered 0700 to 4999.

HRM 3582. Independent Study. 1 to 6 Credit Hour.

Readings and/or papers under the supervision of a faculty member. Arranged each semester.

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

Repeatability: This course may be repeated for additional credit.

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3682. Independent Study. 1 to 6 Credit Hour.

Readings and/or papers under the supervision of a faculty member. Arranged each semester.

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

Repeatability: This course may be repeated for additional credit.

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3902. Honors Managing People at Work. 3 Credit Hours.

Honors version of HRM 3502 (0320).

Cohort Restrictions: Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

Course Attributes: HO

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

Pre-requisites: Minimum grade of C- in (HRM 1101 or HRM 1901)

HRM 3903. Honors Management, Theory and Practice: The State of Labor in the Post-COVID Workplace. 3 Credit Hours.

The COVID-19 pandemic unveiled what were already deep fissures in the relationship between workers and capital. For some American workers, workplace shutdowns and stimulus checks granted a chance to pause and contemplate a life with less hustle. This novel experience of time reinvigorated the concept of "anti-work" and spawned the notion of "quiet quitting" among those who felt discomfort with their newfound consciousness of their labor utility. The Anti-work subreddit home of these nouveau Thoreaus boasts over 2.5 million "idlers" and a tag line that reads "unemployment for all, not just the rich!" On the other hand, workers deemed "essential" in health care, retail, education and human services were forced to hustle even harder, often at the expense of their own mental and physical health. This class will explore the resurgence of organized labor and the changing nature of work since the beginning of the pandemic, examining their causes and consequences, and offering implications for managers, employees, and union members and leaders. Note: Prior to Fall 2023, the course was titled "Honors - Management, Theory & Practice: From the Locker Room to the Board Room."

Cohort Restrictions: Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

Course Attributes: HO

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

HRM 3904. Honors, The Leadership Experience: Leading Yourself, Leading Change, Leading Communities. 3 Credit Hours.

Leadership is a hot topic in social sciences, management, and popular culture. Ask ten people "what makes a good leader?" and you might get ten different answers. Our subject is to explore leadership as a discipline, or as scholars. More specifically, as current Honors students, you represent our future leadership. To effectively lead, having a basic understanding of the core tenets and theoretical foundations is important, but insight into your strengths and capabilities as a potential leader is essential. Thus, this course will provide you with foundational knowledge on core principles of leadership. More importantly, this course will focus on reflection, assessment, and development on the core skill sets required of effective leaders. Finally, you will be challenged to leverage your unique strengths in a team setting to enact and inspire change within your community.

Class Restrictions: Must be enrolled in one of the following Classes: Junior 60 to 89 Credits, Senior 90 to 119 Credits, Senior/Fifth Year 120+ Credits.

Cohort Restrictions: Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

Course Attributes: HO

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

HRM 3999. Honors Thesis I. 1 to 3 Credit Hour.

The first of a two-part sequence of courses in which independent research is conducted under the supervision of a thesis advisor from the Human Resource Management department resulting in a substantial piece of original research, roughly 30 to 50 pages in length upon completion of Human Resource Management 4999. The student must publicly present his/her findings at a Temple University Research Forum session or the equivalent during one of the two semesters during which these courses are undertaken.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Human Resource Management.

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

Cohort Restrictions: Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

Course Attributes: HO

Repeatability: This course may be repeated for additional credit.

HRM 4596. Organizational Staffing and Career Management. 3 Credit Hours.

Acquisition and development of human resources in organizations and career management for individuals. Emphasis on using computers to perform human resource planning, job analysis, recruitment, selection, training, socialization, career development, and withdrawal from work. Students must earn a grade of C- in this course if they are using it to fill the writing intensive course requirement for their degree.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Human Resource Management.

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

Course Attributes: WI

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

Pre-requisites: Minimum grade of C- in HRM 2501, HRM 3511, HRM 3512, and (BA 2196 or BA 2996)

HRM 4597. Critical Skills for Effective Managers. 3 Credit Hours.

The purpose of this course is to bring together Human Resource Management (HRM) knowledge and skills learned in a final, capstone experience to make the student a more effective manager. Students will take a hands-on approach to assessing and improving their self-awareness, interpersonal and teamwork skills. The course will also test skills learned in other core business school courses such as your ability to identify problems, gather and analyze data to understand the problem, to develop alternative courses of action, and implement it. Because this is a writing intensive course, there will be several individual writing assignments that you will have the opportunity to draft, receive feedback and re-draft to improve your writing skills, as well as a group project. NOTE: Students cannot receive credit for this course if they have passed HRM 3502. Students must earn a grade of C- in this course if they are using it to fill the writing intensive course requirement for their degree.

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

Course Attributes: WI

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

Pre-requisites: Minimum grade of C- in HRM 3501, HRM 3503, and (BA 2196 or BA 2996)

HRM 4999. Honors Senior Thesis II. 1 to 3 Credit Hour.

Independent research conducted under the supervision of a thesis advisor from the Human Resource Management Department resulting in a substantial piece of original research, roughly 30 to 50 pages in length. Student must publicly present his/her findings at a Temple University Research Forum session or the equivalent if this was not done in Human Resource Management 3999.

Field of Study Restrictions: Must be enrolled in one of the following Majors: Human Resource Management.

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

Cohort Restrictions: Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

Course Attributes: HO

Repeatability: This course may be repeated for additional credit.

Pre-requisites: Minimum grade of C- in HRM 3999.

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.