

# Business Administration/Human Resource Management and Organizational Behavior, Ph.D.

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FOX SCHOOL OF BUSINESS AND MANAGEMENT (<https://www.fox.temple.edu>)

Learn more about the Doctor of Philosophy in Business Administration (<https://www.temple.edu/academics/degree-programs/business-administration-phd-bu-ba-phd>).

## About the Program

The Ph.D. in Business Administration program, with a concentration in Human Resource Management and Organizational Behavior, engages the student in advanced research and scholarship. The primary emphasis of the program is to prepare future faculty members for successful academic careers.

**Time Limit for Degree Completion:** 7 years

**Campus Location:** Main

**Full-Time/Part-Time Status:** Full-time study is required.

**Accreditation:** All Fox School of Business and Management graduate programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB International).

**Job Prospects:** The program is primarily dedicated to producing well-trained researchers who will work in academic positions.

**Non-Matriculated Student Policy:** Non-matriculated students are not permitted to take doctoral courses.

**Financing Opportunities:** All Ph.D. students receive financial assistantship in the form of full tuition remission and a stipend in return for offering services as a Research Assistant (RA) or Teaching Assistant (TA). The level of support is based on the concentration, the applicant's qualifications, and other competitive considerations. Students may also receive remuneration for conference travel, publications, and academic achievement.

## Admission Requirements and Deadlines

### Application Deadline:

*Fall:* December 15 for Fellowship consideration, rolling thereafter

APPLY ONLINE (<https://fox.secure.force.com/SiteLogin>) to this Fox graduate program at <https://fox.secure.force.com/SiteLogin/>.

### Letters of Reference:

*Number Required:* 2

*From Whom:* Letters of recommendation should be obtained from evaluators, typically college/university faculty or an immediate work supervisor, who can provide insight into your abilities and talents, as well as comment on your aptitude for graduate study.

**Master's Degree in Discipline/Related Discipline:** A master's degree in a business discipline is required.

**Bachelor's Degree in Discipline/Related Discipline:** All applicants must present credentials that are the equivalent of the appropriate baccalaureate degree at Temple University.

**Statement of Goals:** Approximately 500 to 1,000 words include your specific interest in Temple's program; your research goals; your future career goals; and your academic and research achievements.

### Standardized Test Scores:

GRE/GMAT: Required. In general, scores above the 90th percentile are expected on each portion of the exam.

Applicants who earned their baccalaureate degree from an institution where the language of instruction was other than English, with the exception of those who subsequently earned a master's degree at a U.S. institution, must report scores for a standardized test of English that meet these minimums:

- TOEFL iBT: 100
- IELTS Academic: 7.0
- PTE Academic: 68

**Resume:** Current resume required.

## Program Requirements

### General Program Requirements:

Number of Credits Required to Earn the Degree: 54

Required Courses:

Code	Title	Credit Hours
<b>Concentration Pro-Seminar</b>		
HRM 9011	Pro-Seminar in Human Resource Management and Organization Behavior	3
<b>Concentration Seminars</b>		
HRM 9001	Managing Human Resources	3
HRM 9002	Managing Work Behavior and Attitude	3
HRM 9003	Organization and Environment	3
HRM 9004	Dynamics of Organizational Interaction	3
<b>Foundational Courses</b>		
BA 9001	Organizations and Management Theory	3
BA 9002	Scientific Inquiry-Management Research	3
BA 9003	Seminar in Organizational Behavior	3
<b>Statistics and Research Methods Courses</b>		
STAT 8112	Statistical Methods for Business Research I	3
STAT 8113	Statistical Methods for Business Research II	3
<b>Other Core Courses</b>		
BA 9103	Econ Theory of Choice	3
HRM 9090	Special Topics	3
IB 9001	Theory-Int Bus & Mltinat	3
Select 3 upper-level seminars in Economics, Statistics, other business disciplines, Psychology, or Sociology with approval of a faculty advisor		9
<b>Research Courses</b>		
BA 9994	Preliminary Examination Preparation	1
BA 9998	Pre-Dissertation Research	1
BA 9999	Dissertation Research	2
Select additional credits of BA 9994, BA 9998, and/or BA 9999		2
Total Credit Hours		54

**Culminating Events:** Students are expected to complete formal coursework within four academic terms. They then spend the remainder of the program working toward the successful completion of:

- A research paper that is presented at a national or regional conference by the end of the fifth term in the program
- A preliminary examination in Statistics
- A comprehensive paper requirement
- An oral dissertation proposal defense
- A final dissertation defense

## Contacts

### Program Web Address:

<https://www.temple.edu/academics/degree-programs/business-administration-phd-bu-ba-phd>

### Department Information:

Fox School of Business and Management  
 741C Alter Hall (006-00)  
 1810 N. 13th Street  
 Philadelphia, PA 19122-6083  
 foxphdoffice@temple.edu  
 215-204-7677

Fax: 215-204-5698

## Submission Address for Application Materials:

<https://fox.secure.force.com/SiteLogin/>

## Department Contacts:

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## Business Administration Courses

### **BA 5001. Industrial Organization for Business Strategy. 1 to 3 Credit Hour.**

The course is an applied managerial economics course; industrial organization serves as a foundation for business management and strategy. The course provides the framework within which to study market equilibrium, firm and consumer behavior, and strategic interactions through the lens of firm and firm management. The tools of managerial economics are applied to study problems involving business strategy, industry evolution and dynamics, pricing methodologies, dealing with competitors, managing under uncertainty, asymmetric information, price discrimination, antitrust, auctions, and externalities.

**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.

### **BA 5002. Socioeconomic Context of Business. 3 Credit Hours.**

Today's business environment is full of challenges in the form of global competition, regulatory change, rapid technological change and domestic and international market instability. In this context, knowledge of both micro- and macro-economics is becoming an increasingly important tool for solving real world problems. This course is divided into two modules. In the first module, we delve into the microeconomics foundations of business. In the second module, we focus on domestic and global macroeconomics. Economics is a basic underpinning of firm strategy. Economics focuses on the role of markets, the economic behavior of consumers and enterprises, market efficiency, the role of the public sector, firm behavior and the organization of industry. We will discuss important ways in which markets fail, and the challenges and opportunities these market failures create for entrepreneurs and existing businesses. Macroeconomics involves the study of the performance of national economies and the policies that governments use to try to improve economic performance. In this section of the course, we will discuss key economic concepts and data such as GDP, employment, interest rates, inflation, business cycles, and exchange rates to better understand the meaning and significance of these data and their impact on the business environment.

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

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

### **BA 5003. Legal and Ethical Foundations of Business. 3 Credit Hours.**

Business leader's face values conflicts. This course analyzes economic and moral theories people use to assess whether proposed actions are right or wrong, good or bad, just or unjust. While moral theories can guide our thinking, we explore why they do not always guide our behavior. That brings us to the law. Laws constitute socially imposed incentives and disincentives to encourage people to do what society deems "right". In that way, law represents substantive decisions by the state that are values-based and do not necessarily yield just results. In this course, we come to understand that our laws are not without moral import and that ethics must inform the law because the law in and of itself does little work in informing what should be. It mostly speaks to what is.

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

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

**BA 5051. Enterprise Management Consulting Experience (EMC) I. 3 Credit Hours.**

The EMC Practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

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

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

**BA 5052. Enterprise Management Consulting Experience (EMC) II. 3 Credit Hours.**

The EMC Practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

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

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

**BA 5087. Leadership and Professional Development Practicum. .5 to 1.5 Credit Hours.**

This academic content provides students with an understanding of human behavior in organizations and the means through which managers can influence that behavior. Specifically, the class considers key situations where the effective exercise of leadership can materially contribute to the achievement of strategic organizational objectives. Emphasis is 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. These skills are then applied through a carefully crafted practicum to facilitate acquisition of competencies through professional and career development opportunities and planned opportunities to exercise leadership with the context of the program.

**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.

**BA 5088. Ethical Decision Making in Business and Professional Development Practicum. .5 to 1.5 Credit Hours.**

This academic content 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. Emphasis is placed on identifying and developing the personal skills and perspectives necessary to engage in ethical decision making and leadership e.g., personal ethical behavior, facing ethical dilemmas, whistle blowing and ethical responses to unethical corporate practices. These skills are then applied through a professional development practicum to facilitate acquisition of competencies through professional and career development opportunities and planned opportunities to exercise ethical decision making within the context of the program.

**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.

**BA 5111. Globalization. 1.5 Credit Hour.**

Gives students an understanding of the nature and complexity of the dynamic global environment that serves as the external context for the operations of international companies and that is an integral part of understanding international business. Explores the phenomena of globalization and the interdependence of nation states as they impact companies and industries throughout the world.

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

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

**BA 5112. Managing Risk. 1.5 Credit Hour.**

Examines in detail the holistic risk management process from the perspective of an international corporation and defines what risk management is and why organizations have risk managers. Class discussion topics include ethical risk and insurance management practices, as well as administrative and strategic aspects of global corporate risk management such as drafting risk management policy statements, setting risk management goals, and examining how a risk manager operates within a complex international organization.

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

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

**BA 5113. The Valuation of Firms. 1.5 Credit Hour.**

Introduces the use of accounting numbers for valuation for both external purposes, including investor models of firm value and credit risk assessment, as well as internal purposes, including project assessment and performance evaluation. Focuses specifically on an accounting review of fundamentals, firm valuation, cash flows, earnings, modeling financial distress, and using residual income to evaluate performance.

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

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

**BA 5114. Entrepreneurial Thinking and Innovation. 1.5 Credit Hour.**

Examines issues relevant for entrepreneurs engaged in start-up or early stage ventures as well as those important to managers and stakeholders of new ventures within established organizations, including concepts, skills, know-how, information, attitudes and alternatives. Focuses on two key success factors in new enterprise formation: the entrepreneur and his/her ability to create and recognize opportunities.

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

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

**BA 5115. Law and Ethics in Business. 1.5 Credit Hour.**

Imparts a sense of when and how the legal system may affect business, particularly in the areas of contract, tort, and government regulation. Develops an appreciation of the fact that law and ethics seem many times in business to converge, while in other instances what is legal may not be ethically correct. Explores through discussion of business ethics case studies how such situations arise and how they might be resolved or prevented. Includes training for online research, especially in legal areas using Lexis-Nexis database, and practice in the art of making well-reasoned written and oral arguments.

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

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

**BA 5116. Information Technology Perspectives. 1.5 Credit Hour.**

Provides through discussions of technological and organizational issues an overview of the basic concepts underlying the development and implementation of emerging information technologies that are reshaping businesses and business practices. Culminates in a case study development project.

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

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

**BA 5117. Managing People and Organizations. 3 Credit Hours.**

Focuses on basic issues concerning the management of organizations and human resources, with major emphasis on critical analysis, problem solving and performance evaluation. Provides opportunities to improve managerial and leadership skills through verbal presentations, group work, and specific case analysis.

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

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

**BA 5118. Strategic Performance Management. 3 Credit Hours.**

This course has been designed to emphasize two fundamental issues in contemporary management practice: strategic cost analysis and management control. Strategic cost analysis deals with how managers' actions affect costs and revenues in a competitive context, and how financial and nonfinancial information can support decisions that enhance the value of the firm. Management control pertains to a study of systems designed for performance measurement and evaluation, rewarding and motivating employees, and coordinating business operations. The emphasis will be on transformational systems such as activity based costing and balanced scorecard.

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

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

**BA 5170. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**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.

**BA 5180. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

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

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

**BA 5182. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

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

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

**BA 5187. IMBA Practicum: Corporate Visits and Mentoring. 1 to 6 Credit Hour.**

This practicum is consists of selected visits to a variety of multinational corporations in Europe, Asia and Philadelphia. Students are exposed to senior officials who outline the factors that go into their international strategic decision making. These interactive sessions, which include question and answer periods, are designed to provide real world insights to corporate behavior and to highlight factors that are important in the international arena. In addition, students may engage in team projects during their summer practicum in Asia.

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

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

**BA 5190. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

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

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

**BA 5282. Independent Study. 1 to 3 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

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

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

**BA 5287. Enterprise Management Consulting Practicum. 1 to 6 Credit Hour.**

The EMC practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

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

**BA 5387. Advanced Professional Development Strategies. .5 to 3 Credit Hours.**

CSPD Advanced Professional Development Strategies is designed to help graduate students connect past education, current education and professional experience to rewarding career opportunities. Doing so will require the same professionalism and competencies that are important to employers: an open mind, strong organization skills, persistence, and attention to detail.

**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.

**BA 5388. Enterprise Management Consulting Practicum. 3 to 6 Credit Hours.**

The Enterprise Management Consulting Practicum (EMC) is a capstone experience that integrates MBA class work and applies that integrated knowledge to evidence-based and theoretically informed strategic consulting for real firms. This experience is designed to help students apply competencies and skills acquired in the MBA program to recognize and assess strategic opportunities; conduct top-notch industry and competitive analysis; foresee and manage strategic implementation and control issues; and lead change by generating support for recommendations. This experience is also designed to produce useful results for real firms with very real problems, noteworthy uncertainties and challenging timelines. These objectives are accomplished by combining readings, discussion, business analysis, coaching from project managers and an advisory board, and commercial-grade work on real projects. The case studies and readings provide the conceptual foundations required to manage strategically and consult effectively. The projects offer opportunities to apply and refine your emerging conceptual skills. The faculty, project manager and advisor coaching lends the support and insight necessary to perform at the highest level.

**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.

**BA 5389. Global Immersion Experience. 1 to 6 Credit Hour.**

This course provides field experience in an emerging market economy that allows students an immersive experience in which they observe firms and participate in short term projects to provide a much greater understanding of the application of MBA coursework in assessing the strategic landscape of the destination country.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

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

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

**BA 5488. Enterprise Management Consulting Practicum. 3 to 6 Credit Hours.**

The Enterprise Management Consulting Practicum (EMC) is a capstone experience that integrates MBA class work and applies that integrated knowledge to evidence-based and theoretically informed strategic consulting for real firms. This experience is designed to help students apply competencies and skills acquired in the MBA program to recognize and assess strategic opportunities; conduct top-notch industry and competitive analysis; foresee and manage strategic implementation and control issues; and lead change by generating support for recommendations. This experience is also designed to produce useful results for real firms with very real problems, noteworthy uncertainties and challenging timelines. These objectives are accomplished by combining readings, discussion, business analysis, coaching from project managers and an advisory board, and commercial-grade work on real projects. The case studies and readings provide the conceptual foundations required to manage strategically and consult effectively. The projects offer opportunities to apply and refine your emerging conceptual skills. The faculty, project manager and advisor coaching lends the support and insight necessary to perform at the highest level.

**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.

**BA 5601. Corporate Instructional Design Theory. 3 Credit Hours.**

Most training programs are built with highly interactive and complex technology. Use of industry standard tools to deliver training requires a foundation in the principles of instructional design. This course introduces theories and methods in the field of instructional design and how these are applied to building and delivering training with industry standard technology. In this course, students will learn to utilize the industry's most prominent method/theories for project scoping and development of organizational training. Defining the business need, identifying the project scope, accommodating various adult learning styles, audience analysis, delivering effective virtual training will be reviewed.

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

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



**BA 5602. Managing Multimedia and Web Development for Instructional Design. 3 Credit Hours.**

This course will build students' technical skills in multi-media development and web design. Proper visual design and implementation of technology facilitates the user experience. Students will learn how to merge technical skills with a design theory to present information in usable ways for users. Students will review the fundamentals of how to manipulate images, documents and videos using industry standard software in order to create effective and engaging training deliverables. Taking what they have created, students will design a comprehensive website to display and manage a training solution. Additionally, students will look at how to use technology to leverage an organization and meet its training and development needs to drive engagement and growth. Students will review the fundamentals of how networks and the internet work, specifically noting the need and use of a Learning Management System in the workplace. This course offers a hands-on experience in building a webpage using HTML/CSS and administering information to a company through an LMS/CMS.

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

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

**BA 5603. Authoring. 3 Credit Hours.**

Students will demonstrate the basic elements of current authoring software(s) used to develop simulations and training for today's corporate industries. Students will use the basic framework of these programming systems to customize training modules according to the needs and desired outcomes of an organization. The deliverables in this course will be original training programs developed by the student and evaluated in terms of good design, and an emphasis on functional user interface and effectiveness for training.

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

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

**BA 5604. Instructional Design Learning Analytics. 3 Credit Hours.**

Data is constantly created. Understanding what that data means and how to leverage the results is a critical skill that the Instructional Designer must possess. Students will demonstrate how learning analytics must be incorporated within the design and development processes to adjust deliverables as needed and fit the learning needs of the audience. Data extraction and measurement of outcomes provide the instructional designer with insight on how effective the product was and how to build and implement improvements. Students will learn how to measure outcomes, clean and interpret data and report results to the client in a meaningful way. Also addressed, the role of adaptive learning and how analytics can help to design adaptive learning spaces for eLearning modules. The LMS and how data is pulled and used from these systems will be discussed.

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

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

**BA 5651. Business Analytics Capstone. 3 Credit Hours.**

The course is designed as the capstone experience for the MS in Business Analytics program and, as such, synthesizes all of the learning from previous coursework in this program. Student groups are paired with firms and work as consultants to provide data analytic solutions. This will allow students a first-hand perspective on decision making by management and understanding the organizational implications.

**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.

**BA 5687. MS Advanced Professional Development Strategies. 0 Credit Hours.**

Your academic education and your ongoing professional development will influence your career with unerring certainty. Because the personal stakes associated with managing one's career are high, the topics in this course involve more than "intellectual" comprehension. Accordingly, this course will focus on selected aspects of 1) career exploration; 2) the internship and job search and; 3) the "unwritten rules of engagement" in the professional work environment.

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

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

**BA 5751. Multinational Management and Policy. 3 Credit Hours.**

Enhance the diagnostic and problem solving capabilities of decision-makers when confronted with a variety of strategic and/or operational problems in a diverse set of domestic and international environments and situations. Integrate material from functional and general management courses and apply it in the diagnosis and solution of problems that require an integrated company-wide approach. Relies heavily on the case study approach and builds on the Fall course of Management Processes in Global Corporations. Note: Enrollment limited to students in the IMBA program.

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

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



**BA 5800. Special Topics. 3 Credit Hours.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

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

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

**BA 5801. Industrial Organization and Corporate Strategy. 3 Credit Hours.**

Today's executives face an array of commercial problems, a need to develop winning corporate strategies, and the capability to seek practical solutions to critical business issues. The primary focus of this course is on the application of principles of industrial organization to the development and evaluation of corporate strategy. The course will be taught from the perspective of a current executive. In this course, you will examine market function, consumer and firm behavior, and implications for market efficiencies. You will examine how knowledge of markets can be used to establish competitive position. You will use national accounting data to analyze the influences of governmental fiscal, monetary, and trade policies, employment, interest rates and economic growth (or decline) on the executive's options in making key strategic decisions. Realistic short business case study examples are provided demonstrating the power of combining the knowledge of economics with analytical tools that yield valuable insights to solve an array of specific internal commercial problems.

**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.

**BA 5804. Global Enterprise Mgt. 3 Credit Hours.**

Learn about multinational business firms and the strategies used to gain competitive advantage in international markets. Develop analytical techniques for studying problems facing multinational firms and designing systems for managing multinational enterprise.

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

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

**BA 5851. Strategy Formulation and Administration. 3 to 4 Credit Hours.**

Participate in an interactive learning experience while examining the functions, role and skills of top-level executives. Knowledge gained and analytical methods used, in prior courses will be used in analyzing cases from the perspective of the chief executive. Implementation of strategies will be a primary focus. Enrollment limited to students in the Executive M.B.A. program.

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

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

**BA 5882. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

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

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

**BA 5890. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

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

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

**BA 5955. Policy Formulation and Administration. 3 Credit Hours.**

Policy and strategy decision-making roles of top-level managers. Total enterprise problems involving integration of organization objectives, relationships between organization objectives and societal values, policy formulation, corporate strategy, and implementation of top management decisions. Limited to students admitted to MBA program prior to Fall 2005. Note: Intended to be taken in the final semester.

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

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

**BA 8985. Teaching in Higher Education: Business. 3 Credit Hours.**

This course is required for any student seeking Temple University's Teaching in Higher Education Certificate. The course focuses on the research on how people learn best teaching practices, with the aim of preparing students for effective higher education teaching. All educational topics are considered through the lens of teaching in particularly scholarly areas or disciplines. Course instructors will model innovative teaching methods and uses of technology throughout the semester, providing an experiential component to the learning. The course specifically focuses on the application of the course content to the teaching of courses in business and management.

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

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

**BA 9001. Organizations and Management Theory. 3 Credit Hours.**

This course acquaints students with classic works, current representative theories, and empirical research in the fields of organization behavior and management. Material is grouped into twelve perspectives/topic areas: bureaucracy, scientific management, human relations, contingency theory, lean & quality management, transaction cost theory, network approach, national culture, human resource development, power & politics, labor process, and complexity/chaos theory. Emphasis is on understanding the range of approaches in these fields and developing critical analysis skills.

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

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

**BA 9002. Scientific Inquiry-Management Research. 3 Credit Hours.**

This course examines the nature and logic of empirical science, with particular attention to theoretical and applied business research. Topics include: the scientific method, positivism, paradigms, interpretive approaches, postmodernism, and critical research. The course also introduces a range of methods and techniques current in business research, including "grounded theory," measurement, interviewing, survey design, case studies, causal modeling, longitudinal and historical analysis, experiments, and research ethics. Students are asked to apply each of the course topics to the design of research on a topic of their own choosing. There is also a laboratory session in the use of the SPSS statistical package to analyze quantitative data.

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

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

**BA 9003. Seminar in Organizational Behavior. 3 Credit Hours.**

The purpose of the course is to provide foundation knowledge in Organizational Behavior, including classic and contemporary theories, ongoing controversies, and ground-breaking empirical studies.

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

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

**BA 9090. Special Topics in Business Administration. 1 to 6 Credit Hour.**

Content varies.

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

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

**BA 9103. Econ Theory of Choice. 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.

**BA 9104. Game Theory. 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.

**Pre-requisites:**

(BA 9103|Minimum Grade of B-|May not be taken concurrently)

AND (STAT 8001|Minimum Grade of B-|May not be taken concurrently)

**BA 9105. Bus Rsrch Econometrics I. 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.

**BA 9106. Bus Rsch Econometrics II. 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.

**BA 9108. Capital Markets Research. 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.

**Pre-requisites:**

BA 9103|Minimum Grade of B-|May not be taken concurrently.

**BA 9183. Directed Study in Business. 3 Credit Hours.**

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

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

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

**BA 9201. Quant Methods in Bus Res. 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.

**Pre-requisites:**

STAT 8002|Minimum Grade of B-|May not be taken concurrently.

**BA 9202. Qualitative Research Methods. 3 Credit Hours.**

Methods constitute the "lenses" through which scholars view their empirical phenomena. And different methods afford clearer views of different phenomena. Qualitative methods in particular have produced some of the most influential scholarly works within several domains of business research. As consumers, producers, and reviewers of such research, it is therefore important that doctoral students develop greater facility with these methods. The intents of this seminar are thus to help participants add a qualitative lens to their scholarly toolkits -- and to identify the empirical phenomena within their domain of study that are most clearly seen through qualitative methods. At the end of this seminar, participants should expect to have a sophisticated understanding of qualitative research and the resources needed to conduct and publish high-quality scholarship. This seminar is relevant to any doctoral student seeking to better understand human behavior in complex systems, but focuses primarily on organizational contexts. Thus, although the methods being taught are widely applicable, the exemplar articles and best practices for data analysis and publication will be most relevant to business administration students. Participants should expect wide exposure to business administration phenomena, with readings drawn from domains such as organizational behavior, strategy, management information systems, marketing, international business, hospitality, tourism, accounting, and finance.

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

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

**BA 9203. Financial Economics. 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.

**BA 9205. Information Economics. 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.

**Pre-requisites:**

(BA 9103|Minimum Grade of B-|May not be taken concurrently)

AND (BA 9104|Minimum Grade of B-|May not be taken concurrently)

AND (STAT 8001|Minimum Grade of B-|May not be taken concurrently)

**BA 9207. Quantitative Research Methods II. 3 Credit Hours.**

This course provides an overview of intermediate quantitative research methods used in the social sciences. Topics include theory of measurement, types of measures, measurement validation, power analysis, experimental designs and analysis of experimental data, survey design and analysis of survey data, and collection and analysis of archival data. The course includes a project that focuses on the design, development, and testing of theoretical models using experimental, survey, or archival data. The project includes an important research topic, a set of testable hypotheses, the empirical method to be used, data collection, data analysis, and interpretation of the results.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**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:**

BA 9201|Minimum Grade of B-|May not be taken concurrently

OR BA 9105|Minimum Grade of B-|May not be taken concurrently.

**BA 9208. Quantitative Research Methods III. 3 Credit Hours.**

This course aims to provide an overview of advanced quantitative research methods that are used in the social sciences. Topics include structural equation modeling (SEM), longitudinal modeling, multi-level modeling, causal modeling, polynomial regression models with response surface methodology, and emerging methods and tools for configuration theories.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**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:**

BA 9201|Minimum Grade of B-|May not be taken concurrently

OR BA 9105|Minimum Grade of B-|May not be taken concurrently.

**BA 9209. Business Econometrics III. 3 Credit Hours.**

BA 9209 is the third course in the econometrics series for doctoral students. It focuses on non-linear models and covers multiple practical situations in which classic linear methods are inappropriate. In particular, topics include sample selection and attrition models, treatment evaluation, duration analysis, and count data models. Also, several advanced estimation techniques such as GMM, bootstrap, and kernel regression will be discussed. Although the majority of lectures will be devoted to cross-sectional methods, the basics of time series analysis will also be covered. The assigned problem sets will include the analysis of practical situations requiring advanced econometric techniques as well as empirical exercises.

**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.

**Pre-requisites:**

BA 9106|Minimum Grade of B-|May not be taken concurrently.

**BA 9212. Seminar in Global Finance and Governance. 3 Credit Hours.**

The course introduces students to the basic academic literature in global finance and governance at a doctoral level and to selected advanced topics in this area. The aim is to prepare students to read the literature critically, to strengthen their independent skills, and to help them be ready to select topic in global finance and governance and related areas. Topics will be flexible to class needs but include corporate exchange risk management, international investments, global corporate governance, firm boundaries, financial and strategic issues of multinational firms, and others.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

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

**BA 9801. Understanding the Firm through Management and Organizational Theory. 3 Credit Hours.**

Understanding the shifts in business and their implications for organizations is essential to identifying new areas of study for the modern organization. Firms must adapt to their changing environments by adopting new strategies through analysis and understanding of internal and external contexts. This enhances organizational capability, which is required in order to maintain effectiveness and competitiveness in national, regional and global markets. This course examines the dynamics of complex, global organizations through the lens of foundational theory in management and organizational behavior, including: strategic management; theory of organizations and industries; and behavior of individuals, groups, and organizations in global settings. Students will learn to build on this foundational research by formulating new research questions that address emerging issues and challenges for the modern organization.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

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

**BA 9802. Scientific Inquiry through Applied Research. 3 Credit Hours.**

What is research and how is it done? What is theory? What makes a study both practically relevant and of high-quality? This course addresses these questions through an exploration of the philosophy of science and applied scholarly research. It introduces the philosophy of scientific inquiry, common research approaches (e.g., quantitative and qualitative) and common perspectives (e.g., positivistic, interpretative, and critical). Students will learn the basic principles of theory development and testing as well as how to build a conceptual research model. This course takes an "engaged scholarship" perspective, with the aim to influence management practice through rigorous, applied study. Topics include identifying a research topic, forming theoretically-grounded research questions, conducting a literature review, and developing a plan for field work and data collection. This course enables students to identify and foster their personal research interests through a research proposal developed iteratively throughout the course.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

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

**BA 9803. Navigating the Global Marketplace. 3 Credit Hours.**

Global structures and institutions drive the strategic behavior underlying their business decisions. The reality of business today requires understanding and working within an industry's multifirm global value chain. Firms operating in the global marketplace must be responsive to and understand differences in political, legal, and economic systems between countries. This course explores the state-of-the-art research surrounding the contemporary global organization and serves as the foundation for applied research into the dynamics of strategy and competition within a global context. Topics include critical elements of global strategic operations including international trade, location of the multinational enterprise, innovation in emerging economies, market entry, and knowledge flows within the firm.

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

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

**BA 9806. Integrative Perspectives on Business Knowledge. 3 Credit Hours.**

Conceptualizing the organization as a system of integrated, co-dependent elements facilitates new solutions that help an organization achieve its goals. To do this, business leaders must view issues from multiple disciplinary and functional perspectives. Through an integrated, systems-thinking approach, students will learn to address unstructured problems, decision-making under complexity, and organizational change management and strategy. This course integrates contemporary research across the major functional areas of business, including: accounting, finance, human resources, international business, marketing, management information systems, risk and actual science, strategic management, and operations and supply management. Students will learn how to approach organizational issues in new ways and discover novel research opportunities by making connections across multiple disciplines.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

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

**BA 9812. Innovation and Entrepreneurship in the New Economy. 3 Credit Hours.**

In an increasingly competitive global market, leaders must develop new business models and approaches. However, building this competency within an organization can be challenging. This course examines how executives can apply best practices in innovation and entrepreneurship by designing novel products, services, processes, organizational structures, business models, and industry ecosystems. Special emphasis is placed on how executives can anticipate and shape global technological, economic, social, and political factors that facilitate innovation and entrepreneurship within an organizational context.

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

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

**BA 9813. Problem Solving using Quantitative Research Methods. 3 Credit Hours.**

Quantitative research applies statistical techniques to test new theory and hypotheses. This course teaches students how to investigate problems through the design and execution of quantitative research as it applies to experiments, surveys and the analysis of secondary data. Students will learn to apply and evaluate these methods through examples of theoretical and applied research papers that employ quantitative methods. Students will learn the fundamental statistical techniques to develop and test research hypotheses, such as the t-test, correlation analysis and regression. Students will prepare data for analysis and understand how to interpret the results.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

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

**BA 9814. Advanced Quantitative Research Methods. 3 Credit Hours.**

This course explores advanced concepts and topics in quantitative research methods. Students will learn to select and apply statistical techniques to new problems and data. It will cover analysis of variance and the design of experiments, multivariate regression, and logistic regression. It will also enable students to identify and address problems in real-world data sets, including: normality violations, multi-collinearity, and missing data.

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

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

**BA 9815. Problem Solving using Qualitative Research Methods. 3 Credit Hours.**

Qualitative research is the exploration of phenomena in their natural setting that seeks to make sense of underlying mechanisms and processes. This course compares a variety of qualitative techniques, such as case studies, ethnography, action research, grounded theory building and content analysis. Students will review contemporary and classic studies that employ qualitative methods in both theoretical and applied contexts, providing examples of how to use each approach in practice. It will also cover interviewing and observation techniques, coding semi-structured and structured interview data, and building hypotheses based on qualitative data. The course weighs the advantages and disadvantages of different approaches to qualitative research, including positivist, interpretivist, and critical methods.

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

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

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

**BA 9816. Creation and Dissemination of Business Knowledge. 3 Credit Hours.**

A fundamental tenet of evidence-based management is that firms will function more effectively if they adopt a theoretically-driven, methodologically-sound approach to decision-making. Building on the basic tenets of theory and knowledge development, this course explores the tools and techniques needed for creating and disseminating knowledge. Drawing on business research literature, students learn advanced issues in theory building, model validation and empirical testing. The course provides practical guidelines for building new theories that are informed by managerial practice and also extend current theoretical models. Participants are challenged to develop cross-disciplinary, evidence-based management practices through applied research that will effectively influence future management practice. Also covered is the process of preparing one's work for publication and successfully navigating the peer review process. Students will study journal selection and how to craft a response to reviewers. These include hands-on application to each student's individual program of research.

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

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



**BA 9883. Directed Reading/Study. 3 Credit Hours.**

Students will have four required research projects that focus on applying the concepts, theories and methods learned in the foundation and methods courses. The purpose of these projects is to provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal, the dissertation itself and proceedings resulting from their work. Students will engage in independent research projects under the supervision of Executive DBA faculty during their coursework. At the end of each term, the research projects will be reviewed and assessed for their quality, relevance and potential impact. Students will be expected to present their work and provide feedback on the work of others in the program. The first-year research project (R1) focuses on developing a conceptual paper with a plan for data collection and analysis (summer of the first year). The second-year research project (R2) focuses on a preliminary research paper that includes pilot data analysis and results (fall semester of the second year). The third research project (R3) has a completed research paper as a deliverable that could be submitted to a conference or a journal (spring semester of the second year). The fourth research project (R4) is preparation for the dissertation proposal defense to take place early in the fall semester of the third year.

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

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

**BA 9890. Special Topics in Business Research. 3 Credit Hours.**

This course will feature a rotating set of topics based on the cutting-edge research conducted by the Executive DBA faculty. Potential topics include executive leadership, emerging markets, social media, data analytics and design thinking.

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

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

**BA 9994. Preliminary Examination Preparation. 1 to 6 Credit Hour.**

Registration required each semester while preparing for the Preliminary examinations.

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

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

**BA 9998. Pre-Dissertation Research. 1 to 6 Credit Hour.**

Registration required each semester after Preliminary Examinations while researching the dissertation proposal.

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

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

**BA 9999. Dissertation Research. 1 to 6 Credit Hour.**

Registration each semester required for students elevated to candidacy and undertaking dissertation research.

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

**Student Attribute Restrictions:** Must be enrolled in one of the following Student Attributes: Dissertation Writing Student.

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

## Human Resource Management Courses

**HRM 5001. Leadership in Organizations. 3 Credit Hours.**

HRM 5001 is designed to be a study of individual and group behavior in organizations and the means through which leaders can influence that behavior. Specifically, the course will consider key situations where effective leadership can materially contribute to the achievement of strategic organizational objectives. Students will be exposed to the research evidence on important drivers of employee performance and commitment - both direct (e.g., employee attitudes, motivation) and indirect (e.g., organizational culture, climate, leadership) - and learn about its practical application in the workplace. Emphasis will also be placed on improving self-awareness regarding the personal skills necessary 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. Human Resources Management Strategies. 3 Credit Hours.**

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. 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 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. Talent Acquisition. 3 Credit Hours.**

The course focuses on the challenges, tools and strategies that align with best practice in sourcing, assessing and selecting talent to meet business needs, including selection for hire and selection for promotion. Note: Prior to spring 2017, the course title was "Best Practices in Human Resources 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 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. Public Policy and Compliance. 3 Credit Hours.**

Areas of investigation will include current issues and challenges, such as technology, law, global competition, employee relations, labor unions, and outsourcing. Note: Prior to summer 2017, the course title was "HR in a Dynamic Environment."

**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. Business Transformation through Big Data. 3 Credit Hours.**

This course focuses on business transformation using data and data analytics as a source for business evaluation and decision making. Students will focus on key issues that are challenging businesses today, such as Healthcare Reform, Population Health and Cost and Productivity initiatives to better understand the impacts on their organizations and the market place. They will examine issues across the economy, evaluate the drivers for change, the risks and/or rewards of transformation, potential impacts to their workforce, culture, brand, policies and practices, as well as, explore technology tools, such as Human Capital Management Systems (HCMS) and data analytics required to develop and recommend transformational change to the business.

**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 is designed to support students who plan to work in Human Capital Management or Talent Management Consulting and Managers and Human Resource professionals who manage external HCMS and Talent Management consulting engagements as internal partners. This course is focused on building practical skills and knowledge that can be applied directly to identify and scope Talent Management consulting opportunities and to deliver and measure Talent Management consulting solutions that meet or exceed business goals. Students will learn how and where Talent Management consultants add value to organizations in diverse industry sectors and will 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 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 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 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 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.