

Human Resource Management, M.S.

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

Learn more about the Master of Science in Human Resource Management (<https://www.temple.edu/academics/degree-programs/human-resource-management-ms-bu-hrm-ms>).

About the Program

The Fox School of Business and Management offers the M.S. in Human Resource Management (MSHRM) degree program for the individual who wants to pursue a career in Human Resource Management (HRM). The curriculum equips rising professionals with knowledge of advanced practices in critical HRM areas and an understanding of how those practices affect organizational success. It is certified to industry standards set by the Society for Human Resource Management (SHRM). The Fox MSHRM program is offered completely online and is intended to accommodate our students' busy schedules. With the accelerated completion pathway, students can earn their degrees in as few as 13 months.

Time Limit for Degree Completion: 6 years

Campus Location: Online. Each course is delivered online over a five-week term. Each week, students participate in a live and collaborative web-conferencing session with faculty and classmates. Additional coursework and activities are required throughout the period.

Full-Time/Part-Time Status: The MSHRM is flexible and can accommodate both full-time and part-time students.

Affiliation(s): Research is supported by Fox School of Business and Management's Advanta Center for Research in Financial Institutions, Center for Healthcare Research and Management, Innovation and Entrepreneurship Institute, and Institute of Global Management Studies. Research interests of the Fox School faculty are also supported by numerous centers and institutes throughout Temple University.

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: Graduates can expect to be qualified for such positions as:

- HR Business Partner
- HRM Strategic Leader
- Professional Development/E-Learning Manager/Director
- Program Director
- Senior Analyst
- Senior Talent Management or Organization Development Consultant
- Talent Acquisition Manager/Director
- Total Rewards Manager/Director

Non-Matriculated Student Policy: Students with an undergraduate GPA of 3.0 or higher and a minimum of three years of relevant work experience may be allowed to take classes under non-matriculated status. Non-matriculated students may take a maximum of 9 credits. Any additional courses require the student to be matriculated in a program.

Financing Opportunities: Citizens and permanent residents of the United States are considered domestic students and are typically eligible for federal student loans as well as alternative loans through private lenders. The Fox School grants 5% tuition scholarships to alumni who are admitted to the program. Employers may provide tuition reimbursement as part of their benefit packages. Students are further encouraged to pursue scholarship funds from organizations to which they belong, such as athletic organizations, clubs, employers, ethnic groups, fraternal organizations, religious organizations, rotary clubs, unions, veteran groups, and the like.

Admission Requirements and Deadlines

Application Deadline:

Fall:

- December 15 – Early Decision Deadline
- March 1 – Scholarship Deadline and International Deadline
- June 30 – Final Deadline

Spring:

- August 1 – Scholarship Deadline and International Deadline
- November 1 – Final Deadline

Applications are reviewed as they are received and can sometimes be considered after the deadline.

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: At least one letter should be provided by a professional reference, preferably a current or former manager. If a second professional reference is not available, a recommendation from a college/university faculty member familiar with the applicant's academic competence is acceptable.

Professional Work Experience: A minimum of three years of professional leadership or Human Resource Management experience is required to apply.

Bachelor's Degree in Discipline/Related Discipline: A baccalaureate degree, not necessarily in a business discipline, is required with a minimum GPA of 3.0 on a 4.0 scale.

Statement of Goals: In 500 words or less, describe your goals and motivations for pursuing the master's degree in Human Resource Management.

Standardized Test Scores:

GRE/GMAT: Required.

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.

Interview: A personal interview, which is conducted either virtually or in person, is required.

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

Program Requirements

General Program Requirements:

Number of Credits Required Beyond the Baccalaureate: 30

Required Courses:

Code	Title	Credit Hours
Core Courses		
HRM 5001	Leadership in Organizations	3
HRM 5051	Human Resources Management Strategies	3
HRM 5115	Talent Acquisition	3
HRM 5116	Strategic Reward Systems	3
HRM 5117	Public Policy and Compliance	3
HRM 5131	Ethics and Social Responsibility in Organizations	3
Electives		12
Select four from the following:		
HRM 5111	Organizational Communication and Information Management	
HRM 5112	Leading High Performing Teams	
HRM 5113	Power, Influence, and Negotiation in Organizations	
HRM 5114	Building Human Capital for High Performance Organizations	
HRM 5118	Business Transformation through Big Data	

HRM 5119	Human Resource Consulting	
HRM 5182	Independent Study	
Total Credit Hours		30

Culminating Events: Successful completion of coursework is required to earn the MSHRM degree.

Contacts

Program Web Address:

<https://www.temple.edu/academics/degree-programs/human-resource-management-ms-bu-hrm-ms>

Department Information:

Fox School of Business and Management
 1801 Liacouras Walk
 701 Alter Hall (006-22)
 Philadelphia, PA 19122
 foxinfo@temple.edu
 215-204-5890
 215-204-7678
 Fax: 215-204-1632

Submission Address for Application Materials:

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

Department Contacts:

Academic Director:

Kelly Grace, J.D., Ph.D.
 kelly.grace@temple.edu
 215-204-1621

Specialized Master's Programs Coordinator:

Rachel Carr
 Associate Director for Specialized Master's Programs
 foxms@temple.edu
 215-204-7678

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.