Human Resource Management, M.S.

FOX SCHOOL OF BUSINESS AND MANAGEMENT

Learn more about the Master of Science in Human Resource Management.

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, an understanding of how those practices affect organizational success, and the ability to influence that success. The Fox MSHRM program is offered completely online and accommodates the busy schedules of our working students. With the accelerated completion pathway, students can earn their degrees in as few as 13 months. The curriculum meets industry standards set by the Society for Human Resource Management (SHRM).

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: The Fox School Center for Student Professional Development provides students with career coaching and professional development resources that support the job search. 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 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.

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 will be considered after the deadline.

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

Letters of Reference:
Number Required: 2

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

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 from an accredited university or college is required.

Statement of Goals: Essay prompts can be found in the online application portal.

Standardized Test Scores:
GRE/GMAT: The GMAT or GRE may be required based on academic and professional background. Candidates with an undergraduate GPA below 3.0 are required to submit a valid GMAT or GRE test score. Please consult an admissions advisor with any questions.

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 in a country where the language of instruction is English, must report scores for a standardized test of English that meet these minimums:

- TOEFL iBT: 90
- IELTS Academic: 7.0
- Duolingo: 110
- PTE Academic: 68

Resume: Current resume or CV is required.

Interview: An interview, 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 [1]		**12**
Select four from the following:		
HRM 5111	Influential Organizational Communication	
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 5121	Strategic Organizational Leadership: Trends, Analytics, Impact	
HRM 5170	Special Topics: Human Resource Management	

HRM 5180	Special Topics: Human Resource Management
HRM 5190	Special Topics: Human Resource Management
HRM 5182	Independent Study
Total Credit Hours	30

1   With approval from the Academic Director, students may alternately select any graduate-level course as an elective that complements, but does not substantially duplicate, any required core course.

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:

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701 Alter Hall (006-22)
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215-204-5890
215-204-7678
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Submission Address for Application Materials:

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

Department Contacts:

Academic Director:
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Specialized Master's Programs Coordinator:
Rachel Carr
Associate Director for Specialized Master's Programs
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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 5054. Leadership Development. 3 Credit Hours.
This course is designed to be a study of human behavior in organizations and the means through which managers can influence that behavior. Specifically, the class will consider key situations where the effective exercise of leadership can materially contribute to the achievement of strategic organizational objectives. The leadership process will be considered within a business environment increasingly characterized by global competition, economic turmoil, rapid technological change and shifting labor market dynamics. Emphasis will be placed on identifying and developing the personal skills and perspectives necessary to establish and maintain a leadership position (e.g., self-awareness and abilities in such areas as communication, decision-making, problem solving and behavioral management).

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

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

HRM 5111. Influential Organizational Communication. 3 Credit Hours.
Do you want to build your personal communication capabilities? How about learning to leverage strategic conversations for impactful leadership in your organization? Students in this course apply theoretical knowledge and empirical research for practical purposes using case analysis and class discussion. Varied assignments will enhance student perspective and skills in employee/relationship management, writing and editing, oral presentation, coaching and performance feedback, crisis communication, persuasion and influence, and managing emotional expression.

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

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

HRM 5112. Leading High Performing Teams. 3 Credit Hours.
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 5121. Strategic Organizational Leadership: Trends, Analytics, Impact. 3 Credit Hours.
This course builds on basic leadership concepts and explores a broader range of leadership thought from strategic and organizational perspectives. The goal: to drive organizational results and support individual success. Additionally, the class will take a focused, hands-on look at trending topics such as real-time feedback, personalized micro-learning, artificial intelligence, digital leadership, and generational leadership.

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

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

HRM 5131. Ethics and Social Responsibility in Organizations. 3 Credit Hours.
This course focuses on the ethical and social responsibility aspects of business decision making, policy formulation, and implementation. The organization's ethical and social responsibilities to various stakeholders, including owners, consumers, the community, and especially employees, are examined. The course is designed as a "tools" course in which critical thinking strategies and approaches are used to help raise and address questions regarding appropriate and ethical action.

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

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

Repeatability: This course may 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 5411. Managing People. 3 Credit Hours.
This course focuses on understanding the behavior of individuals and teams in relation to helping organizations and its members thrive. The concepts are linked to core managerial competencies and focus on leadership development and how effective leaders develop, motivate, and inspire organizational members to drive organizational success. Other subjects covered include the development of management thought, the role of the supervisor as a decision maker and the processes of planning, organizing, leading and controlling organizational activities. Ultimately, students will learn how to better create a vision of success, relate to others, and lead groups in which people engage and perform at their best.

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

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

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

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

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

HRM 5804. Managing and Developing Human Capital in the Enterprise. 3 Credit Hours.
In this course, you'll increase your ability to manage people and maintain a view of the human resource function as an integral part of a total enterprise in both traditional and virtual organizations. You'll address practical issues of human resource management, such as planning and executing staffing strategies, maintaining influence in the organization, managing the multicultural work force, managing programs for productivity improvement, and planning and managing the human side of organizational change.

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

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

HRM 5882. Independent Study. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HRM 5890. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

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

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

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

HRM 9005. Seminar in Functional Human Resource Management. 3 Credit Hours.
This is a PhD seminar course in functional/micro human resource management (HRM) that aims at providing you, as a doctoral student, with substantive knowledge and skills necessary to become a competent HRM researcher. The field of functional/micro HRM is vast and much broader than strategic/macro HRM. Given the size of the functional HRM literature, this course is not exhaustive; rather, it will introduce you to some key topics spanning recruitment, personnel selection, training and development, performance management and compensation, and employee withdrawal and turnover as well as exemplary recent research. An important challenge that you face as a doctoral student is developing your own "mental map" of this vast field. The role in this course is to provide a guided tour through the field of functional HRM so that you can begin to develop this map. That is, the major goal of this seminar is that you develop a broad familiarity with functional HRM research and theory, develop analytic skills necessary to critically evaluate and integrate work in this area, and apply pertinent HRM theory and concepts to your particular research interests.

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

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

HRM 9006. Doctoral Seminar in Meta-analysis and Research Synthesis Methods. 3 Credit Hours.
Meta-analysis is aimed at the synthesis and generalization of primary research findings that seem to conflict with one another to draw simple yet significant conclusions. The essence of meta-analysis is that it is the research process of cumulating and synthesizing effect sizes (e.g., correlations) of a number of primary studies on the same topic by the application of research, measurement, and statistical techniques as normally addressed in a typical primary study (i.e., problem selection, hypothesis formulation, definition and measurement of constructs and variables, sampling, coding, and data-analysis.

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

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

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

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

Repeatability: This course may be repeated for additional credit.

HRM 9021. Current Readings in Human Resource Management and Organizational Behavior. 3 Credit Hours.
This course examines emerging themes in the contemporary Human Resource Management and Organizational Behavior (HRM/OB) literature. Each week we will critically analyze articles that exemplify a current topical or methodological theme in the premier HRM/OB journals. The course will focus on articles that have been recently accepted or published within the current calendar year. The goal of this course is to gain a discussion-based seminar that will require significant class preparation.

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

Repeatability: This course may be repeated for additional credit.

HRM 9090. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

Repeatability: This course may be repeated for additional credit.

HRM 9183. Directed Study in Human Resource Administration. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.