

The University of Tennessee

Human Resource Management  
Master's of Science  
Degree Program



**Graduate Student Handbook**  
**Fall 2015**

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The Human Resource Management Graduate Handbook represents the offerings and requirements in effect at the time of publication, but there is no guarantee that they will not be changed or revoked. The course offerings and requirements of the university are continually under examination and revision. This handbook is not intended to state contractual terms and should not be regarded as a contract between the student and the department or university.

The university reserves the right to change any provision, offering, or requirement to be effective when determined by the university. These changes will govern current and readmitted students. Enrollment of all students is subject to these conditions. The current university catalog should be referred to during each year of study.

Dear Human Resource Management Graduate Students,

Welcome to the University of Tennessee, Knoxville master's degree program in Human Resource Management. The HR master's degree is part of the College of Business Administration's Graduate and Executive Education program.

The master's degree in HR Management curriculum is aligned directly with the Society for Human Resource Management's (SHRM) certification program. Students completing the degree will have the knowledge, skills, and abilities to pass the SHRM examination and launch a successful career as an HR manager.

The SHRM knowledge areas are supplemented through intense classroom instruction, internships, and other professional development activities.

The private- and public-sector organizations that hire our graduates have been pleased with their comprehensive knowledge of HR management practices and the team-oriented attitude that they bring to the workplace.

Again, thank you for selecting our graduate program and, as you read through this *Graduate Student Handbook*, please do not hesitate to contact us if you have any questions.

Sincerely,



Debbie Mackey, Ph.D., PHR  
Program Director

## **Graduate School Introduction**

In order to serve the mission and vision of the Graduate School and preserve the integrity of Graduate Programs at the University of Tennessee, Knoxville, information related to the process of graduate education in each department is to be provided for all graduate students.

Based on Best Practices offered by the Council of Graduate Schools, it is important that detailed articulation of the information specific to the graduate degrees offered in each department/program be disseminated.

The Department Graduate Handbook does not deviate from established Graduate School Policies <http://catalog.utk.edu/content.php?catoid=2&navoid=27> noted in the Graduate Catalog, but rather provides the specific ways in which those policies are carried out.

The purpose of this Handbook for the edification of Graduate Students of the Masters Degree program for Human Resource Management.

# HRM Master's Program Faculty & Staff 2014

NAME	TELEPHONE NUMBER	E-MAIL ADDRESS	CAMPUS ADDRESS
<b>Faculty</b>			
<b>Barksdale, Cheryl</b> Senior Lecturer	(865) 974-1675	cbarksd1@utk.edu	401 Stokely Management Center
<b>Jacobs, Jackie</b> Lecturer	(865) 974-1673	jjacobs1@utk.edu	419 Stokely Management Center
<b>Leap, Terry</b> Professor	(865) 974-3575	tleap@utk.edu	610 Stokely Management Center
<b>Mackey, Debbie</b> Senior Lecturer/ Program Director/Intern Coordinator	(865) 974-7014	dmackey@utk.edu	415 Stokely Management Center
<b>Morris, Lane</b> Professor & Associate Dean of Undergraduate Studies and Student Affairs	(865) 974-6291	mmorris1@utk.edu	460 Haslam Business Building
<b>Munyon, Tim</b> Assistant Professor	(865) 974-1663	tmunyon@utk.edu	404 Stokely Management Center
<b>Pierce, Randal</b> Assistant Professor	(865) 974-6132	rpierce@utk.edu	403 Stokely Management Center
<b>Wood, Kathy</b> Senior Lecturer	(865) 974-3162	kwood7@utk.edu	405 Stokely Management Center
<b>Staff</b>			
<b>Molter, Michelle</b> Administrative Specialist	(865) 974-3161	<a href="mailto:hrm@utk.edu">hrm@utk.edu</a> <a href="mailto:mmolter@utk.edu">mmolter@utk.edu</a>	408 Stokely Management Center



**Cheryl Barksdale**  
**Senior Lecturer**  
**Ph.D., The University of Tennessee**

Cheryl Barksdale is the director of Leadership Development Assessments for executive MBA programs in UT's Graduate and Executive Education group. She is also a lecturer for UT's Department of Management, where she teaches various leadership and human resource management courses.

Cheryl received her Ph.D. in Industrial and Organizational Psychology from the University of Tennessee. Her areas of interest are leadership and leadership development, employee selection, experiential learning, performance management, and individual differences in the workplace.

In 2014, Cheryl received the Allen H. Keally Excellence in Teaching Award at the College of Business Administration's Honors Reception.



**Jackie Jacobs**  
**Senior Lecturer**  
**Ph.D., The University of Tennessee**

Jacquelyn Jacobs is a full-time Lecturer and Management 201 Course Coordinator in the Department of Management. She received her Ph.D. in Industrial/Organizational Psychology from UT, her M.A. from American University, and her B.S. from Penn State. Her current research is focused on how organizational practices such as reward systems and performance measurement influence cooperative behavior and team effectiveness. Her research has appeared in several journals including *Research in Organizational Behavior*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Training Research Journal*, and *Leadership Quarterly*, and she has co-authored three book chapters. She has presented 16 papers at professional conferences including the Academy of Management, Society for Industrial/Organizational Psychology, Southern Management Association, American Psychological Association, and the Military Testing Association. Dr. Jacobs served as a Senior Research Associate on an Eastman Chemical/University of Tennessee National Science Foundation Grant from 1995-1997. She also received a grant from the American Compensation Association for her research on team-based reward systems. She has been nominated for both the Haslam College of Business Outstanding Teacher Award and the Tennessee Chancellor's Excellence in Education Teaching Award.

Dr. Jacobs has worked for the Tennessee Assessment Center, served as a trainer for a number of years for the UT Institute for Public Service, consulted with a variety of organizations, and owned and operated an iSold It on eBay franchise from 2005-2010.



**Terry Leap**  
**Professor**  
**Department of Management**  
**Ph.D., University of Iowa**

Dr. Leap received his Ph.D. in Business Administration from the University of Iowa. He also holds Master of Public Health and B.S. in Business Administration degrees from the University of North Carolina at Chapel Hill.

His research interests are in the areas of white-collar crime and deviant behavior in organizations. Dr. Leap is the author of *Phantom Billing, Fake Prescriptions*, and the *High Cost of Medicine: Health Care Fraud and What to do About It* (Cornell University Press, 2011), *Dishonest Dollars: The Dynamics of White-Collar Crime* (Cornell University Press, 2007), and *Tenure, Discrimination, and the Courts* 2nd ed. (Cornell University Press, 1995). He is also author of *Collective Bargaining and Labor Relations*, 2nd ed. (Prentice-Hall, 1995) and *Personnel/Human Resource Management*, 2nd ed. (Macmillan, 1993).

Dr. Leap has published articles in the *Academy of Management Journal*, *Harvard Business Review*, *MIT Sloan Management Review*, *Journal of Management*, *Industrial Relations*, *Human Relations*, *Industrial and Labor Relations Review*, and others.

Prior to joining the Department of Management faculty at UT, Dr. Leap taught for over 27 years at Clemson University, and he served as chair of the Department of Management there from 1999-2006. He has also taught at the Louisiana State University (Baton Rouge campus) and the University of Iowa. Dr. Leap lectures annually at the RWTH Aachen University in Germany. He currently teaches graduate courses in employment law, ethics, and white-collar crime at UT.

Dr. Leap served as an officer (Captain) in the U.S. Air Force Medical Service Corps. He has also worked as a commercial pilot and is an FAA-certificated flight instructor.





**Michael Lane Morris**  
**Professor**  
**Associate Dean for Undergraduate Programs**  
**Ph.D., The University of Tennessee, 1992**

Dr. Michael Lane Morris is the Associate Dean of Undergraduate Programs & Student Affairs and the Sarah Ellen Skinner Endowed Professor in Management and in the College of Business Administration. Dr. Morris received his Ph.D. from The University of Tennessee. Dr. Morris' interdisciplinary research interests include individual and organizational topics like the development and assessment of performance-based intervention programs, work/life issues, leadership, individual/occupational stress, health and wellness, and performance metrics. Dr. Morris teaches core courses in the Global Leadership Scholars undergraduate honors program, as well as, graduate courses that focus on Strategic Human Resource Management and Special Topics in Management.

#### **Selected Publications**

**Morris, M.L.** & Kellermanns, F. (2013) "Family Relations and Family Businesses: A Note from the Guest Editors." *Family Relations* (62), 379-383. (*Family Relations* special issue with confirmed contributors: Dave Ketchen, Russell Crook, Jim Chrisman, Sharon Danes, Kim Eddleston, Pankaj Patel. \*Shared first authorship).

**Morris, M.L.**, Blair, C.A., Meriac, J.P. (2013). Core self-evaluation and goal orientation: Understanding work stress. *Human Resource Development Quarterly*, 24 (1), 35-62.

Thornton, L.M., Esper, T.L., **Morris, M.L.** (2013). Exploring the impact of supply chain counterproductive work behaviors on supply chain relationships. *International Journal of Physical Distribution and Logistics Management*, 43 (9), 786-804.

**Morris, M.L.** (2012). Unleashing Human Expertise Through Work/Life Initiatives. *Human Resource Development Quarterly*, 23 (4), 427-439.

**Morris, M.L.**, Heames, J.T., McMillan, H.S. (2011). Human resource executives' perceptions and measurement of the strategic impact of work/life initiatives. *Human Resource Development Quarterly*, 22 (3), 265-295



**Debbie L. Mackey**  
**Director of HRM Master's Program**  
**Senior Lecturer/Intern Coordinator**  
**Ph.D., The University of Tennessee, 1997**

### **Research Areas**

Dr. Mackey's research areas include human resource competencies necessary for the undergraduate and the placement and retention of graduates in the human resource field. She also works with the placement of students into thriving internships.

Dr. Mackey has worked with over 250 students in the last 5 years involving career counseling, intern and career placement. She has networked with over 200 companies leading to job placement for HRM students well above the national average.

As UT-SHRM faculty advisor she has facilitated programs, and activities that led to the chapter being awarded Superior Merit by National SHRM in 2005-2014.

### **Honors/Awards**

- 2014- National SHRM Advisor of the Year
- 2014- Winner CBA Outstanding Commitment to Students Award
- 2012-2013- Coach of winning Southeast Regional SHRM Business Case Team
- 2011- Obtained Professional Human Resource (PHR) certification
- 2010- Item writer for National SHRM for the Assurance of Learning Exam for Collegiate Programs
- 2008- Winner of the Outstanding Commitment to Students Award in the CBA
- 2008- Top 10 finalist for the National Alumni Association Teaching Award
  
- 2007- Chair for the Early Scholar Award for the Academy of Human Resource Development
- 2005- Human Resource Management Excellence Award by State SHRM
- 2004, 2005, 2006 and 2007- Finalist for Outstanding Commitment to Students Award in the College of Business
- 2005- Faculty Advisor for the UT-SHRM team which placed 3<sup>rd</sup> in the Southeast Region
- 2004, 2006- Ronald McNair Faculty Mentor
- 2005- Present Faculty advisor for UT-SHRM and Campus Crusade.
- 2003- Nominated for Outstanding Teaching by the UT Alumni Association
- 2001, 2003- Obtained TVHRA Scholarships for HRD/Business students
- 2006, 2008, 2010- Facilitated the Southeast Regional SHRM Games and Conference hosting over 200 participants at the University of Tennessee.



**Timothy P. Munyon**  
**Assistant Professor**  
**Ph.D., Florida State University, 2009**

Timothy P. Munyon received his Ph.D. in Organizational Behavior and Human Resource Management from Florida State University in 2009. His current research interests include political skill and organizational politics, job-related knowledge, employee performance, and social context effects in human resource management. Munyon's research has been published or is forthcoming in journals such as *Human Resource Management Review*, the *Journal of Management*, *Journal of Organizational Behavior*, *Personnel Psychology*, and *Research in Personnel and Human Resource Management*. He is an Associate Editor at the *Journal of Occupational and Organizational Psychology*, and currently serves on the editorial boards of *Business Horizons*, *Human Resource Management Review*, the *Journal of Character and Leadership Integration*, the *Journal of Leadership and Organizational Studies*, *Journal of Occupational Health Psychology*, and the *Journal of Organizational Behavior*.

#### **Recent Publications**

Munyon1, T.P., Summers1, J.K., Brouer, R.L., & Treadway, D.W. (In press). The implications of coalition forms for work role innovation, resource reallocation, and performance. *Research in Personnel and Human Resource Management*, 32.

Munyon1, T.P., Summers1, J.K., Thompson2, K.W., & Ferris, G.R. (In press). Political skill and work outcomes: A theoretical extension, meta-analytic investigation, and agenda for the future. *Personnel Psychology*.

Dawley, D.D., & Munyon, T.P. (2013). The effects of organizational politics on job satisfaction in crime labs. *Forensic Science Policy & Management*, 3, 159-164.

Cleavenger, D.J., & Munyon, T.P. (2013). It's how you frame it: Transformational leadership and the meaning of work. *Business Horizons*, 56, 351-360.

\* *Featured Article on Caseplace.org* \*

Dawley, D.D., & Munyon, T.P. (2013). Enhancing employee outcomes in crime labs: Test of a model. *Forensic Science Policy & Management*, 3, 105-112.

#### **Honors and Awards**

Nominee, *University of Tennessee Chancellor's Teaching Award* (Fall, 2013)

Scholar Participant, *Southern Management Association Research Incubator* (Fall, 2010)

Recipient, *College of Business Doctoral Teaching Award* (Summer, 2009)

Nominated, *State Farm Companies Foundation Doctoral Dissertation Competition* (2009)

Noted, *Provost's "90% List" for Instruction Excellence*, Florida State University (Fall, 2008)

Nominated, *Phi Kappa Phi Graduate Scholar Award* (Spring, 2009)



**Randal H. Pierce**  
**Assistant Professor**  
**Ph.D., The Ohio State University, 1982**

### **Research Areas**

Dr. Pierce's research areas include career development and instructional systems design. His interests are in the application of current career development theories to the ever-changing workplace and structure of organizations. He is interested in assisting individuals in their development of long-term self-directed career development plans.

He is also interested in the development of models for instructional systems design to meet specific training and organizational objectives. The training needs of today's organizations are dynamic and must serve the interests of both the individual and the organization. The instructional systems design employed must consider a range of delivery modes, various levels of instructional technology utilization and individual learning styles.

### **Honors/Awards**

Ronald McNair Faculty Mentor (2004).

Received the Tennessee Technology Education Association's Distinguished Service Award for national, state, and local service to the profession (2000).



**Kathy Wood**  
**Senior Lecturer**  
**MBA, Wharton School of the University of Pennsylvania**

Ms. Wood has an MBA from the Wharton School of the University of Pennsylvania with a major in Management.

Prior to joining UT in 2006, she had 27 years of corporate experience including ten years as Vice President of Human Resources for ImagePoint Inc. and seven years as Vice President of Human Resources and Support Services for CTI, Inc. She began her career with Union Carbide and Martin Marietta in Oak Ridge, TN, where her roles included Director of Compensation and Manager of Human Resource Development at the Y-12 Plant, an organization with over 6500 employees.

Ms. Wood has extensive experience in corporate and HR strategy development and in all areas of Human Resource Management. She has had senior-level responsibilities in public and private companies and in union and non-union environments. In the Compensation and Benefits area, she has designed, improved, and managed programs for executives, professionals, sales personnel, support staff, and production employees in public and private companies and in union and non-union environments.

At the University of Tennessee, Ms. Wood teaches HRM 545 (Compensation and Benefits), MGT 402 (International Business Strategy) and MGT 472 (Managing People in the Global Environment). She is the course coordinator for MGT 402, faculty advisor for the Management Society, field trip coordinator for the Global Leadership Scholars Program, and a leadership coach for Executive MBA programs.

Ms. Wood has extensive international experience and has traveled in more than 30 countries. She and her family have a second home in the south of France. She is co-founder and CEO of European Experiences, an award-winning small group tour company, and has led over 45 groups in France, Italy, England, Austria, and Germany.

Ms. Wood was a finalist for the Outstanding Commitment to Students award in 2012.

# UNIVERSITY AND OUTSIDE RESOURCES

## University Resources

- **HRM Website**  
<http://mgt.bus.utk.edu/prospective-students/masters-program-home-page.asp>
- **College of Business Administration Website**  
<http://bus.utk.edu/cba>
- **UT-SHRM** (UT- Society of Human Resource Management (student organization))  
<http://bus.utk.edu/shrm>
- **Office of Research**  
<http://research.utk.edu>
- **UT Graduate School** (forms such as Admission to Candidacy, Revision to Candidacy, Doctoral Committee Appt., important dates for graduation, etc.)  
<http://gradschool.utk.edu>
- **UT Graduate Admissions Office**  
<http://graduateadmissions.utk.edu/>
- **OIT- Office of Information Technology** (Technology Consulting and Support)  
<http://oit.utk.edu/>
- **Tmail (University E-mail)**  
tmail.utk.edu
- **Hilltopics** (Official UT Student Handbook)  
<http://dos.utk.edu/hilltopics/>
- **Bursar's Office** (fees, payment deadlines, etc.)  
<http://bursar.utk.edu>

## UNIVERSITY AND OUTSIDE RESOURCES (Cont.)

### **Outside Resources**

- **AHRD** (Academy of Human Resource Development) \*  
<http://www.ahrd.org>
- **SHRM** (Society for Human Resource Management) \*  
<http://www.shrm.org>
- **TVHRA** (Tennessee Valley Human Resource Development Association)  
<http://www.tvhra.org>
- **CUPA-HR** (College and University Professional Association for Human Resources)  
<http://www.cupahr.org>
- **ATD** (Association for Talent Development)  
<http://www.astd.org>
- **AOM** (Academy of Management) \*  
<http://www.aomonline.org/>
- **SMA** (Southern Management Association) \*  
<http://www.southernmanagement.org/>

\*All HRM graduate students are strongly encouraged to possess a student membership in a professional organization. Student memberships provide a number of personal and professional benefits that promote significant career opportunities.

# **HRM**

## **Graduate Student Information**





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## **The Human Resource Management Master's Degree Program**

The Master of Science degree with a major in human resource management provides a flexible graduate program for professionals wishing to pursue in-depth study within and across subject areas of human resources. The Human Resource Management program advances economic development through the strategic and effective use of human capital. The curriculum goal of the program centers around producing individual effectiveness through a guiding framework that focuses on developing human resource skills and understanding of organizational culture, systems and structures, and decision-making; individual, group, organizational learning; total reward systems, organizational behavior and change; and analysis, action, measurement of economic outcomes.

### **Admission Requirements for MS Degree**

Students may begin graduate coursework for the Master of Science with a major in human resource management in the fall or spring semester. The fall admission application deadline is May 1 (February 1 for international students) and for spring admission the application deadline is September 1 (June 15 for international students). Applications by U.S. citizens and permanent residents received after the May 1 and September 1 application deadlines will be considered as space allows.

Students with a business administration degree from an accredited baccalaureate degree program normally require no additional preparation for the program. Students with undergraduate degrees in areas other than business administration may enter the M.S. program but must complete coursework in Business Foundations. The Foundations coursework includes Accounting 200; Economics 201; Business Administration 242 (currently); and Finance 300 or 301, or their equivalents as approved by the Director of the HRM program. All Business Foundations coursework must be completed either before entering the program or within 12 calendar months of enrollment.

In addition to the general admission requirements, M.S. applicants are required to take the Graduate Record Exam (GRE) or the Graduate Management Admission Test (GMAT) and submit information on forms provided by the Management Department (test scores can be no more than 5 years old). The GRE scores consist of the quantitative combined with the verbal score. Applicants whose native language is not English must also submit results of the Test of English as a Foreign Language (TOEFL) with a 20 or higher in each of the 4 categories. The test must have been taken within the last 2 years from application date.

For admission to the M.S. program, consideration is given to:

- Applicant's academic record with particular attention to the last two years of undergraduate work.
- Scores on the GRE or GMAT, and TOEFL for those whose native language is not English.
- Internships and/or work experience and other activities that demonstrate potential for leadership in the HRM field.
- Recommendations from professors and/or work supervisors.

The admission decision is based on all factors that make up the total application; therefore, there is not an automatic cutoff for either grade point average or test scores.

### **Program Fee**

The HRM Master's degree program has a \$3,000 program fee which is payable in three equal installments beginning with the first semester the student is admitted to the program.

### **Degree Requirements**

The HRM Master's degree program is a 33 hour (minimum)\* non-thesis program. All students must take the following course requirements:

<b>COURSES</b>	<b>HOURS</b>
MGT 521 (Foundations of HRM)	3
MGT 550 (Organizational Behavior and Development)	3
MGT 595 (Selected Topics in Managerial Issues) (2 courses)	6
HRM 530 (Employment Law and Labor Relations)	3
HRM 535 (Applied Training and Development)	3
HRM 540 (Staffing)	3
HRM 545 (Compensation and Benefits)	3
HRM 555 (Strategic HRM)	3
STATS 531 (Survey of Statistical Methods) or approved substitute	3
HRM 503 (Problems in Lieu of Thesis)	3
<b>OR</b>	
HRM 592 (Internship)	3
<b>TOTAL</b>	<b>33</b>

Students will take either HRM 503 or HRM 592. HRM 503 will be taken by students who already possess HR experience or participated in an HR internship during their undergraduate course of study. HRM 592 will be taken by students who do not have sufficient HR work experience. Course determination will be based on HR experience and students will be notified of which course they will be required to take.

\*See page 24-25 for a list of additional courses that may be required for students without an undergraduate business degree.

## **Admission to Candidacy**

Admission to candidacy indicates agreement that the student has demonstrated ability to do acceptable graduate work and that satisfactory progress has been made toward a degree. This action usually connotes that all prerequisites to admission have been completed and a program of study has been approved.

The candidacy application for the master's degree is made as soon as possible after the student has completed any prerequisite courses and 9 hours of graduate course work with a 3.0 average or higher in all graduate work. The Admission to Candidacy application must be signed by the student's committee and all courses to be used for the degree must be listed, including transfer course work. The student must submit the candidacy application (with original signatures) to the Graduate School (111 Student Services Building) no later than the last day of classes of the semester preceding the semester in which he/she plans to graduate.

## **Forms and Tasks for Graduation**

Students should familiarize themselves with all graduate school forms and tasks required for graduation. These forms and tasks required can be accessed through the Graduate School website <http://gradschool.utk.edu/>.

## **Comprehensive Exam Procedure**

Each non-thesis student must pass a final comprehensive written examination. A department may require an additional oral examination. The examination is not merely a test over course work, but a measure of the student's ability to integrate material in the major and related fields. Except with prior approval from the Dean of the Graduate School, the examination must be given in university-approved facilities. It should be scheduled through the academic department at least two weeks prior to the examination. Students taking the final examination but not otherwise using university facilities may pay a fee equal to one hour of graduate credit instead of registering. The results of the comprehensive exam (Pass/Fail form with original signatures) must be submitted to the Graduate School by the deadline date indicated on the Graduate Student Deadline Dates. In case of failure, the candidate may not apply for reexamination until the following semester. The result of the second examination is final.

## **Time Limit for the Master's Degree**

Candidates have six calendar years to complete the degree, starting at the beginning of the semester of the first course counted toward the degree. Students who change degree programs during this six-year period may be granted an extension after review and approval by the Dean of the Graduate School. In any event, courses used toward a master's degree must have been taken within six calendar years of graduation.

## **Registration for Use of Facilities**

Registration is required of all graduate students when using University facilities and/or faculty time. The minimum number of hours for registration is one. Registration allows use of services such as library checkout, laboratories, and recreation facilities not open to the public.

Students using University facilities, services or faculty time, including summer term, must be registered. Normally, students are registered for coursework or thesis/dissertation credit. Students who have not begun research but who have completed all coursework requirements must register for use of facilities.

## **Course Loads**

The maximum load for a graduate student is 15 hours and 9 to 12 hours are considered a full load. For the summer term, graduate students may register for a maximum of 12 hours in an entire summer term or for a maximum of 6 hours in a five-week summer session. Students may enroll in only one course during a mini-term session.

Students holding a one-half time assistantship normally should enroll for 6-11 hours. A one-fourth time graduate assistant normally should take 9-13 hours. A student on a one-half time assistantship who takes 6 hours will be considered full time. Refer to the Policy for the Administration of Graduate Assistantships for additional information.

Students receiving financial aid should consult with the department/program head concerning appropriate course loads. Courses audited do not count toward minimum graduate hours required for financial assistance.

Registration for more than 15 hours during any semester, or for more than 12 hours in the summer term, is not permissible without prior approval. The academic advisor may allow registration of up to 18 hours during a semester if the student has achieved a cumulative grade point average of 3.6 or better in at least 9 hours of graduate work with no outstanding incompletes. No more than 12 hours are permissible in the summer term without prior approval.

## **Grade Point Average**

A cumulative grade-point average of 3.0 is required on all graduate coursework taken at UT to remain in good standing and to receive any graduate degree or certificate from the University. All coursework taken for graduate credit is computed into the GPA.

## **Academic Standards and Academic Standing**

Graduate education requires continuous evaluation of the student. This includes not only periodic objective evaluation, such as the cumulative grade point average, performance on comprehensive examinations, and acceptance of the thesis or dissertation, but also judgments by the faculty of the student's progress and potential. Continuation in a program is determined by consideration of all these elements by the faculty and the head of the academic unit.

The academic records of all graduate students are reviewed at the end of each semester, including the summer term, to determine academic standing. For good standing, graduate students must maintain a cumulative grade point average (GPA) of at least 3.0 on all graduate courses taken for a letter grade of A-F. Grades of S/NC, P/NP, and I, which have no numerical equivalent, are excluded from this computation.

Departments and programs may have requirements for continuation or graduation in addition to the minimum requirements set forth in this catalog for all graduate programs. It is the student's responsibility to be familiar with the special requirements of the department or program.

There are three types of academic standing set at the end of every term of enrollment: good standing, academic probation, and academic dismissal.

See Academic Probation and Academic Dismissal for information on these types of academic standing.

### **Academic Probation**

Upon completion of 9 hours of graduate course work, a graduate student will be placed on academic probation when his/her cumulative GPA falls below 3.0. A student will be allowed to continue graduate study in subsequent semesters if each semester's grade point average is 3.0 or greater. Upon achieving a cumulative GPA of 3.0, the student will be removed from probationary status.

### **Academic Dismissal**

If a student is on academic probation, the degree or non-degree status will be terminated by the Dean of the Graduate School if the student's semester GPA falls below 3.0 in a subsequent semester. When the particular circumstances are deemed to justify continuation, and upon recommendation of the appropriate academic unit and approval of the Dean of the Graduate School, a student on probation whose semester GPA is below 3.0 may be allowed to continue on a semester-by-semester basis.

Dismissal of a graduate student by a department or program is accomplished by written notice to the student, with a copy to the Graduate School. In those cases where the

department's requirements for continuation are more stringent than university requirements for graduate programs, the Dean of the Graduate School will evaluate the student's record to determine whether the student is eligible to apply for a change of status and register in another area of study. Registration for courses in a department from which a student has been dismissed will not be permitted, except by written authorization from that department.

### **Academic Honesty**

Academic integrity is a responsibility of all members of the academic community. An honor statement is included on the online application for admission and readmission. Submitting the application acknowledges that adherence is confirmed. The honor statement declares

*An essential feature of the University of Tennessee, Knoxville, is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. As a student of the university, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity.*

The HRM Program closely adheres to the guidelines and policies of the university concerning academic integrity and will implement those remedies that will sustain the integrity of the program (see page 25 of the Graduate Handbook).

### **Graduate Courses**

**HRM 502 Registration for Use of Facilities (1-15)** Required for the student not otherwise registered during any semester when student uses University facilities and/or faculty time before degree is completed. May not be used toward degree requirements. May be repeated. S/NC only.

**HRM 503 (Problems in Lieu of Thesis) (1-3) May be repeated. Maximum 3 hrs.** Company project. Preliminary investigation of significant strategic HRM-related issue (new initiative or significant organizational change to enhance organizational effectiveness) in a sponsoring organization. Work within company under guidance of faculty to develop proposal that defines issue and scope of project. Proposal to be approved by company and faculty.

**MGT 521 (Foundations of HRM) \*\*Must be taken in the FIRST fall semester\*\*** Examination of the theoretical foundations, historical development, and contemporary practice of Human Resources Management (HRM). Core HRM areas are surveyed, including employment law, employee rights and employer responsibilities, job analysis,

job design, measurement of individual differences, performance management, career development, training, and employee/management relationships.

**MGT 550 (formerly MGT 545) (Organizational Behavior and Development)**

Examination of individual group and organizational issues that affect and shape organizations. Topics include individual differences, motivation, communication, decision making, leadership, power, organizational structure and design, and change.

**MGT 595 (Selected Topics in Current Managerial Issues)** In-depth consideration of current issues. Managerial impact of emerging topics. ***\*\*Must take 6 hours\*\****

MGT 595, total of 6 hours required. Students **MUST** take at least one MGT 595 from the MGT Department (**only one 595 course may be substituted**). Pre-approved substitutions: PSYCH 434 or 440, POLS 564, COUN 552, ALEC 523 & EDAM 515 or other courses petitioned by the student that are (a) listed in the graduate catalog and are relevant to Management and/or HRM; (b) reviewed and approved by the HRM Program Director prior to enrollment. Student petitions must include course name/number, graduate catalog description, dates/times course meets and a rationale statement explaining why the student believes the course is relevant to their HRM program of study. Email your petition to [dmackey@utk.edu](mailto:dmackey@utk.edu). Students are expected to enroll in MGT 595 before requesting a substitution.

**HRM 530 (Employment Law and Labor Relations)**

Examination of the current legal environment of HRM as it applies to effective workplace relations between the employer and employees, employment discrimination, labor relations, employee rights, and collective bargaining processes.

**HRM 535 (Training and Development)**

Examination of the strategies and techniques of training systems, including needs assessment, motivation to learn, transfer of training, evaluation, and performance improvement as such systems satisfy both organization needs and personal career goals.

**HRM 540 (Staffing) ***\*\*Statistics needs to be completed prior to taking this course\*\******

Examination of the processes and practices that facilitate effective HRM planning, recruitment, and placement of employees in relation to the organization's present and future needs.

**HRM 545 (Compensation and Benefits)**

Examination of the development and implementation of reward systems in order to achieve strategic organizational objectives. Reward systems include compensation, benefits, legal compliance, and cost containment policies as they apply in both the U.S. and international business environments.

**HRM 555 (Strategic HRM)**

Examination of the role of HRM in creating and sustaining competitive advantage. Contemporary issues such as globalization, outsourcing, workforce diversity, mergers and acquisitions, downsizing, and occupational health, safety, and security are explored in terms of their strategic value.

**HRM 592 (Internship and Career Development)**

The internship is an opportunity for students to apply classroom knowledge and obtain additional human resource experience. The organizational experience provides additional human resource knowledge and assists the student in research and career advancement.

**STATS 531, 537, Psyc 521, or EDPY 550 (must take one of the following):**

- **531 (Survey of Statistical Methods)**

Univariate and bivariate data collection and organization, statistical estimation and hypothesis testing; analysis of relationship for categorical and numerical data, including Chi-square test and simple linear and quadratic regression. Use of computing facilities required.

- **537 (Statistics for Research I)**

Principles and application of statistical methodology, integrated with considerable use of major statistical computing system. Probability and probability distributions, forming and testing hypotheses using parametric and nonparametric inference methods. Matrix-based simple linear regression and correlation.

- **Psychology 521 (Analysis Variance Social Science)**

Analysis of variance and statistical theory: application within social science framework. Contrasts among means, trend analysis, analysis of covariance, analysis of factorial designs, and multivariate approaches to analysis of within subjects data.

- **EDPY 550 (Applied Statistical Concepts)**

Consumer-oriented, conceptual treatment of statistics and quantitative basis of testing.

**Statistics should be taken in the 1<sup>st</sup> or 2<sup>nd</sup> semester of beginning the program and MUST be taken before enrolling in Staffing (HRM 540).**



## **Business Foundations Courses**

These are required undergraduate classes for HRM Master's students who do not have an undergraduate business degree. Preferably, these courses are taken before starting the HRM program, but students have 12 months from their start date to complete them.

Depending on a student's transcript, any or all of these courses may be required.

### **ACCOUNTING 200 (Foundations of Accounting) 3 hours**

Introduction to financial and managerial accounting theory and practice with emphasis on the role of accounting information in business decisions.

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### **ECONOMICS 201 (Introductory Economics: A Survey Course) 4 hours**

Theory of consumer behavior, theory of firms, supply and demand, costs of production, market models, national income and employment theory, money and banking, monetary and fiscal policy, debt, and international economics.

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### **MGT 201 - Introduction to Business Management - 3 Credit Hours**

Introduction to basic concepts of business, career options in business, and fundamentals of management, leadership, and organizational design.

*(RE) Corequisite(s): Accounting 200.*

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### **BUSINESS ADMINISTRATION 242 (Business Software Applications) 2 hours**

Instruction on the use of widely used spreadsheet and database software. Includes, via hands-on activities, the use of the many features contained in these two software applications with emphasis on how and when to apply these features to address a variety of business problems.

**\*\*Must email Michelle Molter ([mmolter@utk.edu](mailto:mmolter@utk.edu)) to get registered as this course has special pre-reqs and co-reqs that are waived for the HRM master students.**

### **OR**

**MICROSOFT E-LEARNING COURSE COLLECTION** – This is a free, self-paced online Excel course that has 3 sections. Contact Michelle for more information.

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Find interactive form here: <http://gradschool.utk.edu/gradforms.shtml>

**TYPE OR COMPLETE IN BLACK INK ONLY**

**Submit Form by Deadline to:**  
The Graduate School  
111 Student Services Building  
Knoxville, TN 37996-0211

[illegible]

Name: \_\_\_\_\_

Year/Term	Course Name Prefix	Course #	Course Title	Hours	Grade

**Minor:**

Year/Term	Course Name Prefix	Course #	Course Title	Hours	Grade

**Transfer Credit** (A majority of the total hours required for a master's degree must be taken at the University of Tennessee, Knoxville.)

Institution Name: \_\_\_\_\_

Year/Term	Course Name Prefix	Course #	Course Title	Hours	Grade

(Two-thirds of program, including not more than six (6) hours of thesis credit, must be numbered 500 or above, taken at the University of Tennessee.)

**Departmental Approval** *(To be completed with the assistance of the academic department)*

We certify that the above program, when successfully completed, meets all coursework requirements for this degree. We also certify that all University regulations regarding research compliances (use of human subjects, animal care, radiation, legend drugs, recombinant DNA, or handling of hazardous materials) have been appropriately approved prior to the initiation of the research if approval is relevant to the applicant's research.

Faculty Committee Signatures  
(Print Name)

(Department)

(Signature black ink)

(Major Professor)

(Committee Member)

(Committee Member)

(Committee Member)

X

Director of Graduate Studies Signature

**Important:** This form will not be accepted by the Graduate School without original signatures of the three committee members and the Director of Graduate Studies in your department. If you have a minor, one of the three professors must be from the minor department.

Updated 05/2014

**Program Planning Sheet**  
*HRM Master's Program*

Human Resource Management  
College of Business Administration  
The University of Tennessee

Name: \_\_\_\_\_ ID #: \_\_\_\_\_  
(starts with 000)

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone #1: \_\_\_\_\_ Phone #2: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Master's Degree Course Requirements**

Semester Taken	Credit Hours
_____ Management 521 (Foundations of Human Resource Management)	3
_____ Management 550 (Organizational Behavior and Development) (formerly MGT 545)	3
_____ Management 595 (Selected Topics in Managerial Issues)	3
_____ Management 595 (Selected Topics in Managerial Issues)*	3
_____ HRM 530 (Employment Law and Labor Relations)	3
_____ HRM 535 (Applied Training and Development)	3
_____ HRM 540 (Staffing)	3
_____ HRM 545 (Compensation and Benefits)	3
_____ HRM 555 (Strategic HRM)	3
_____ Statistics 531 (Survey of Statistical Methods)**	3
_____ HRM 503 (HRM Problems in Lieu of Thesis) – Project	3
<b>OR</b>	
_____ HRM 592 (Internship)	3
<b>TOTAL</b> .....	<b>33</b>

**\*MGT 595 Substitutions:** MGT 595, total of 6 hours required. Students **MUST** take at least one MGT 595 from the MGT Department (**only one 595 course may be substituted**). Pre-approved substitutions: PSYCH 434 or 440, POLS 564, COUN 552, ALEC 523 & EDAM 515 or other courses petitioned by the student that are (a) listed in the graduate catalog and are relevant to Management and/or HRM; (b) reviewed and approved by the HRM Program Director prior to enrollment. Student petitions must include course name/number, graduate catalog description, dates/times course meets and a rationale statement explaining why the student believes the course is relevant to their HRM program of study. Email your petition to [dmackey@utk.edu](mailto:dmackey@utk.edu). Students are expected to enroll in MGT 595 before requesting a substitution.

**\*\*STATS 531 Substitutions:** Statistics 537, EDPY 550 or Psych 521  
Stats 531 is usually offered in the Summer and Fall semesters online. We do not control the dates/times of any of the statistics classes. It is your responsibility to sign up and take the course when it fits into your schedule. Check the Timetable of Classes each semester.

**NOTE: Statistics should be taken in the 1<sup>st</sup> or 2<sup>nd</sup> semester of beginning the program and MUST be taken before enrolling in Staffing (HRM 540).**

The following additional courses *could* be required for students without a business background who start the program Spring 2015 or later. Consult your acceptance letter for verification.

(Contact Betsy Gullett. at (865) 974-5096 or [esmith2@utk.edu](mailto:esmith2@utk.edu) to obtain clearance to register for these classes).

_____ Accounting 200 - (Foundations of Accounting)	3
_____ Management 201 – (Introduction to Business Management)	3
_____ Economics 201- (Introductory Economics: A Survey Course)	4
_____ Business Administration 242 - (Business Software Applications)	2
OR	
MICROSOFT E-LEARNING COURSE COLLECTION – This is a free, self-paced online Excel course that has 3 sections. Contact Michelle for more information.	
<b>TOTAL .....</b>	<b>12</b>

**This form should be turned in to Michelle Molter with the typed Admission to Candidacy form. Handwritten forms will NOT be accepted.**  
 Rev. 07/22/15