MANAGING HUMAN RESOURCES
HRMG-5000 Section JK
3 Credits SU 2013
05/27/2013 to 07/26/2013 Modified 04/26/2013

MEETING TIMES

Saturday #1
8:00 AM to 5:00 PM, Jacksonville Metro Campus
6/1, 6/15, 6/29, 7/13, 7/27 (8am - Noon)

CONTACT INFORMATION

Name: Allison Turner
Phone: (904) 200-9936
Email: allisonturner94@webster.edu; allisonjump@yahoo.com

DESCRIPTION

This course is a comprehensive view of personnel policy development with emphasis on the interdependence of personnel and operating functions. Students analyze personnel functions of recruitment, development, training, compensation, integration into the workforce, and maintenance of personnel for the purpose of contributing to organizational, societal, and individual goals.

Requisites

None

OBJECTIVES

1. Students will know and explain the important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of human resources management.
2. Students will be able to effectively apply important terminology, facts, concepts, principles, analytic techniques, and theories in the field of human resources management when analyzing complex factual situations.
3. Students will be able to effectively integrate (or synthesize) important facts, concepts, principles, and theories in the field of human resources management when developing solutions to multifaceted human resource management problems in complex factual situations.
4. Students will be able to develop appropriate strategies for implementing solutions to human resources management problems that reflect their knowledge and explaining of the interrelationships among training, staffing, compensation, and employment law.
5. Students will be able to evaluate the quality of their proposed solutions to human resources management problems against appropriate criteria, including organizational constraints.
6. Students will be able to use basic statistical techniques to analyze human resources management...
7. Students will be able to explain basic financial and accounting information used by human resources managers.

REQUIRED TEXTBOOK

Human Resource Management

Author: Mathis And Jackson
Publisher: Pearson
Edition: Please Use Most Recent Edition

MATERIALS


American Psychological Association (2009). Publication manual of the American Psychological Association. (6th ed.). Washington, DC. There are three versions of this text: (a) Hardcover, (b) Softcover, and (c) Spiral Bound. It is the student’s prerogative as to which version is purchased.

DELIVERABLES

- Lectures used to convey an understanding of mandatory topics.
- Simulations and role-plays used to promote application and analysis of theory and methods.
- Self-assessment tools and activities used to demonstrate acquisition of HRM competencies.
- Facilitated discussions of readings and journal articles.
- Cases used to promote application, analysis, and solution of organizational problems.
- Use of examinations
- Additional information via WorldClassroom

Presentation of Chapters Assigned:

- Chapters from the text will be assigned to students for presentation.
- A minimum of two (2) additional sources on the same topic(s) will be obtained through Webster University’s library and included with the report. The presentation must also incorporate and reference the two additional sources using APA citations and reference page.
- Each presentation will be concluded with a quiz, discussion or other learning activity. Presenters will exhibit professionalism as indicated by preparation, practice and staying within set time limits. A minimum of “ums” and other nervous idiosyncrasies will be used.
- The entire project will be handed in to the instructor at the conclusion of the class period and will include: a signed Webster University cover sheet, outline of presentation chapter(s), and copies of articles. If the chapter presentation consists of group work, still ONE project summary will be turned in the day that the presentation is scheduled for.
- All pages will be stapled together in the upper left-hand corner.
- See Grading Rubrics (on WorldClassroom site and handed out in class) for further details.

Mid-Term Examination:

- The mid-term examination will be a multiple choice exam and will count for 25% of your final grade. The examination will cover material learned from chapters 1 – 8 as well as topics discussed in class.

Final Examination:

- The final examination will be a multiple choice and essay exam and will count for 30% of your grade. The examination will cover material learned from chapters 9 - 16 as well as topics discussed in class.

Scholarly Article Review and Presentation:
Each student will be required to select 2 general topics of interest for the course for a scholarly article review. The topics are due the first session of class. Each scholarly review/presentation is worth 5 points for a total of 10 points. For each topic selected, the student will:

- Obtain one (1) article from WebsterUniversity’s Online Library (must be at least 2 pages in length)
- Prepare a minimum of two pages, double-spaced, type written summary of the article, highlighting the key points of the article and relating the article to the textbook.
- Incorporate APA citations and reference list.
- Develop three (3) questions to stimulate discussion of the key points. Brief answers to the questions must be included in the summary that is turned in.
- Submit copies of summary, article, questions, and answers to the instructor.
- Present article summary to class and lead class in discussion.

See Grading Rubrics (on WorldClassroom site and handed out in class) for further details.

SHRM Student Meeting Attendance and Paper:

- Students will be required to attend 2 scheduled meetings of the student chapter of SHRM (Society of Human Resource Management).
- SHRM Meetings will take place on Monday, June 24, at 6:00PM at the Metro Campus and on Monday, July 22, at 6:00PM at the Metro Campus.
- 10 % of your grade is determined on your attendance of these two meetings
- A minimum of two-page paper for each meeting, outlining key concepts of the speaker’s presentation and individual thoughts regarding application of the topic in the workplace, will be required at the following week’s session (first paper due 6/29, second due 7/27).
- See Grading Rubrics (on WorldClassroom site and handed out in class) for further details.

Class Participation and Attendance:

- Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend.

PLEASE BE ADVISED: Students who do not attend the first class session, who have not made prior arrangements with the instructor for being absent, will be dropped from their courses.

- Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documental proof (Death Notice, Doctor’s Letter, etc.) as to absence relating to non-completion of class work. These must be faxed to 904-262-1459 or dropped off to WebsterUniversity by the Monday after the term ends.
- Participants are expected to arrive on time and be actively involved in the learning experience. Each student should desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.
- Students are to participate in classroom discussions. The discussions are an opportunity for students to reveal their understanding of the assignments made for the current and previous classes.
- Assignments are given to prepare the student to participate in class discussions; therefore, it is imperative that reading assignments and associated questions for discussion be completed prior to class.
- A maximum of 10 points will be awarded based on the level and quality of participation and preparation.
- Failure to turn in an assignment within one week will result in a grade of “0” for that assignment. In addition, failure to submit an assignment will lower the final grade by an additional two points.
- All assignments are due as detailed in the Course Schedule.
- Late assignments will be accepted, if they are turned in no later than one week later, but will be penalized one letter grade or one point for assignments worth five points each (whichever is applicable). Furthermore, late assignments will lower the student’s final grade by an additional one point.
Late assignments will not be accepted for the final assignments the last session of the course to allow timely completion and grades to be submitted.

## EVALUATION

### Breakdown

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Maximum Points</th>
</tr>
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<tbody>
<tr>
<td>Chapter Presentation</td>
<td>15 Points</td>
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<tr>
<td>Mid-Term Exam</td>
<td>25 Points</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30 Points</td>
</tr>
<tr>
<td>Scholarly article review 2 @ 5 points each</td>
<td>10 Points</td>
</tr>
<tr>
<td>SHRM Student Meeting Attendance and Paper 2 @ 5 points each</td>
<td>10 Points</td>
</tr>
</tbody>
</table>
| Class Participation and Attendance  
  - Case study discussions, critical thinking activities and HR experiential problem solving | 10 Points |
| **TOTAL** | **100 Points** |

Letter grades will be assigned pursuant to the following scores based on the percent of the total possible points (weighted according to the scale above) that you earned in the course.

<table>
<thead>
<tr>
<th>Percentage of Total Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>95%-100%</td>
<td>A</td>
</tr>
<tr>
<td>90%-94%</td>
<td>A-</td>
</tr>
<tr>
<td>88%-89%</td>
<td>B+</td>
</tr>
<tr>
<td>84%-87%</td>
<td>B</td>
</tr>
<tr>
<td>80%-83%</td>
<td>B-</td>
</tr>
<tr>
<td>70%-79%</td>
<td>C</td>
</tr>
<tr>
<td>Below 70%</td>
<td>F</td>
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</table>

**Criteria**
Determination of Grades is Based on the Following Criteria:

Minimum Requirements:

Products (papers, case studies, projects) must be on time, in the correct format, corrected for spelling and grammar, appropriate materials included and referenced to-the-point (using APA 6th Edition) and on topic and conclusions must be supported.

Examinations must be complete, accurate, neat, evidence clear thought, and exhibit concise and to-the-point responses.

Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful.

Mastery Level (Grade of “B”): Professional Achievement

Products must meet the requirements stated above for minimum requirements and additionally meet professional criteria. For example, documentation should be included to support research papers, the APA format should be used consistently throughout the paper, and substantially more than the minimum number of references should be included. Presentations should be logical, organized, and comprehensive.

Examinations should be organized, in depth, comprehensive, logical and complete, and evidence thorough understanding of the subject/topic through application of principles.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

Mastery Level Plus (Grade of “A”): Creative Achievement

Products must meet all requirements stated above and additionally meet creative criteria. These criteria include unique topic or subject selection, synthesis of ideas, evaluation of subject matter and positions found in the literature, be creative in approach, establish new relationships with ideas and provide new insights.

Examination responses indicate insightfulness of understanding, a synthesis of information and unique ideas, and rationale for application of principles following careful analysis.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

The grade of “A” represents the best work of students, accomplished in a unique and professional manner.

Note:

To achieve the objectives of this course, this syllabus may be revised at the discretion of the instructor without prior notification or consent of the students.

COURSE POLICIES

- This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to change the overall course grade weighting. Any changes will be announced in class.

- In line with the university’s policy on academic honesty, please be advised that instances of academic dishonesty will result in a zero for the assignment and will be reported to the Dean of the School of Business and Technology for further disciplinary action.

PARTICIPATION POLICY
Your participation grade will be based on the following criteria:

- Quantity of high-quality participation
- Quality of participation (your comments and insights in class reflect in-depth knowledge of HRM theories and frameworks and the ability to apply them to real and simulated situations)
- Balanced involvement in classroom discussion, showing a readiness to share airtime with your classmates.

**INSTITUTIONAL POLICIES**

University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:

**Academic Honesty**

The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.

**Drops and Withdrawals**

Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the Add/Drop/Withdraw section of the academic catalog for further information and to find the deadlines for dropping a course with a full refund and for withdrawing from a course with a partial refund.

**Special Services**

If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.

**Disturbances**

Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.

**Grading**

Please refer to the most recent academic catalog for information on the Webster University grading policy.

**Student Assignments Retained**

From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that
Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

SCHEDULE

<table>
<thead>
<tr>
<th>Week 1</th>
<th>A.M. Session (8-NOON)</th>
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<tbody>
<tr>
<td>Pre-Assignments for Week 1:</td>
<td>Read Chapters 1, 2, 3 and 4 of the text</td>
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<tr>
<td></td>
<td>Read Case Studies and prepare for class discussion</td>
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<tr>
<td>Topics:</td>
<td>Introduction to course, getting acquainted, going over course outline, clarifying student responsibilities and expectations, lecture/discussion procedures, case studies, individual papers, examinations and grading procedures</td>
</tr>
<tr>
<td></td>
<td>Chapter 1: Human Resource Management in Organizations</td>
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<td></td>
<td>Chapter 2: Strategic HR Management and Planning</td>
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<td></td>
<td>Chapter 3: Strategic HR Management and Planning</td>
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<td></td>
<td>HR, Culture, &amp; Business Results Success at Google, Scripps, &amp; UPS Case Discussion</td>
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<td></td>
<td>Pioneers in HR Analytics Case Discussion</td>
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<tr>
<td></td>
<td>Assign chapter presentations</td>
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<td></td>
<td>Each student will be required to select 2 topics of interest for the course for a scholarly article review.</td>
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<tr>
<td>P.M. Session (1-5PM)</td>
<td></td>
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<tr>
<td>Topics:</td>
<td>Chapter 3: Equal Employment Opportunity</td>
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<td></td>
<td>Chapter 4: Workers, Jobs, and Job Analysis</td>
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<td>“Religious Accommodations?” Case Discussion</td>
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<td>ROWE and Flexible Work &amp; Success at Best Buy Case Discussion</td>
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<tr>
<td>Assignments for Week 2:</td>
<td>Read Chapters 5, 6, 7 and 8</td>
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<td></td>
<td>Read Case Studies and prepare for class discussion</td>
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<table>
<thead>
<tr>
<th>Week 2</th>
<th>A.M. Session (8-NOON)</th>
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<tbody>
<tr>
<td>Topics:</td>
<td>Chapter 5: Human Resource Planning and Retention</td>
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<tr>
<td></td>
<td>Chapter 6: Recruiting and Labor Markets</td>
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<td></td>
<td>Accenture-Retaining for Itself Case Discussion</td>
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</tbody>
</table>
Recruiting at Kia Case Discussion
- Article summaries as assigned
- Chapter presentations as assigned

**P.M. Session (1-5PM)**

**Topics:**
- Chapter 7: Selecting Human Resources
- Chapter 8: Training Human Resources
- “Full Disclosure on Sex Offenders?” Case Discussion
- 21st Century Onboarding Case Discussion
- Article summaries as assigned
- Chapter presentations as assigned

**Assignments for Week 3:**
- Prepare for exam on Chapters 1-8
- Read Chapters 9, 10, 11 and 12
- Read Case Studies and prepare for class discussion

<table>
<thead>
<tr>
<th>Monday, June 24</th>
<th>Attend meetings of the student chapter of SHRM (Society of Human Resource Management) 6:00PM at Metro Campus</th>
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</table>
| Week 3          | **A.M. Session (8-NOON)**

**Topics:**
- Chapter 9: Talent Management
- Chapter 10: Performance Management and Appraisal
- Leadership Leverage Case Discussion
- Building Performance Management Through Employee Participation Case Discussion
- SHRM Paper 1 Due (from June 24th meeting)
- Article summaries as assigned
- Chapter presentations as assigned
- Mid-term exam on Chapters 1-8

**P.M. Session (1-5PM)**

**Topics:**
- Chapter 11: Total Rewards and Compensation
- Chapter 12: Incentive Plans and Executive Compensation
- Pay for Performance Enhances Employee Management at Scripps Health Case Discussion
- Sodexho Incentives Case Discussion
- Article summaries as assigned
- Chapter presentations as assigned

**Assignments for Week 4:**
- Read Chapters 13, 14, 15 and 16
- Read Case Studies and prepare for class discussion

<p>| Week 4          | <strong>A.M. Session (8-NOON)</strong> |</p>
<table>
<thead>
<tr>
<th>Topics:</th>
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<tbody>
<tr>
<td>Chapter 13: Managing Employee Benefits</td>
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<tr>
<td>Chapter 14: Risk Management and Worker Protection</td>
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<tr>
<td>Strategic Benefits at KPMG Canada Case Discussion</td>
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<tr>
<td>Data Security Case Discussion</td>
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<tr>
<td><em>Article summaries as assigned</em></td>
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<tr>
<td><em>Chapter presentations as assigned</em></td>
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**P.M. Session (1-5PM)**

**Topics:**
- Chapter 15: Employee Rights and Responsibilities
- Chapter 16: Union/Management Relations
- Dealing with Workplace Bullying Case Discussion
- Teamsters and the Fraternal Order of Police Case Discussion
- *Article summaries as assigned*
- *Chapter presentations as assigned*

**Assignments for Week 5:**
- Prepare for Final exam on Chapters 9-16
- Read Case Studies and prepare for class discussion

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**Monday, July 24**

**Attend meeting of the student chapter of SHRM (Society of Human Resource Management)**

**6:00PM at Metro Campus**

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**Week 5**

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<th>A.M. Session (8-NOON)</th>
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<tbody>
<tr>
<td><strong>Topics:</strong></td>
</tr>
<tr>
<td>- Final Exam on Chapters 9-16</td>
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