

University of North Texas
G. Brint Ryan College of Business
MGMT 3860.001 — Human Resource Management
16 Weeks, Fall 2020, Online
Tuesday, August 25th through Thursday, December 10th

Instructor: Professor Paula Kincaid, Department of Management
Office: Virtual Office via Zoom
Email: paula.kincaid@unt.edu
Office Hours: Virtual office hours (one-on-one zoom session meetings) will need to be scheduled in advance directly with Professor Kincaid.
No office hours during finals week

Email is the best way to reach me. I will respond to emails, depending on your question(s) or concern(s), within 48 hours. Depending on the complexity of your email, I may require additional time to respond if additional research is needed to be done to assist your issue. **Please put the course number and section in the title of the email.**

Course Overview:

Human Resource Management (HRM), also known as personnel management, is designed to develop your skills to become future leaders of HR. My hope is that through discussion and mutual learning we can build a knowledge base to guide actions we make as HR leaders. HRM is a **junior-level, professional-field course**, designed to prepare you for your careers in HR and related functions. Whether you plan on specializing in a specific area or widen your functional expertise, this course will deepen your understanding of individual HR practices, policies, and procedures that work together to support the organization's overall strategy. In doing so, we will learn how to extract the full potential of employees as a sustaining source of any company's competitive advantage. Topics of interest include strategic human resource management; talent acquisition and retention; training and development; performance management; compensation and benefits; legal HR.

Method of Instruction:

This course will be taught, primarily, online through Canvas. I encourage you to form study groups while maintaining social distancing recommendations with your classmates to exchange ideas within the discussion board area. You can also schedule zoom sessions with your classmates to discuss class-related content.

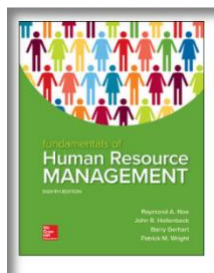
The key to succeeding in this course will center on your ability to be self-directed in your weekly readings and lecture videos, interacting and learning new ideas, experiences, and perspectives from your classmates and instructor, and being prepared for assignments. Our course will be divided into weekly modules where you may complete all assigned tasks for the corresponding chapter before the weekly due dates. In the weekly modules, I will add new content from different sources, such as Society for Human Resource Management (SHRM), the leading organization for the profession of HR, and top journals in Management. Also included will be relevant examples and videos. Each new module will open on the following Monday.

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Course Objectives:

To spark the student's curiosity and self-discovery in:

- 1) Understanding the strategic importance of HRM functions and activities.
- 2) Understanding how HRM contributes to the organization's bottom line.
- 3) Understanding the key legal issues involved in managing human resources.
- 4) Understanding the role of the general manager in managing human resources.
- 5) Understanding how external environments (e.g., industry and broader political, economic, social, technological forces) guide internal decision-making
- 6) Understanding how this course serves as a foundation for more advanced study in business ethical and social responsibility, employee and labor relations, workplace health and safety, recruitment, selection, and placement, leadership, etc.
- 7) Understanding current and future trends in HRM.
- 8) Understanding how to utilize the Society for Human Resource Management (SHRM)'s Body of Competencies and Knowledge (BoCK) as a strategic resource to give you a competitive edge in the classroom, during interviews, and over the span of your career.



REQUIRED Textbook:

We will utilize Noe, Hollenbeck, Gerhart, and Wright's Fundamentals of Human Resource Management, 8th edition, published by McGraw Hill. Please only purchase this most recent edition with its updated content. **ISBN-13 is 978-1260565768.** The UNT Bookstore offers this textbook where you can rent or buy. You may also purchase or rent a loose-leaf version directly from the publisher at <https://www.mheducation.com>.

PLEASE NOTE: IT IS MANDATORY TO HAVE THIS TEXTBOOK. PLEASE DO NOT EMAIL AND ASK IF YOU CAN GET BY WITHOUT IT. YOU NEED THE TEXTBOOK

Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class. You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at <https://cob.unt.edu/students/microsoft-campus-licensing-agreement>. Do not send me assignments in Pages®, Word Perfect®, or linked to Google Docs® or Google Sheets®.

You will also need access to a **Windows or Apple compatible PC / Tablet / Smartphone** connected to an electrical source and the Internet. Additional requirements include a screen, web cam, microphone, keyboard, mouse, speakers, printer, and video codec software. Most computers less than five years old have the necessary codec software. Campus access labs are also fully equipped.

Grading:

Your final grade in this course can be calculated by adding the total points earned. Your grade will be based on effort in the successful completion of the following assignments:

Introduction Activities: 2 quizzes, survey, and discussion 40

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Study Resources: 14 activities * 5 points each	70
Quizzes: 14 quiz scores * 10 points each	140
Reviews: 4 pre-exam assessments * 25 points each	100
Exams: 4 formal exams * 100 points each	400
Total Possible Points:	750

Final grades will be earned for the following levels of performance: (please keep in mind that final grades are earned—thus, **no rounding up**). As the instructor, I reserve the right to curve exams graded, if deemed appropriate after analyzing the results. Grades will be posted on Canvas.

Total Points and Grade

675-750 ...	A
600-674.99 ...	B
525-599.99 ...	C
450-524.99 ...	D
< 449.99 ...	F

ABOUT THE GRADED COMPONENTS

*Sharing questions and/or answers with other students, taking pictures of examination questions, and/or writing down-copying-pasting the questions, **will be considered unethical and will result in a letter grade of an F**. Posting any class materials to the internet, or distributing the class materials among future/current/previous students will also result in a letter grade of an F. **These policies apply to ANY and ALL assignments, assessments, discussions, quizzes, and examinations**. In addition, I will report your unethical academic behavior to the appropriate offices on campus. **I will not be lenient on this issue.**

Exams: The four exams follow the four parts in which our textbook is organized. Each exam will cover material from the chapter readings and new content added to each weekly module itself. Exams will be in the form of multiple-choice and true/false and you will be given roughly 60-90 seconds to complete each question. You will not be able to skip forward or backwards in the exam. You must answer them in order (example: #1, #2, #3.... #40) and you will NOT be permitted to go back and change any answers. To relieve some of the anxiety that students often feel about examinations, I am allowing exams to be open book and open note BUT they must be taken individually. **Please note** – 60 to 90 seconds is not sufficient time to find an answer in the book, or shuffle through a lot of notes, and submit your answer for each question. You must have a good understanding of the material in order to have enough time to get through the entire exam at a swift pace. I will submit your grades once the testing window has closed and you will then be able to see what answers you missed.

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PART 1, Exam 1: Human Resource Environment

Chapter 1 – Managing Human Resources

Chapter 2 – Trends in Human Resource Management

Chapter 3 – Providing Equal Employment Opportunity and a Safe Workplace

Chapter 4 – Analyzing Work and Designing Jobs

PART 2, Exam 2: Acquiring, Training, and Developing Human Resources

Chapter 5 – Planning for and Recruiting Human Resources

Chapter 6 – Selecting Employees and Placing Them in Jobs

Chapter 7 – Training employees

Chapter 8 – Developing Employees for Future Success

Part 3, Exam 3: Assessing and Improving Performance

Chapter 9 – Creating and Maintaining High-Performance Organizations

Chapter 10 – Managing Employees' Performance

Chapter 11 – Separating and Retaining Employees

PART 4, Exam 4: Compensating Human Resources

Chapter 12 – Establishing a Pay Structure

Chapter 13 – Recognizing Employee Contributions with Pay

Chapter 14 – Providing Employee Benefits

Quizzes: There will be 14 weekly quizzes, one for each chapter. **Each quiz must be completed by Friday 11:59 PM for each given week.** The purpose of the quizzes is to ensure you keep up with your weekly readings from the textbook chapters and content provided in the weekly modules. Each quiz will be 5 questions with 10 minutes to complete. Questions will be multiple choice and true/false. Questions will be from the corresponding chapter reading and the additional content added to the weekly module. Quizzes are open note but the quizzes must be taken individually. You may not work with other students on quizzes.

Review Assessments: The purpose of the four review assessments is to facilitate and apply an understanding of the key concepts, terms, and objectives that you have learned as a whole from each section of the class. This is designed to allow you to see what content you are still lacking an understanding of and what content you are currently excelling on. Because this is also a study tool to help you feel more prepared for your examination, you may take the review assessment as often as you would like. I will keep your highest grade on the review assessment, regardless if you achieved your highest grade on the first, second, third, fourth, etc. time.

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Study Resource Activities: For each chapter, you will have a study resource activity to complete. These activities involve the major terms and concepts within the chapters. As we progress through each chapter, think about how the key concepts referenced in the book can be categorized into real-world HR Functions of Performance Management; Recruitment; Staffing & Selection; Compensation and Benefits; Diversity and Legal; Training and Development; Turnover & Retention.

The weekly activities are designed to help you move through the chapter readings and prepare you for your weekly chapter quiz in a fun, non-traditional way. As you move through your chapter reading, fill out the study resource activity along the way. It will break up the monotony of reading out of a textbook, allow your brain to think about what you have just read, and streamline the work you do in this class. An excel file of the activity will be available for you to download each week. You will fill out your answers in the excel document and submit the completed excel document in the appropriate assignment submission. Ideally, you will read your weekly chapter reading and fill this out along the way, reflect, and then continue with taking your weekly chapter quiz.

NOTE: I WILL ONLY ACCEPT .XLS AND .XLSX FILES. DO NOT EMAIL YOUR ASSIGNMENT TO ME. SUBMIT IT IN THE ASSIGNMENT SUBMISSION SECTION IN CANVAS.

OTHER IMPORTANT TOPICS:

Technical issues with CANVAS: The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. **Please immediately report all Canvas problems to the helpdesk at 940.565.2324.** Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can't follow up on the technical issue. **Technical difficulties will be resolved as they appear.** The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas, etc.). I will make a determination on how to resolve the technical issue based on their advice, University policy, applicable law, and my experience. **Please note that no access to the internet or any problems with your internet connection is NOT a technical issue.**

Eagle connect accounts: All students should activate and regularly check their EagleConnect (e-mail) account. EagleConnect is used for official communication from the University to students and this will be the account I contact you at since we are NOT using messages in Canvas. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another e-mail address, visit <https://eagleconnect.unt.edu/>

Dropping the Course: I usually advise against dropping a course. If you decide it is necessary to drop the course, please speak with me first, **meet with an advisor** and adhere to the Academic Calendar on the Registrar's website <http://www.unt.edu/catalog/>. Please note that **Monday, November 2nd** is the deadline to drop a course and that Friday, November 20th is the last day to withdraw (drop all classes) where grades of W will be assigned.

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Course Evaluations: This semester, the Department of Management will encourage you to complete an online evaluation (SPOT). The evaluation is used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as you are the reason I'm here. I truly value your feedback and very much appreciate your time to complete the evaluations which will be administered towards the end of the semester. I will utilize your valuable feedback to improve my effectiveness in teaching future classes. Further into the semester, I will send out a feedback form for you to fill out to help me understand how I can improve my teaching for the remainder of the semester. I will do my best to make enhancements.

Scholastics Dishonesty Policy: The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism. The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes or examinations and (2) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university. The term "plagiarism" includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

The incident will be reported to the UNT Office of the Provost and the investigation will follow the outlined "Academic Integrity Process" as referenced at <http://www.vpaa.unt.edu/academic-integrity.htm>. If you have engaged in academic dishonesty related to this class, you will receive a failing grade on the test or assignment and a failing grade in the course. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

Acceptable Student Behavior: Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classrooms, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <https://deanofstudents.unt.edu/conduct>

Office of Disability Access: The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course.

You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation via email attachment, during faculty office hours, or by appointment. Faculty members have the authority

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to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Access website at <https://disability.unt.edu>. You may also contact ODA by phone at (940) 565-4323

COVID-19 AND FACE COVERINGS POLICY & CLASS ATTENDANCE:

While attendance is not applicable to our class, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. If you do decide to go on campus, please remember to wash your hands frequently, carry hand sanitizer if at all possible, and maintain a safe distance from others. If you are experiencing any [symptoms of COVID-19](https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html) (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While going to campus may be an important part to succeed in your educational pursuits, your own health, and those of others in the community, is more important. Stay safe and stay healthy.

Face coverings are required in all UNT facilities. Students are expected to wear face coverings on campus and for all face-to-face classes. If you are unable to wear a face covering due to a disability, please contact the Office of Disability Access to request an accommodation. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via UNT administration.

EMERGENCY EVACUATION PROCEDURES FOR BUSINESS LEADERSHIP BUILDING:

Severe Weather In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

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MGMT 3860.001 – Human Resource Management
Fall 2020 Course Schedule

Week (Module of Focus)	Date	Weekly Tasks	Deliverables	Points Possible (750 total)
1 (Start Here and Introduction)	Monday (8/24) to Friday (8/28)	<ul style="list-style-type: none"> ○ Purchase/Rent textbook ○ Review Introduction Module ○ Read Syllabus ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Ethics Statement Quiz ○ Student Information Survey ○ Syllabus Quiz ○ Make initial post in “Student Introduction” Discussion ○ Respond to at least 2 classmates’ posts 	<ul style="list-style-type: none"> - 2 points - 8 points - 10 points - 10 points - 10 points (5 points for each response)
2 (Chapter 1: Managing Human Resources)	Monday (8/31) to Friday (9/04)	<ul style="list-style-type: none"> ○ Review Chapter 1 Module ○ Read Chapter 1 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 1 Study Resource ○ Chapter 1 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
3 (Chapter 2: Trends in HRM)	Monday (9/07) to Friday (9/11)	<ul style="list-style-type: none"> ○ Review Chapter 2 Module ○ Read Chapter 2 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 2 Study Resource ○ Chapter 2 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
4 (Chapter 3: Providing Equal Employment Opportunity and a Safe Workplace)	Monday (9/14) to Friday (9/18)	<ul style="list-style-type: none"> ○ Review Chapter 3 Module ○ Read Chapter 3 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 3 Study Resource ○ Chapter 3 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
5 (Chapter 4: Analyzing Work and Designing Jobs)	Monday (9/21) to Friday (9/25)	<ul style="list-style-type: none"> ○ Review Chapter 4 Module ○ Read Chapter 4 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 4 Study Resource ○ Chapter 4 Quiz ○ Exam 1 Review Assessment 	<ul style="list-style-type: none"> - 5 points - 10 points - 25 points

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6 (Chapter 5: Planning for and Recruiting Human Resources)	Monday (9/28) to Friday (10/02)	<ul style="list-style-type: none"> ○ Review Chapter 5 Module ○ Read Chapter 5 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Exam 1 (Chapters 1, 2, 3, 4) Open from Mon 8:00 AM - Wed 8:00 AM ○ Chapter 5 Study Resource ○ Chapter 5 Quiz Open from Wed 8:00am – Fri 11:59pm 	<ul style="list-style-type: none"> - 100 points - 5 points - 10 points
7 (Chapter 6: Selecting Employees and Placing Them in Jobs)	Monday (10/05) to Friday (10/09)	<ul style="list-style-type: none"> ○ Review Chapter 6 Module ○ Read Chapter 6 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 6 Study Resource ○ Chapter 6 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
8 (Chapter 7: Training Employees)	Monday (10/12) to Friday (10/16)	<ul style="list-style-type: none"> ○ Review Chapter 7 Module ○ Read Chapter 7 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 7 Study Resource ○ Chapter 7 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
9 (Chapter 8: Developing Employees for Future Success)	Monday (10/19) to Friday (10/23)	<ul style="list-style-type: none"> ○ Review Chapter 8 Module ○ Read Chapter 8 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 8 Study Resource ○ Chapter 8 Quiz ○ Exam 2 Review Assessment 	<ul style="list-style-type: none"> - 5 points - 10 points - 25 points
10 (Chapter 9: Creating and Maintaining High- Performance Organizations)	Monday (10/26) to Friday (10/30)	<ul style="list-style-type: none"> ○ Review Chapter 9 Module ○ Read Chapter 9 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Exam 2 (Chapters 5, 6, 7, 8) Open from Mon 8:00 AM - Wed 8:00 AM ○ Chapter 9 Study Resource ○ Chapter 9 Quiz Open from Wed 8:00am – Fri 11:59pm 	<ul style="list-style-type: none"> - 100 points - 5 points - 10 points
11 (Chapter 10: Managing Employees' Performance)	Monday (11/02) to Friday (11/06)	<ul style="list-style-type: none"> ○ Review Chapter 10 Module ○ Read Chapter 10 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 10 Study Resource ○ Chapter 10 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
12 (Chapter 11: Separating and Retaining Employees)	Monday (11/09) to Friday (11/13)	<ul style="list-style-type: none"> ○ Review Chapter 11 Module ○ Read Chapter 11 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 11 Study Resource ○ Chapter 11 Quiz ○ Exam 3 Review Assessment 	<ul style="list-style-type: none"> - 5 points - 10 points - 25 points

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13 (Chapter 12: Establishing a Pay Structure)	Monday (11/16) to Friday (11/20)	<ul style="list-style-type: none"> ○ Review Chapter 12 Module ○ Read Chapter 12 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Exam 3 (Chapters 9, 10, 11) Open from Mon 8:00 AM - Wed 8:00 AM ○ Chapter 12 Study Resource ○ Chapter 12 Quiz Open from Wed 8:00am – Fri 11:59pm 	<ul style="list-style-type: none"> - 100 points - 5 points - 10 points
14 (Chapter 13: Recognizing Employee Contributions with Pay)	Monday (11/23) to Friday (11/27)	<ul style="list-style-type: none"> ○ Review Chapter 13 Module ○ Read Chapter 13 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 13 Study Resource ○ Chapter 13 Quiz 	<ul style="list-style-type: none"> - 5 points - 10 points
15 (Chapter 14: Providing Employee Benefits)	Monday (11/30) to Friday (12/04)	<ul style="list-style-type: none"> ○ Review Chapter 14 Module ○ Read Chapter 14 ○ Complete Deliverables 	<ul style="list-style-type: none"> ○ Chapter 14 Study Resources ○ Chapter 14 Quiz ○ Exam 4 Review Assessment 	<ul style="list-style-type: none"> - 5 points - 10 points - 25 points
16	Monday (12/07) to Friday (12/11)	<ul style="list-style-type: none"> ○ Prepare for Final 	<ul style="list-style-type: none"> ○ Exam 4 (Final Exam – Chapters 12, 13, 14) Open from Tues 8:00 AM until Thur 8:00 AM. <p>Best of luck on all of your final exams. Do your best :)</p>	<ul style="list-style-type: none"> - 100 points