

# Elmira College

## MGT 3720.500 Human Resource Management (Online) – Summer 2019

Instructor: **Mr. Matthew W. Burr, Assistant Professor**  
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### **Course Description:**

This course provides an overview of human resource management practices in organizations. The course will examine how the human resources function should be managed to leverage human capital to both contribute to organizational effectiveness and create competitive advantage. Course topics include the following human resource management decisions: HR planning, recruitment, selection, compensation and benefits, performance management, training and development, and employee relations.

This course will also examine the ethical, legal, and social considerations of human resource management including the many challenges that organizations are facing in today's dynamic operating environments. At the conclusion of the course the student will be able to explain the role of the human resource function within an organization.

### **Student Learning Outcomes:**

1. The student will be able to explain Human Resources' role in supporting and executing an organization's strategy.
2. The student will be able to explain important workplace trends and issues that impact how human resources should be managed to enhance competitive advantage.
3. The student will be able to describe fundamental concepts of employment law including disparate treatment, disparate impact, and unlawful harassment.
4. The student will be able to describe the process of job analysis and will be able to explain the basic components of both a job specification and a job description.

5. The student will be able to explain how managers staff their organizations including the best practices to recruit and select employees.
6. The student will be able to conduct a structured interview including preparing situational and behavioral questions aimed at reducing subjectivity and human bias in the selection process.
7. The student will be able to explain the importance of linking training with organizational strategy and will be able to define the concept of knowledge management.
8. The student will be able to describe the performance appraisal process and explain the basic components of an effective performance management system.
9. The student will be able to describe the need for both external and internal equity in a compensation system, and how a total rewards compensation strategy works.
10. The student will be able to explain effective employee strategies when operating in a Global Environment.

**Prerequisite:** MGT 2240 Principles of Management

**Required Text and Readings:**

Human Resource Management – by R. Wayne Mondy & Joseph Martocchio, Prentice Hall 14<sup>th</sup> or 15<sup>th</sup> Edition  
15<sup>th</sup> ISBN-13: 978-0134739724                      ISBN-10: 0134739728  
14<sup>th</sup> ISBN-13: 978-0133848809                      ISBN-10: 0133848809

Readings and Case Studies in HRM – Note that this material will be handed out in class or made available through the Canvas Learning Management System. <http://canvas.elmira.edu/>

**Optional Text:**

Ulrich, Dave, Younger., Jon, Brockbank., Wayne., Ulrich, Mike. (2012).  
HR From the Outside In: Six Competencies for the Future of Human Resources. (1<sup>st</sup> Ed.), McGraw-Hill Education.

**ISBN-10: 0071802665**

**ISBN-13: 978-0071802666**

- <http://hrfromtheoutsidein.com/>
- <https://www.amazon.com/HR-Outside-Competencies-Future-Resources/dp/0071802665>

*I will use canvas and the Elmira College email address for all course related communications.*

### **Method of Evaluation:**

1. Final Project: Oral Presentation (20%) of the final grade.
2. Final Project Paper (20%) of the final grade.
3. Writing Assignments/Reaction Papers as (20%) of the final grade (6). Late writing assignments will not be accepted.
4. Discussion/Response to Discussion Questions (10%)
5. Test (2) (10%)
6. HR Professional Interview/Survey (10%) of the final grade.
  - a. The purpose of this assignment is to deepen your understanding of the techniques of Human Resource Management by observing their practical application in an actual real-world setting. It is critical that you understand that the contact is busy and is volunteering their time to deepen your understanding of Human Resource Management. Therefore, you should prepare and organize your questions prior to the meeting. It is suggested that you prepare and send a questionnaire before meeting in order to make the best use of everyone's time. You will be required to briefly discuss the interview during class; a brief introduction to the organization, who the HR person is, major challenges and a learning summary. The goal of the assignment is to help you understand the HR profession and backgrounds of HR professionals. (1 person can select Elmira College HR and I cannot be interviewed.) I am available to help you find an HR person to interview.
7. External HR Event Attendance; HRATT Meeting, Career Services Event, HR Webinar (10%) of the final grade.
  - a. The goal is to provide opportunity for you to continue to grow your HR knowledge outside of the classroom. You will be required to briefly share and write a summary of the training attended. The topic/event is entirely up to you, minimum of 1-hour training.
    - i. <https://www.sterlingtalentsolutions.com/>
    - ii. <https://hratt.shrm.org/>
    - iii. Career Services

Total: 100 points.

## GRADING SCALE:

<b>A</b>	<b>= (94.5)95-100</b>
<b>A-</b>	<b>= (89.5)90-94.4</b>
<b>B+</b>	<b>= (85.5)86-89.4</b>
<b>B</b>	<b>= (82.5)83- 85.4</b>
<b>B-</b>	<b>= (79.5)80-82.4</b>
<b>C+</b>	<b>= (75.5)76-79.4</b>
<b>C</b>	<b>= (72.5)73-75.4</b>
<b>C-</b>	<b>= (69.5)70-72.4</b>
<b>D+</b>	<b>= (64.5)65-69.4</b>
<b>D-</b>	<b>= (59.5)60-64.4</b>
<b>F</b>	<b>=below 60</b>

**Rounding of grades will be .5 and above or below. Example, a student with a 94.4 will receive an A-, a 94.5 will be rounded to a 95.**

**Academic Policies – Please refer to your copy of the *Elmira College Bulletin and Student Handbook***

### Grading System

The following grades are included in computation of the grade point average (GPA).

A, A-	(90%-100%) indicates a mastery of the knowledge and skills of the course. The student receiving this grade has demonstrated the ability to recognize, analyze, and solve new problems independently.
B+, B, B-	(80%-89%) indicates achievement of a high order, involving high proficiency in the attainment and application of knowledge and skills.
C+, C, C-	(70%-79%) represents an adequate performance, indicating familiarity with the content of the course and active participation in the work of the class.
D+, D, D-	(60%-69%) indicates work which is in one or more respects below the acceptable standard for graduation, but which is sufficient in quantity and quality to be given credit toward the degree if offset by a sufficient amount of superior work in other courses.
F	(Below 60%) indicates failure. No credit is awarded. It is calculated into the GPA.
WF	Withdrawal Failing: indicates withdrawal while failing the course, or withdrawal from the course after the second week of a long term or after the fourth day of a six-week term. No credit is awarded and an F is calculated into the GPA.

[https://www.elmira.edu/academics/academic\\_resources/Registrar/Policies\\_and\\_Information/Grading\\_information.html](https://www.elmira.edu/academics/academic_resources/Registrar/Policies_and_Information/Grading_information.html)

*Everyone starts with an A, it is your job to maintain that grade moving forward.*

### **Academic and Classroom Policies**

1. Honesty, Integrity, and Respect for Others are fundamental student expectations in this course.
2. Students are expected to complete the assigned reading.
3. Students are expected to actively and constructively participate in class discussions and case reviews.
4. Individual writing assignments must be typed and will be due as specified. Late assignments will not be accepted. Reaction papers should be 1-2 pages in length double spaced. Remember citations and academic integrity.
5. Students with documented academic, medical, emotional, and/or physical disabilities, who require accommodation, must provide current documentation attesting to the specific nature of their disability to Carolyn Draht, Academic Accommodations Coordinator and Associate Registrar, at [accommodations@elmira.edu](mailto:accommodations@elmira.edu) or in McGraw Hall room 113. Students are responsible for submitting the appropriate documents and forms in a timely manner. A meeting to review documentation and discuss accommodations is strongly recommended. If you have questions concerning this, please contact the course faculty or Carolyn Draht directly.

<b>Date – week of</b>	<b>Text Chapter</b>	<b>Topics</b>	<b>Readings &amp; Other Assignments</b>
6/24/2019	1 14	Introduction to HRM & Course Intro. Global HR Management	Reading: Chapter 1 & Chapter 14 <b>Reaction Paper (1) “The Premise of HR Value”</b>
7/1/2109	2	Business Ethics and Corporate Social Responsibility	Reading: Chapter 2 <b>Reaction Paper (2) “How (Un) Ethical Are You?”</b>
7/8/2019	3	EEOC, AA, Workforce Diversity	<b>Reaction Paper (3) “Making Differences Matter”</b>
7/15/2019	11	Labor and Employment Law <b>Exam 1 – Chapters 1 / 14 / 3 / 2 / 11</b>	<b>Reaction Paper (4) “A Positions or A Players?”</b>
7/22/2019	5 4	Recruitment	Reading: “Why We Hate HR” <b>Reaction Paper (5) “21<sup>st</sup> Century Talent Spotting”</b>
7/29/2019	6 7	Performance Management and Appraisal	<b>Reaction Paper (6) “Gilt Groupe’s CEO on Building a Team of Players”</b>
8/2/2019	9 10	Direct Core Compensation Employee Benefits <b>Exam II Chapters 4 / 5 / 6 / 7</b>	
8/5/2019		Final Project Due	