

Elmira College

MGT 3720.01 Human Resource Management - Term II 2018

Instructor: **Mr. Matthew W. Burr, Assistant Professor**
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Credit Hours: Three (3)
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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 14th Edition
ISBN 13-978-10-13-255300-1 or ISBN 10 0-13-255300-7

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. (1st 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 and Teammate Evaluation as (10%) of the final grade.
2. Final Project Paper (10%) of the final grade.
3. Exams will be (50%) of your final grade. There will a total of three exams given throughout the semester. These will not be cumulative but rather progress exams after specific material has been covered. Final exam date will not be moved.
4. Writing Assignments/Reaction Papers as (10%) of the final grade (10). Late writing assignments will not be accepted.
5. In class Participation, Case Analysis and Discussion as (10%) of the final grade. (What's new in HR Discussions)
6. HR Professional Interview/Survey (5%) 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 (5%) 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:

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

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

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 before the material is discussed in class.
3. Students are expected to actively and constructively participate in class discussions and case reviews.
4. Presentation will be due as specified. Late assignments will not be accepted. Each presentation must include at least 4 references (Journals, Magazine, Books, not Wikipedia or unrecognized source). Papers should be 5-7 pages in length. Remember citations and academic integrity.
5. 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.
6. Students will be required to come to class prepared with an HR relevant article of their choosing to discuss. We will spend 20-30 minutes discussing the articles. Students should review the article, why they chose this and why it is important. Come to class prepared to discuss the article in detail. 10% of your grade is based on in class participation and discussion. Excused Absences and Make-Up assignments will be handled on a case by case and consistent basis, but will not become the norm or standard. Your attendance and participation expected, to enhance the academic learning environment for all of us.
7. **Attending class is vital to successful performance in this course. Unexcused absences will count against your participation grade.**
Enrolling in this class is an indication that you are committed to making it an important priority in your life.
8. **Technology:** Cell phone, laptop, iPad, etc. use during class discussions, group activities, guest speakers, movies, exams is not acceptable and will not be tolerated. Examples include; texting, social media (Facebook, Twitter, Instagram), phone calls, surfing the internet, etc. Students found using Technology during class will be asked once to put it away and the second time will be asked to leave. Using a laptop to take notes or review the text book is acceptable use of technology, or using a laptop during a group project to research. If you have specific questions about acceptable technology use, please see me. Your participation grade can and will be effected if technology use becomes excessive and disrupts the learning environment.
9. Exams must be taken at their scheduled time and in the designated area. No final exams will be moved from designated date and time.

10. 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 the Coordinator of Disability Services, Kim Leszyk. Kim can be reached at: kleszyk@elmira.edu, or in the Gannett-Tripp Library, room 108. Students are responsible for submitting the appropriate forms in a timely manner and for reviewing available accommodations with the Disability and Retention Specialist. If you have questions concerning this, please contact the course faculty, or the Disability and Retention Specialist, directly.

Class Schedule

Date – week of	Text Chapter	Topics	Readings & Other Assignments
1/8/18	1	Introduction to HRM & Course Intro.	Reading: Chapter 1 & Chapter 14
	14	Global HR Management	Reaction Paper (1) “The Premise of HR Value”
1/15/18	2	Business Ethics and Corporate Social Responsibility	Reading: Chapter 2
1/22/18	3	EEOC, AA, Workforce Diversity	Reaction Paper (2) “How (Un) Ethical Are You?”
1/29/18	11	Labor and Employment Law	Reaction Paper (3) “Making Differences Matter”
			Reaction Paper (4) “American Dream Video”
2/5/18	4	HR Planning & Job Analysis	Reaction Paper (5) “A Positions or A Players?”
		Exam 1 – Chapters 1 / 14 / 3 / 2 / 11	
2/12/18	5	Recruitment	Reading: “Why We Hate HR”
			Reaction Paper (6) “21st Century Talent Spotting”
2/19/18		Winter Break	
2/26/18	6	Selection, Group Project Pulse Check (Short Presentation)	Reaction Paper (7) “Gilt Groupe’s CEO on Building a Team of Players”
3/5/18	7	Exam II Chapters 4 / 5 / 6 / 7 Performance Management and Appraisal	Reading: “Fear of Feedback” Reaction Paper (8) “Performance Art”

3/12/13	8	Training and Development	Reaction Paper (9) “How to Play to Your Strengths”
3/19/18	9 10	Direct Core Compensation Employee Benefits	Reaction Paper (10) “Six Dangerous Myths About Pay” or “Employee Motivation A Powerful New Model” Compensation Design Activity
3/26/18	13 12	Employee Health & Safety Internal Employee Relations	No reaction paper due.
4/2/18		Group Project Presentations	
4/9/18	Final Exam Week	Final Exam III Chapters 8 / 9 / 10 / 12 / 13	

- This syllabus and calendar is subject to change during the term. Changes will be advised ahead of time.