MGMT 7250 – 001 – Strategic Human Capital Management
Fall 2015
3 Credit Hours

Professor: Dr. Charles A. (Chuck) Pierce, Great Oaks Foundation Professor of HR Management
Chair, Department of Management
Phone: (901) 678-3159
Email: capierce@memphis.edu
Office: FCB 202A
Office Hrs: By appointment
Twitter: https://twitter.com/capierce68
Skype: capierce68 (Chuck Pierce)
LinkedIn: https://www.linkedin.com/pub/chuck-pierce-ph-d/30/7b/983
UM Web: http://www.memphis.edu/management/faculty/capierce.php

Course Overview
Theories, research, and practice in managing human resources strategically in business organizations. Topics include strategic HRM and planning, legal environment and managing diversity, job analysis, job design, recruitment, selection, training and development, performance management, turnover, and retention.

Pre-Requisites
Students must be enrolled in the University of Memphis' Executive MBA Program.

Required Textbook
2. Additional readings posted in eCourseware

Course Objectives
This course provides Executive MBA students with an overview of theories, research, and practice in managing human capital in business organizations. The theme of this course is gaining a competitive advantage in business organizations using strategic human capital management practices. Course topics are covered by interactive mini-lectures, assigned readings, in-class discussions, and a live HR case. I cover strategic human capital management topics in the following areas: (a) strategic approach and developing a human capital management strategy; (b) job design and job analysis; (c) employee recruitment; (d) employee selection; (e) employee retention; (f) employee training and development; (g) performance management; (h) ethical issues in HRM; and (i) EEO and legal environment.

Upon successful completion of this course, students will be able to:
1. partner with HR professionals to implement strategic human capital management practices in a business organization
2. develop skills necessary for strategically recruiting, selecting, training, developing, evaluating, and retaining employees in business organizations
3. identify human capital management problems and strategic solutions to those problems in business organizations using critical thinking skills
4. understand legal and ethical issues in managing human capital

A secondary objective is to provide students with opportunities to improve their managerial and professional skills: written communication, oral communication, and critical thinking.

**Fogelman College: Learning Outcomes for Your Degree**
This course is designed to help you to meet the learning objectives for the EMBA degree offered by the Fogelman College. Please review the learning objectives as a student in the EMBA program: [http://www.fcbeassessment.net/LearningOutcomes/EMBADegreeLearningOutcomes.pdf](http://www.fcbeassessment.net/LearningOutcomes/EMBADegreeLearningOutcomes.pdf)

**Professor's Expectations of Students**
You and I are responsible for making this course a positive learning experience. How much you desire to learn from this course is, however, your choice. I will try to create a balance between presenting course material and fostering your involvement in class discussions. My teaching goals are to facilitate in-class discussions of course material, integrate course material in a manner that allows you to gain a sense of mastery of the topics covered, and promote critical thinking with respect to major topics in strategic HRM. I expect that you will have completed all assigned readings prior to class and that you are prepared to discuss the readings in class.

**Grading and Evaluation Criteria**
During the semester, you will have a variety of opportunities to earn points towards your final letter grade in this course. The subsequent sections of the syllabus describe the assessed work you will be doing and how final letter grades are computed.

**Final Course Grades**
Final letter grades are earned based on your performance on the following course activities:
1. HR Management Case Analysis (100 points)
2. In-class Participation (50 points)
3. eCourseware Discussions (50 points)

The total number of possible points is 200. Final letter grades are assigned based on the total number of points earned as follows:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Final Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>180-200</td>
<td>A</td>
</tr>
<tr>
<td>160-179</td>
<td>B</td>
</tr>
<tr>
<td>140-159</td>
<td>C</td>
</tr>
<tr>
<td>120-139</td>
<td>D</td>
</tr>
<tr>
<td>0-119</td>
<td>F</td>
</tr>
</tbody>
</table>
Course Activities

1. HR Management Case Analysis
Each student must write and submit an HR Management Case Analysis. The case analysis must use the following four-step model:

- Step 1 - Identify HR Problem: identify and summarize an actual HR management problem in your current organization (3 pages max)
- Step 2 – Identify Cause(s) of HR Problem: explain potential root causes of the HR management problem (3 pages max)
- Step 3 - Potential Solutions to HR Problem: discuss three viable strategic solutions to the HR management problem (3 pages max)
- Step 4 – Best Solution to HR Problem: propose and justify the single most effective strategic solution to the HR management problem; explain steps to implementing best solution (3 pages max).

In the HR case analysis, you must cite HR management scholarly and practitioner references available via UM's library, course textbook, course materials, and other relevant sources. Reference page not included in maximum page length allotted.

I will grade your HR management case analysis using the following criteria: relevance of content; clarity, organization, and completeness; quality and variety of sources cited; length to contribution ratio; spelling, grammar, and punctuation; professionalism. The maximum page length (single-spaced, 12 pt font, 1” margins) for the written paper is 12 pages. The written paper is due Thu October 22nd by 7:30pm CT.

2. eCourseware Discussions
Following the last Lambuth/Jackson class and through the remainder of the course, you must participate in online discussions via eCourseware. You are expected to actively engage in writing brief (1-2 short paragraphs) responses to each discussion topic, as well as posting brief responses to your classmates’ postings (I don’t expect you to respond to every classmate, only when you have something meaningful to add). The goals of answering these critical-thinking questions are for students to learn from others in class and integrate material covered in class and the textbook. Your responses will be graded using the following criteria: relevance and insightfulness of content; clarity and completeness; organization; spelling, grammar, and punctuation; professionalism. The discussions will stay open from Thu August 20th through Thu October 22nd. You can participate in the discussions anytime while they are open.
Course Policies

E-mail
Students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Attendance
Class attendance is mandatory. I understand that students occasionally must miss class due to legitimate work-related or personal reasons. If you miss a class, I trust you that it’s for a good reason (i.e., I do not need a written excuse or proof of why you missed). I consider missing more than two classes to be a significant problem that will result in a lowered in-class participation grade. Due dates and deadlines have been established for each graded assignment. If an emergency arises, it's the student's responsibility to contact the professor prior to the deadline to discuss the matter. A deadline extension will be considered only if both of the following conditions are met: (1) extreme emergency, and (2) professor contacted prior to the due date.

Academic Integrity
The University of Memphis has codes regarding cheating and classroom misconduct. Please refer to the Student Handbook section on academic misconduct for a discussion of these codes: Office of Student Conduct website. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity. I do not tolerate cheating or plagiarism, and will accept no excuses for dishonest behavior. By taking this course, students agree that their written assignments may be submitted to Turnitin.com or a similar electronic detection method for the purposes of detecting plagiarism. Blatant plagiarism will result in a failing grade on the assignment and may be reported to the University for further action.

Extra Credit
There is no extra credit offered in this course. Your final grade will be computed based on your performance on the course activities previously described in this syllabus.

Syllabus Changes
The professor reserves the right to make changes to this syllabus with reasonable prior notice to students. If changes are necessitated during the term of the course, the professor will immediately notify students of such changes by individual email communication and posting notification and nature of change(s) on the eCourseware news feed.

Student Services
Please access the FCBE Student Services page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance
Course Schedule: Topics & Required Readings (Lambuth/Jackson)

Class #1 Mon Aug 17
Topics: Course Overview; Introduction to Strategic HRM; Team Project Development
Readings:

Class #2 Tue Aug 18
Topics: EEO and Legal Environment of HRM; Managing Diversity; Team Project Development
Readings:
1. Noe et al. Chpt. 3 - The Legal Environment: Equal Employment Opportunity and Safety

Class #3 Wed Aug 19
Topics: Job Analysis; Job Design; Team Project Development
Readings:
1. Noe et al. Chpt. 4 - The Analysis and Design of Work

Class #4 Thu Aug 20
Topics: HR Planning; Employee Recruitment; Team Project Development
Readings:
1. Noe et al. Chpt. 5 - Human Resource Planning and Recruitment
Course Schedule: Topics & Required Readings (Memphis)

**Class #5 Thu Aug 27**
Topics: Employee Retention; Team Project In-class Oral Proposal Summary
Readings:
1. Noe et al. Chpt 10 – Employee Separation and Retention

**Class #6 Thu Sept 10**
Topics: Employee Selection (Part 1)
Readings:
1. Noe et al. Chpt. 6 – Selection and Placement

**Class #7 Sat Sept 19**
Topics: Employee Selection (Part 2); Team Project Development
Readings:
1. Noe et al. Chpt. 6 – Selection and Placement

**Class #8 Thu Sept 24**
Topics: Employee Training and Development (Part 1)
Readings:
1. Noe et al.: Chpt. 7 - Training
2. Noe et al.: Chpt. 9 – Employee Development

**Class #9 Sat Oct 3**
Topics: Employee Training and Development (Part 2); Team Project Development
Readings:
1. Noe et al.: Chpt. 7 - Training
2. Noe et al.: Chpt. 9 – Employee Development
Class #10 Thu Oct 8
Topics: Performance Management; Team Project Development
Readings:
1. Noe et al.: Chpt. 8 - Performance Management

Class #11 Sat Oct 17
Topics: Live In-class Presentation of HRM Case (Rachel Boulden, Cafe Eclectic) & HRM Case Analysis; Ethical Issues in HRM; Team Project Development
Readings:

Class #12 Thu Oct 22
Work on HR Management Case Analyses; Written HR Management Case Analyses Due