Course Syllabus
FCBE MGMT 3215-002 – Management of Human Resources
Wed 7:10-10:10pm, FCB 127
Fall Semester, 2018
3.0 Credit Hours

Instructor: Dr. Kristen P. Jones
Phone: 901.678.4788
E-mail: kpjones4@memphis.edu
Office: FAB 201
Office Hours: By appointment
Graduate TA: Devalina Nag - dnag@memphis.edu
TA Office Hours: By appointment

Course Overview:

MGMT 3215 is designed to introduce undergraduate students to theories, research, and practice in managing human resources in business organizations. Human resource management (HRM) is one of the most critical aspects of any organization, as it determines who is hired, how they are trained, developed, and compensated, and what steps are taken to retain them. Put simply, if an organization wants good people and to sustain competitive advantage, then it must practice good HRM. This course will cover HRM issues in the following areas: Strategic HRM & planning, equal employment opportunity (EEO) and workforce diversity, staffing organizations, employee retention, employee training & development, compensation & benefits, employee relations, and employee safety & well-being.

Pre-Requisites/Co-Requisites:

There are no required pre-requisites for this course.

Required Text:

Location of Course Materials:

All course materials are located on the eCourseware website (opens in new window). Course exams and assignments will also be administered and submitted via eCourseware. You will access eCourseware by logging in using your Memphis UUID and password.

You must be registered for the course and section to enter! Please note that sometimes the registrar’s enrollment data is late arriving; so, if you are denied access initially, try again in 24 hours. IMPORTANT: Be sure you have completed the browser and java check provided on the eCourseware login page. It may not operate correctly if your browser/java does not meet the stated requirements! You can read about the minimum technology requirements at the UofM Online Website (opens in new window). You are responsible for ensuring that you have access to the website and technology requirements so that you can complete the course requirements.

If you encounter technical difficulties and need technical support with eCourseware, you should contact the Information Technology Service (ITS) Help Desk at 901-678-8888. I can answer general questions about how to use eCourseware and related course components, but I cannot provide individual technical support to assist you with computer problems.

Use of the eCourseware website is asynchronous, meaning you can log on anytime 24 hours a day, 7 days a week, from anywhere in the world as long as your computer is connected to the internet. However, there are specific periods of time when exams and assignments are open and closed and deadlines for the completion of these activities.

Course Objectives:

By successfully completing this course, students will be able to:

- Understand how the HRM role fits into an organization’s strategic operations
- Conduct a job analysis to hire for vacant positions
- Know how to anticipate and plan for labor market surpluses/shortages
- Recruit and select talent based on validated hiring tools and measures
- Understand the basic legal environment and how it applies to HRM responsibilities
- Effectively implement a training program to obtain desired employee outcomes
- Accurately gauge employee performance and reduce bias in the performance management process
- Design a compensation/benefits system to motivate and retain employees
- Recognize the causes of voluntary turnover in order to proactively prevent it
- Create an inclusive organizational culture where employees feel valued and included
Fogelman College: Learning Outcomes for Your Degree

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA degree program.

- BBA Program Outcomes (opens in new window)

Course Methodology:

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 create a balance between presenting course material and fostering your involvement in in-class discussions, HRM cases, and course assignments. Please know that my lectures will not be a regurgitation of the information in the textbook; rather, the goal of my lectures will be to integrate course material in a manner promotes critical, evaluative, independent thinking and helps you to extend and apply the concepts you read about in the textbook before you come to class. Therefore, lectures will be interactive and will include a mix of components such as presentation of course material, application of HRM concepts to current events and news stories, in-class discussions, group activities, and multimedia (e.g., video cases, news stories, youtube links, TedTalks).

Attendance:

It is my belief that the people who are most interested in learning and gaining practical knowledge will come to class regularly. Further, research shows a consistent positive relationship between attendance and course grades. This is a college-level course and you are adults, so it is ultimately up to you to determine what you get out of your education. All course readings and lecture slides will be posted on eCourseware (lecture slides will typically be posted at least 2 hours prior to lecture). However, some material may appear on the exams that is not covered in the assigned readings or in lecture slides such as in-class discussions or video clips from class. A complete understanding of the course material can only be obtained via the assigned readings combined with regular class attendance. Therefore, I strongly encourage, but do not require, you to attend class. If you do need to miss class, I would encourage you to ask a classmate for his or her notes.

Grading and Evaluation Criteria:

Course grades are assigned based on your performance on the following items:

- Three 30-question multiple-choice exams worth 30 points each (3 x 30 = 90 pts)
- Three written case analyses worth 15 points each (3 x 15 = 45 pts)
- One business article assignment worth 15 points (15 pts)
Final Course Grades:

The total number of possible points for this course is 150. Course grades are assigned based on the total number of points you earn as follows:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Percent Range</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>135-150</td>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>120-134</td>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>105-119</td>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>90-104</td>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>0-89</td>
<td>0-59%</td>
<td>F</td>
</tr>
</tbody>
</table>

List of Formal Assessed Activities:

eCourseware Exams (90 points)

You will take three online exams on the eCourseware website in the Quizzes tab. You will have a 24-hour window for taking each exam. Exams will be available starting at 10am on the day of the scheduled exam until 10am the following day (i.e., 24 hours). However, the exams are timed and are **NOT** open-book. Once you begin the exam, you will have 60 minutes to complete and submit it (approximately 2 minutes per question). You will only be allowed one attempt at taking each exam. Once you submit your answers, you may not attempt the exam again or make any changes to your answers. Students will not physically come into the classroom on exam days since exams are completed online through eCourseware.

**IMPORTANT:** You are responsible for ensuring that you have access to a reliable computer and adequate Internet connection and for addressing any technical (computer and internet) problems. If you encounter technical difficulties and need technical support with eCourseware while taking an exam, you should contact the Information Technology Service (ITS) Help Desk at 901-678-8888. Failure to do so does not excuse you from course requirements, exams, or deadlines.

Missed examinations may not be made up without prior permission, no exceptions. Each exam is non-cumulative and covers approximately one-third of the course material. There is also an optional cumulative final exam (30 multiple choice questions covering all semester topics). You may use this final exam grade to replace your lowest of the three prior exam grades, or you may opt out of taking the final and retain the scores on the first three exams. **If you choose to take the final exam, it will not hurt your grade.** If you score lower on the final than all of your three previous exams scores, your final exam score will be dropped.

Case Analyses (45 points)

Each student must submit three written case analyses from cases assigned in the course schedule (see below). These case analyses should be a full page of typed text, single-spaced, in size 12 Arial, Calibri, or Times New Roman font, with no more than one inch margins.
For each case analysis, you must use the following five-step model for writing case analyses:

- Step 1: Identify HR Problem
- Step 2: Identify Cause(s) of HR Problem
- Step 3: Generate Potential Solutions to HR Problem
- Step 4: Identify the Best Solution to HR Problem
- Step 5: Outline Steps for Implementing Best Solution to HR Problem

Please label your answer to each step in your one-page case analysis. Case assignments which correspond to each topic are listed in the course schedule below and can be found in the Nkomo textbook.

- Case analysis #1 must analyze ONE of the following cases from the Nkomo textbook:
  - Case analysis #1 due Wednesday September 19th by 11:59pm and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.
  - Case analysis #2 must analyze ONE of the following cases from the Nkomo textbook:
    - Case analysis #2 due Wednesday October 24th by 11:59pm and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.
  - Case analysis #3 must analyze ONE of the following cases from the Nkomo textbook:
    - Case analysis #3 due Wednesday November 28th by 11:59pm and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.

Case analyses will be evaluated based on the following criteria: clarity and completeness of responses to each of the five steps above, spelling/grammar/punctuation, adherence to style guidelines outlined above, and professionalism and integrity of responses.

***In eCourseware under “Content” in the “Case Analysis Assignments” subfolder, there are two resources posted that should be helpful as you prepare your assignments. First, there is a “Case Analysis Assignment Exemplar” so that you can see an example of what a successful case summary looks like. Second, there is a copy of the grading rubric that will be used by the TA who grades your assignment.

**Business Article Assignment (15 points)**

Each student must submit a one page written summary of an HRM-related business article published in 2017 or 2018 in Business Week, Forbes, Fortune, Harvard Business Review, or HR Magazine. Points will be deducted if you do not select an article that meets the specifications listed in the previous sentence.

Your summary must address ALL of the following questions:

(a) What was the purpose of the article?
(b) How does the article relate to one or more of the topics covered in class?
(c) What are the practical/applied implications of the article for the field of HRM?

The business article summary must be **one page of typed text, single-spaced, in size 12 Arial, Calibri, or Times New Roman font, with no more than one inch margins.** (Note: Do not place
large titles/headings at the top or bottom of the page to try and take up space so you can write less).

The business article assignment is due Wednesday November 14th by 11:59pm and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox. When you submit your summary through eCourseware, you must also submit a PDF copy of the article you are summarizing OR place a DIRECT LINK to the article at the bottom of your paper (meaning that I do not have to make any additional clicks to access the article after clicking your link).

The assignment will be evaluated based on the following criteria: clarity and completeness of responses to all three prompts outlined above, spelling/grammar/punctuation, adherence to style guidelines outlined above, and professionalism and integrity of responses. Two points will be deducted from your overall grade if you do not provide me with direct access to the article through a PDF or a direct link.

***In eCourseware under “Content” in the “Business Article Assignment” subfolder, there are two resources posted that should be helpful as you prepare your assignment. First, there is a “Business Article Assignment Exemplar” so that you can see an example of what a successful business article assignment looks like. Second, there is a copy of the grading rubric that will be used by the TA who grades your assignment.

Schedule of Activities:

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic(s)</th>
<th>Mathis Chapter(s)</th>
<th>Nkomo Cases*</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wed Aug 29th</td>
<td>Introductions &amp; Syllabus, Intro to HRM &amp; Strategic HR</td>
<td>Ch 1, 2</td>
<td>26</td>
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<tr>
<td>Wed Sept 5th</td>
<td>EEO, Diversity, Legal Issues</td>
<td>Ch 3</td>
<td>8, 11, 12</td>
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</tr>
<tr>
<td>Wed Sept 12th</td>
<td>Job Analysis</td>
<td>Ch 4</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Wed Sept 19th</td>
<td>Employee Recruitment</td>
<td>Ch 6</td>
<td>35</td>
<td>Case Analysis 1 Due (9/19)</td>
</tr>
<tr>
<td>Wed Sept 26th</td>
<td>EXAM 1</td>
<td></td>
<td></td>
<td>EXAM 1</td>
</tr>
<tr>
<td>Wed Oct 3rd</td>
<td>Employee Selection</td>
<td>Ch 7</td>
<td>37</td>
<td></td>
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<tr>
<td>Wed Oct 10th</td>
<td>Training &amp; Development</td>
<td>Ch 8, 9</td>
<td>51, 53</td>
<td></td>
</tr>
<tr>
<td>Wed Oct 17th</td>
<td>Performance Management</td>
<td>Ch 10</td>
<td>59, 60</td>
<td></td>
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<tr>
<td>Wed Oct 24th</td>
<td>Employee Retention</td>
<td>Ch 5</td>
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<td>Case Analysis 2 Due (10/24)</td>
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<tr>
<td>Wed Oct 31st</td>
<td>EXAM 2</td>
<td></td>
<td></td>
<td>EXAM 2</td>
</tr>
<tr>
<td>Wed Nov 7th</td>
<td>Employee Compensation</td>
<td>Ch 11, 12</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Wed Nov 14th</td>
<td>Risk Mgmt &amp; Worker Protection</td>
<td>Ch 14</td>
<td>52, 89</td>
<td>Business Article Assignment Due (11/14)</td>
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<tr>
<td>Wed Nov 21st</td>
<td>NO CLASS - Thanksgiving Holiday Break</td>
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<tr>
<td>Wed Nov 28th</td>
<td>Employee Benefits, Employee Rights &amp; Responsibilities</td>
<td>Ch 13, 15</td>
<td>77, 78, 90</td>
<td>Case Analysis 3 Due (11/28)</td>
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<tr>
<td>Wed Dec 5th **</td>
<td>EXAM 3</td>
<td></td>
<td></td>
<td>EXAM 3</td>
</tr>
<tr>
<td>Fri Dec 7th – Wed Dec 12th</td>
<td>OPTIONAL CUMULATIVE FINAL EXAM! Have a wonderful holiday break! ☺</td>
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*Note: Nkomo Case #'s provided above are NOT page numbers of the book; each case is numbered (like a book chapter) sequentially throughout the text
**Exam Dates (via eCourseware online): Exam 1 -- Wed 9/26/18; Exam 2 -- Wed 10/31/18; Exam 3 -- Wed 12/5/18; Optional Cumulative Final -- Fri 12/7/18 - Wed 12/12/18**

- Exam 1 opens on eCourseware Wednesday September 26th at 10am and closes Thursday September 27th at 10am. It will cover chapters 1, 2, 3, 4, and 6.
- Exam 2 opens on eCourseware Wednesday October 31st at 10am and closes Thursday Nov 1st at 10am. It will cover chapters 5, 7, 8, 9, 10.
- Exam 3 opens on eCourseware Wednesday December 5th at 10am and closes Thursday December 6th at 10am. It will cover chapters 11, 12, 13, 14, and 15.
- The optional cumulative final opens on eCourseware Friday December 7th at 10am and closes Wednesday December 12th at 11:59pm. The final exam will include 30 multiple choice questions from chapters 1-15 and you will have the normal 60 minutes to complete it. **If you choose to take the final exam, it will not hurt your grade.** If you score lower on the final than your three previous exams, your final exam grade will be dropped.

**Final Exam Schedule:**

The final exam for this class will be scheduled according to the [Registrar’s academic calendar website (opens in new window)](https://www.registrar.memphis.edu). The optional final exam for this class will be held on eCourseware Friday December 7th at 10am through Wednesday December 12th at 11:59pm. If you are taking the exam, you can take it any time during this period. However, just like with the other exams, once you begin the exam, you will have 60 minutes to complete and submit it.

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**Course Policies:**

I strive to apply rules to all students equally to avoid perceptions of favoritism. With very rare exception due to extreme circumstances, I may, at my discretion, make exceptions to course policies for individual students. I reserve the right to make changes to the Syllabus or Course Schedule at any time.

You are responsible for keeping up with course announcements communicated by the instructor via the course website (in the News utility) and your university email.

You are responsible for learning how to navigate eCourseware.

You are responsible for ensuring that you have access to a reliable computer and adequate Internet connection and for addressing technical (computer and internet) problems immediately. Failure to do so does not excuse you from course requirements or deadlines. I will not extend assignment deadlines for individual students who are having problems with their computers or Internet access. I will only extend assignment deadlines when there are major glitches or technical problems that affect the entire class, such as a campus-wide problem with the University of Memphis intranet or errors on my part in posting online content or instructions.
Deadlines for all assignments and exams will be strictly enforced for all students. Do not assume that you are entitled to a special exception because you are “busier” than others in the class. We are all busy and we all have personal issues and time pressures outside of school. I will not accept documents sent to me in hardcopy or via email. All assignments must be submitted via the eCourseware Dropbox.

If you experience significant learning obstacles in this course, or have questions or concerns about your performance, grades, or other class-related issues, it is your responsibility to initiate a discussion with me in a timely manner. I welcome criticism and feedback offered in a respectful and constructive manner.

**Email**

All 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.

Email is the easiest way to contact me, and I am usually quite fast in responding. If you email me, however, I REQUIRE that you write with professional correspondence and general courtesies (i.e. greeting, signoff/signature, NO “text-speak”). See this website for more information: [How To Email Your Professor (opens in new window)](#)

**Adding / Dropping**

If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website [opens in new window](#).

**Academic Integrity**

The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ [Office of Student Conduct website (opens in new window)](#). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the [Fogelman College's Website on Academic Integrity (opens in new window)](#).

I expect you to be aware of these guidelines and conduct yourself accordingly. I do not tolerate cheating or plagiarism, and I will accept no excuses for dishonest behavior. By taking this course, you agree that your written assignments may be submitted to Turnitin.com or a similar electronic method for the purposes of detecting plagiarism. Blatant plagiarism will result in a failing grade (meaning a zero) and may be reported to the University for further action.

**Make up Exams & Late Assignments**

Make-up exams and late written assignments are not accepted unless I am a) informed in writing and b) provided with valid documentation of a medical or family emergency.
Syllabus Changes

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) in the eCourseware News utility.

Student Services

Any student who anticipates physical or academic barriers based on the impact of a disability is encouraged to speak with me privately. All accommodations for students with disabilities are coordinated through the Disability Resources for Students (DRS). Students requesting disability accommodations should contact DRS at 110 Wilder Tower or 901-678-2880. More information is available at the Disability Resources for Students (DRS) website (opens in new window).

Please access the FCBE Student Services (opens in new window) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

FCBE Academic Internship Credit

In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit FCB Internships Website (opens in new window). Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.