Course Syllabus
FCBE MGMT 3215-M50 – Management of Human Resources
Spring Semester, 2019
3.0 Credit Hours

Instructor: Kristen P. Jones, Ph.D.
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Office: FAB 201
Graduate TA: Dave Arena - dfarena@memphis.edu

Office Hours: As this is a fully online class, the standard means for communicating with the instructor is via course email throughout the semester. However, phone calls can be scheduled by appointment.

Course Overview:
This online course is designed to introduce undergraduate students to theories, research, and practice in managing human resources in business organizations. Human recourse 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 and benefits, employee relations, and employee safety and well-being.

Pre-Requisites/Co-Requisites:
There are no required pre-requisites for this course.

Required Texts:

Cengage Unlimited E-Book Option **NOT REQUIRED but simply one possible way of accessing the course textbooks if it makes sense for you**

Cengage Unlimited is a NEW subscription service providing access to ALL Cengage digital textbooks and digital learning products—over 22,000—for $119.99 per semester. **One Cengage Unlimited subscription** can be used across ALL courses where Cengage products are assigned. If students have more than two classes using a Cengage textbook, Cengage Unlimited subscription could save students a lot of money! Print rental textbook can be purchased for an additional $7.99 + free shipping through Cengage Unlimited purchase option. Additionally, a discounted loose-leaf textbook purchase option is available for those who wish to keep their textbooks.

View video on Cengage Unlimited (opens in new window)

**Note: You will not need an access code since I do not using MindTap for this course. You will just need to search for the Mathis and Nkomo textbooks we use for the course and add them to your “digital locker.”

**Location of Course Materials:**

This is a fully online course and 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 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.

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. For more information, see BBA Program Outcomes (opens in new window).

Course Methodology:

This is an online course and much of the learning will be self-managed and self-paced. This has the benefit of accommodating each student’s unique schedule and learning style. Everything will be done fully online and asynchronously (meaning the class will not meet at specific times).

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 online and fostering your involvement in online discussions, HRM cases, and homework assignments. My teaching goals are to integrate course material in a manner that allows you to gain a sense of mastery of the topics covered, and promote critical, evaluative, independent thinking with respect to major topics in the field of HRM.

Expectations:

Online class participation is REQUIRED. Material may appear on the exams that is not covered in the assigned readings or cases. Moreover, a complete understanding of the course material can be obtained only via the assigned readings and cases combined with regular online class participation.

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)
  o There are 4 exams total in the course
  o I will use your 3 highest exam scores to calculate your final grade
  o Your lowest exam grade out of the 4 exams will be dropped
• Three written case analyses worth 15 points each (3 x 15 = 45 pts)
• One business article assignment worth 15 points (15 pts)
• Written responses to online discussions worth 50 points (50 pts)
Final Course Grades:

The total number of possible points for this course is 200. 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>180-200</td>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>160-179</td>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>140-159</td>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>120-139</td>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>0-119</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 (plus one optional final exam) on the eCourseware website in the Quizzes tab. You will have a multiple-day window for taking each exam. Exams will be available starting Monday at 10am until Friday at 5pm the week of the scheduled exam. 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.

Missed examinations may not be made up without prior permission, no exceptions. Each of the three exams is non-cumulative and covers approximately one-third of the course material. In addition to these three exams, there is also an optional cumulative final exam (30 multiple choice questions covering all semester topics to be completed in 60 minutes). 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 your three previous exams, your final exam grade will be dropped.

**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.

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:

• Nkomo # 26, 8, 11, 12, or 38
• **Case analysis #1 due Saturday February 9th 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:

• Nkomo # 35, 37, 51, or 53
• **Case analysis #2 due Saturday March 16th 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:

• Nkomo # 59, 60, 76, 77, 52, or 89
• **Case analysis #3 due Saturday April 20th 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 2018 or 2019 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/headers 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 Saturday April 13th 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.

eCourseware Discussions (50 points)

You must participate in weekly online discussions with your classmates using the Discussions tab. You will receive one overall score (ranging from 0-50) based on the quality (i.e., accuracy, clarity, brevity, professionalism, spelling/grammar/punctuation) and number of your responses during the semester. The discussion topics will be based on open-ended questions from your assigned readings. You will access the discussions via eCourseware, read the discussion questions, and submit comments that will be available for your classmates, TA, and myself to read. For any discussion topic, you may post as many comments as you wish. However, please keep in mind that consistently posting excessive and lengthy comments may result in most of your comments being ignored by your classmates. Please keep your responses concise. Each week, discussion questions will be available for you to respond to from Sunday-Saturday for that particular topic. Each Saturday at midnight, the discussion board for the previous week’s material will close and the discussion board for the upcoming week’s material will open.

Schedule of Activities:

<table>
<thead>
<tr>
<th>Week &amp; Dates</th>
<th>Topic(s)</th>
<th>Mathis Chapter(s)</th>
<th>Nkomo Cases</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week #1: Jan 14 – Jan 19</td>
<td>Intro to HR Management in Organizations</td>
<td>Chapter 1</td>
<td>26</td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Week #2: Jan 20 – Jan 26</td>
<td>Strategic HR Management; EEO, Diversity, Legal Issues</td>
<td>Chapters 2 &amp; 3</td>
<td>8, 11, 12</td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Week #3: Jan 27 – Feb 2</td>
<td>Job Analysis</td>
<td>Chapter 4</td>
<td>38</td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Week #4: Feb 3 – Feb 9</td>
<td>Employee Retention</td>
<td>Chapter 5</td>
<td></td>
<td>Case Analysis 1 eDiscussions</td>
</tr>
<tr>
<td>Week &amp; Dates</td>
<td>Topic(s)</td>
<td>Mathis Chapter(s)</td>
<td>Nkomo Cases</td>
<td>Assignments</td>
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<tr>
<td>Week #5: Feb 10 – Feb 16</td>
<td>Employee Recruitment</td>
<td>Chapter 6</td>
<td>35</td>
<td>Exam 1 eDiscussions</td>
</tr>
<tr>
<td>Week #6: Feb 17 – Feb 23</td>
<td>Employee Selection</td>
<td>Chapters 7</td>
<td>37</td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Week #7: Feb 24 – Mar 2</td>
<td>Training &amp; Development – Overview</td>
<td>Chapter 8</td>
<td>51</td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Mar 3 – Mar 9</td>
<td>Spring Break! 😊</td>
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<tr>
<td>Week #8: Mar 10 – Mar 16</td>
<td>Training &amp; Development – Talent Management</td>
<td>Chapter 9</td>
<td>53</td>
<td>Case Analysis 2 eDiscussions</td>
</tr>
<tr>
<td>Week #9: Mar 17 – Mar 23</td>
<td>Performance Management &amp; Appraisal</td>
<td>Chapter 10</td>
<td>59, 60</td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Week #10: Mar 24 – Mar 30</td>
<td>Employee Compensation – Total Rewards</td>
<td>Chapter 11</td>
<td>76</td>
<td>Exam 2 eDiscussions</td>
</tr>
<tr>
<td>Week #11: Mar 31 – Apr 6</td>
<td>Employee Compensation – Incentives &amp; Executive Comp</td>
<td>Chapter 12</td>
<td></td>
<td>eDiscussions</td>
</tr>
<tr>
<td>Week #12: Apr 7 – Apr 13</td>
<td>Employee Compensation – Benefits</td>
<td>Chapter 13</td>
<td>77</td>
<td>Business Article Assignment eDiscussions</td>
</tr>
<tr>
<td>Week #13: Apr 14 – Apr 20</td>
<td>Risk Management &amp; Worker Protection, Employee Rights &amp; Responsibilities</td>
<td>Chapter 14 &amp; 15</td>
<td>52, 89</td>
<td>Case Analysis 3 eDiscussions</td>
</tr>
<tr>
<td>Week #14: Apr 21 – Apr 24</td>
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<td></td>
<td>Exam 3</td>
</tr>
<tr>
<td>Sat April 27th – Thurs May 2nd **</td>
<td>FINAL EXAM! Have a wonderful summer! 😊 **Final Exam is same format as all other exams – 30 MC questions in 60 minutes **Final Exam is cumulative – covering material from all chapters</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 1 opens on eCourseware Monday Feb 11th at 10am and closes Friday Feb 15th at 5pm. It will cover chapters 1, 2, 3, 4, and 5.
- Exam 2 opens on eCourseware Monday Mar 25th at 10am and closes Friday Mar 29th at 5pm. It will cover chapters 6, 7, 8, 9, and 10.
- Exam 3 opens on eCourseware Monday Apr 22nd at 10am and closes Friday Apr 26th at 5pm. It will cover chapters 11, 12, 13, 14, and 15.
- The optional cumulative final opens on eCourseware Saturday Apr 27th at 10am through Thursday May 2nd 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 optional final exam for this class will be held on eCourseware starting Saturday April 28th at 10am through Wednesday May 2nd 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.

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 with prior notice to students.

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.

This is NOT a self-paced independent study course. 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. Deadlines will not be extended for online discussions. 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)

**Attendance**

Since this is an online class taught asynchronously, there are no scheduled meeting times. Thus, formal attendance will not be taken. However, you are expected to stay active and engaged throughout the academic term and keep up with the schedule of activities. Your full engagement in the class begins on the first day of the semester and should be maintained until the last assignment is submitted.

**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 and may be reported to the University for further action.

**Online Communication & Behavior**

All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College's Netiquette website (opens in new window).

**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.
Extra Credit

I will not offer or accept "extra credit" for students who are unhappy with their grade, and I will not negotiate altering course requirements with individual students. All students are held to the same expectations in this course.

Syllabus Changes

I reserve the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, I 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.