Course Syllabus
FCBE MGMT 3215-001 – Management of Human Resources
Tuesday/Thursday 9:40-11:05am, FCB 127
Fall 2020
3.0 Credit Hours

Instructor: Dr. Caitlin Porter
Phone: 901.678.5040
E-mail: caitlin.porter@memphis.edu
Office: FAB 305
Office Hours: You are always welcome to schedule an appointment with me using the following link: https://calendly.com/dr-caitlin-porter-hr

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 functions to identify, train, compensate, and retain human talent that provides a sustainable competitive advantage. This course will cover the following HRM topics: Strategic HRM, equal employment opportunity (EEO) and workforce diversity, employee selection, training & development, compensation & benefits, and well-being and retention.

Course Objectives:

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

1. Understand how the HRM role fits into an organization’s strategic operations
2. Conduct a job analysis to hire for vacant positions
3. Know how to anticipate and plan for labor market surpluses/shortages
4. Recruit and select talent based on validated hiring tools and measures
5. Understand the basic legal environment and how it applies to HRM responsibilities
6. Effectively implement a training program to obtain desired employee outcomes
7. Accurately gauge employee performance and reduce bias in the performance management process
8. Design a compensation/benefits system to motivate and retain employees
9. Recognize the causes of voluntary turnover in order to proactively prevent it
10. 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).

Pre-Requisites/Co-Requisites: There are no required pre-requisites for this course. However, students must have earned a minimum of 45 credit hours and have met specific course prerequisites with a minimum grade of “C” to be eligible for all 3000 and 4000 level courses. In addition to these requirements, students seeking a degree in the Fogelman College of Business and Economics must have (1) completed all required lower division business courses with a minimum grade of “C” in each; (2) minimum of 2.25 GPA (2.5 for accounting majors) in all required lower division business courses and MATH 1830, 1421, or 1910, and (3) 45 hours of course work including MATH 1830, 1421, or 1910; COMM 2381 and 9 hours of English.

Textbook:

We will use the Waymaker-Human Resource Management course materials from Lumen Learning instead of a traditional textbook. You can access all readings, videos, a study plan, quizzes and other activities through ecourseware.

Purchasing Options

1. Online: You can purchase Waymaker with a credit card for $25 when you access your first quiz in this course.
2. Bookstore: You can purchase a Waymaker access code from the school bookstore.

Please review the ‘Orientation’ module in ecourseware to watch the video overview of the Waymaker course, which also covers discussing payment options for accessing the course materials. The video is also available here (opens in a new window).

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 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 Methodology:

Both you and I are responsible for ensuring that this course is a positive learning experience. I view us as partners in this endeavor: My role as an instructor is as a facilitator of your learning; and your role as student is one where you invest time and effort in the process. To make it more engaging, I try to create a balance between presenting course material and fostering your involvement in the class. My lectures are not be a regurgitation of the information in the textbook; rather, the goal of my lectures is 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, I strive for my lectures to be interactive and include a mix of components, such as the presentation of course material, application of HRM concepts to current events and news stories, class discussions, and multimedia (e.g., video cases, news stories, youtube links, TedTalks).

Attendance:

When we have in-person classes, attendance is not required, but it is encouraged. Given the continually changing expectations due to COVID-19, the attendance policy will be updated to reflect university-wide expectations. When in-person classes do not occur or are considered optional, students will have the opportunity to review materials and participate in class activities virtually.

Course Structure: HYBRID, pending public safety conditions – ONLINE, ASYNCHRONOUS otherwise

This course will adopt a hybrid structure. 50% of the class will attend class on Tuesday, and 50% of the class will attend on Thursday.

We will only meet in person if the conditions in the community are safe enough that the university decision-makers deem it appropriate to open the campus more broadly. Until that time comes, the course will be taught online, asynchronously.

If the campus does reopen more broadly, we will resume in-person classes, but students will have the option of continuing their class in a fully remote format. If you choose to attend in-person classes, you will be expected to follow all safety precautions (see below) to ensure that we maintain a safe and healthy university community of students, faculty and staff.

Safety Precautions for in-person class sessions:
If you attend class, I kindly request that you follow all University and Public Safety Guidelines, which include the following:

- Wearing a mask or face covering in public (in FCBE buildings and classrooms)
- Keeping a six-foot distance from others when possible
- Cleaning your desk area before you sit down (with the supplied cleaning products)
- Regularly washing your hands for at least 20 seconds

These precautions are for the safety of you, your classmates, and the faculty and staff of FCBE. My hope is that by adhering to public safety recommendations, we will all have a safe and healthy semester of learning.

You can also access the FCBE Covid-19 guidelines here:
https://www.memphis.edu/fcbe/faculty/covid_19_notice.php

Official University COVID-19 Health & Safety Policies:

Masks and Social Distancing
All students, faculty and staff will wear masks in all public spaces, including our classroom per the COVID-19 policy. The first time a student enters a classroom without wearing a face covering, the student will be asked to leave the class until they return a covering. Further violations will be referred to the Office of Student Accountability. Students who repeatedly or flagrantly violate these community expectations may be referred for discipline under the Student Code and, if appropriate, immediately removed from campus by the Dean of Students.

Student Health
Students who are experiencing symptoms such as sneezing, coughing or a higher than normal temperature should inform me by email so they can be excused from class and should stay home. Students should contact their health care provider or the Student Health Center at https://www.memphis.edu/health/.

Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu.

Student Accommodations
If and when we return to class, students seeking to remain remote for health or other serious reasons should discuss their options with me. Students with accessibility issues or with other learning accommodation needs due to a disability should contact Disability Resources for Students (DRS) to submit an official request for course accommodations. Contact DRS at 901.678.2880 or at drs@memphis.edu. (https://www.memphis.edu/drs/index.php)

Student Resources
Students who need additional resources can contact the Dean of Students Office at https://www.memphis.edu/deanofstudents/crisis/index.php.
**Grading and Evaluation Criteria:**

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

<table>
<thead>
<tr>
<th>Category</th>
<th>How Many?</th>
<th>Description</th>
<th>Point Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams</td>
<td>3 out of 4 exams count towards your grade; lowest exam grade out of 4 is dropped</td>
<td>50-question, multiple-choice exams that cover textbook, lecture, and discussion material</td>
<td>3 exams @ 100 pts each = 300 pts (54% of your grade)</td>
</tr>
<tr>
<td>Homework Assignments</td>
<td>4 assignments</td>
<td>Written assignments that encourage you to apply course material</td>
<td>4 HW @ 25 pts each = 100 pts (20% of your grade)</td>
</tr>
<tr>
<td>Waymaker Quizzes</td>
<td>10 out of 12 Quizzes available via ecourseware</td>
<td>MC quizzes that test your retention of the textbook material</td>
<td>10 quizzes @ 5 pts each = 50 pts (10% of your grade)</td>
</tr>
<tr>
<td>Course Engagement</td>
<td>Several throughout the course of the semester; available via ecourseware</td>
<td>Video lecture quizzes, discussion boards, class activities</td>
<td>Worth 2-3 pts each; you should aim to earn at least 50 pts (but you can earn more for extra credit)</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td></td>
<td></td>
<td><strong>500 (or more)</strong></td>
</tr>
</tbody>
</table>

**Final Course Grades:**

The total number of possible points for this course is 500. 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>450-500</td>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>400-449</td>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>350-399</td>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>300-349</td>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>0-299</td>
<td>0-59%</td>
<td>F</td>
</tr>
</tbody>
</table>

**List of Formal Assessed Activities:**

**eCourseware Exams (300 points)**

You will take four 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 **75 minutes** to complete and submit it. The exams will be composed of primarily multiple choice (MC) questions. 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.**

Each exam is **non-cumulative** and covers approximately one-fourth of the course material. The fourth exam will be your final exam and will cover material from the last quarter of the semester (i.e., it is a non-cumulative final exam).

**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.

**Written Homework Assignments (100 points)**

Each student must submit four written homework assignments. The details of the assignments will be provided according to the course schedule. Each homework assignment is designed for you to apply some of the concepts you are learning in the course to a real-world situation.

All assignments must be submitted via the eCourseware Dropbox. I do not accept documents sent to me in hardcopy or via email.

**Textbook (Waymaker) Quizzes (50 points)**

For each chapter covered in the course, students should complete the associated quiz. Ideally, you will use this quiz tool as a way to check your learning of the textbook material. For that reason, you can complete the quiz more than once. After the first round, you can go back to make sure you understand the material you missed on the first round.

We will cover 12 chapters in the course, but only 10 quizzes are required. You decide which 10 quizzes you take. You can earn up to 10 points of extra credit by completing up to 2 extra quizzes (5 points of extra credit for each additional quiz beyond the 10\textsuperscript{th} quiz).

**Course Engagement (50 points)**

Throughout the course, you can participate in short (2-3 item) quizzes about the video lectures, online discussion posts, and in-class activities that are intended to emphasize important points from the material. There will be opportunities to earn more than 50 points. Students can miss a few of these activities without it negatively impacting their grade; those who earn more than 50 course engagement points can apply the surplus to their grade as extra credit.
Schedule of Activities:

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic(s)</th>
<th>Waymaker Section</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tues Aug 18th</td>
<td>Introductions &amp; Syllabus</td>
<td>Review ‘Orientation’ Module</td>
<td>- Introductions</td>
</tr>
<tr>
<td>Thurs Aug 20th</td>
<td></td>
<td></td>
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<tr>
<td>Tues Aug 25th</td>
<td>What is HRM?</td>
<td>1: The Role of Human Resources</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Thurs Aug 27th</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tues Sept 1st</td>
<td>Strategic HR</td>
<td>2: Human Resource Strategy &amp; Planning</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Thurs Sept 3rd</td>
<td></td>
<td></td>
<td>- HW #1 Assigned</td>
</tr>
<tr>
<td>Tues Sept 8th</td>
<td>HR Analytics</td>
<td>3: People Analytics &amp; Human Capital Trends</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Thurs Sept 10th</td>
<td></td>
<td></td>
<td>- HW #1 Due 9/13</td>
</tr>
<tr>
<td>Tues Sept 15th</td>
<td>EXAM 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thurs Sept 17th</td>
<td>EEO, Diversity, Legal Issues</td>
<td>4: Diversity in the Workplace</td>
<td>- Waymaker Quiz</td>
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<tr>
<td>Tues Sept 22nd</td>
<td></td>
<td></td>
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<tr>
<td>Thurs Sept 24th</td>
<td>Job Analysis</td>
<td>5: Workforce Planning</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Tues Sept 29th</td>
<td></td>
<td></td>
<td>- HW #2 Assigned</td>
</tr>
<tr>
<td>Thurs Oct 1st</td>
<td>Recruitment &amp; Selection</td>
<td>6: Recruitment and Selection</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Tues Oct 6th</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thurs Oct 8th</td>
<td>EXAM 2</td>
<td></td>
<td>- HW #2 Due 10/11</td>
</tr>
<tr>
<td>Tues Oct 13th</td>
<td>Training &amp; Development</td>
<td>7: Onboarding, Training, and Developing Employees</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Thurs Oct 15th</td>
<td></td>
<td></td>
<td>- HW #3 Assigned</td>
</tr>
<tr>
<td>Tues Oct 20th</td>
<td>Compensation</td>
<td>8: Compensation and Benefits</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Thurs Oct 22nd</td>
<td>Benefits</td>
<td></td>
<td>- HW #3 Due 10/25</td>
</tr>
<tr>
<td>Tues Oct 27th</td>
<td>Performance Appraisal</td>
<td>9: Performance Management and Appraisal</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Thurs Oct 29th</td>
<td></td>
<td></td>
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<tr>
<td>Tues Nov 3rd</td>
<td>EXAM 3</td>
<td></td>
<td>ELECTION DAY! DON’T FORGET TO VOTE!</td>
</tr>
<tr>
<td>Thurs Nov 5th</td>
<td>Employee Satisfaction &amp; Commitment</td>
<td>10: Building Positive Employee Relations</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Tues Nov 10th</td>
<td></td>
<td></td>
<td>- HW #4 Assigned</td>
</tr>
<tr>
<td>Thurs Nov 12th</td>
<td>Employee Turnover</td>
<td>11: Employee Termination</td>
<td>- Waymaker Quiz</td>
</tr>
<tr>
<td>Tues Nov 17th</td>
<td>Employee Rights and Responsibilities</td>
<td></td>
<td>- HW #4 Due 11/15</td>
</tr>
<tr>
<td>Thurs Nov 19th</td>
<td></td>
<td></td>
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<tr>
<td>Tues Nov 24th</td>
<td>EXAM 4</td>
<td></td>
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</tbody>
</table>
Questions About your Grades:
If you have questions or concerns about your grade on your assignments or tests, you are responsible for contacting me within 1 week of grades being posted in eCourseware. After this window, the grade will be finalized.

Make up Exams & Late Assignments
Make-up exams and late written assignments are not accepted unless I am a) informed in writing ahead of time and b) provided with valid documentation of a medical or family emergency.

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.

If you experience significant learning obstacles in this course, or have questions or concerns about your performance, grades, or other class-related issues, initiate a discussion with me in a timely manner. I welcome criticism and feedback offered in a respectful and constructive manner. Furthermore, I will be able to assist you more effectively if you contact me when your problem arises rather than waiting until later in the semester. If you wait too long, there will be little that I can do to help you. It is only with regular and open communication that I can properly assist you in your learning.

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.
- learning how to navigate eCourseware.
- 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.

Communication between Students and the Instructor
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) is your responsibility.
Email is the easiest way to contact me, and I am usually quite fast in responding. Please allow a 24-hour response window between when you email me and expect a response. Also, if you email me late in the evening (7pm or later), I will likely not be available to respond until the next day.

Communicating with others is an important professional skill. As such, I expect you to be aware of your audience and what is appropriate to communicate to me. Please 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)

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.

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.

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

Title IX Statement

In accordance with the U of M Sexual Misconduct Policy, your instructor is a “responsible employee” for reporting purposes under Title IX regulations and must report incidents of sexual misconduct (i.e., sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence, such as student counseling. More information can be found on the University of Memphis sexual misconduct prevention and awareness website, at https://www.memphis.edu/oie/title9/sexualmisconduct.php

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.