MGMT 3215 - M50

Management of Human Resources

Fall 2020

3 credit hours

Instructor

Kelly Mollica, Ph.D.

E-mail: kmollica@memphis.edu

• NOTE: I do not use eCourseware email.

Office Phone: (901) 678-3885

Office Location: 247 FCBE

Office Hours: Online students may contact me for a phone or video conference meeting

Course Overview

Human resource management (HRM) is a systematic approach to attracting, motivating, and retaining talented people who help the organization carry out its strategic goals. This course will provide you with an overview of HRM. Regardless of your career, your understanding of HRM will be critical for your job success as well as the overall performance and competitiveness of your organization. HRM is not just something that the ‘human resource department does.’ All managers are human resource managers. An organization’s success or failure depends largely on its HRM strategy and people practices – recruiting, hiring, training, evaluating, and compensating. In addition, managers are obligated to adhere to employment laws, provide a safe workplace for employees, treat employees fairly, respect employees’ rights, and enforce standards for ethical behavior.

Prerequisites

Course is open to students in any major with at least 45 earned credit hours.

Required Course Materials


McGraw Hill Connect is required. The price for Connect, which includes the eBook, is $80 if ordered directly from McGraw Hill via a link in eCourseware. Connect + the looseleaf book is $105. You may register for and purchase Connect on August 17 when eCourseware opens. The link to McGraw Hill Connect is in eCourseware. You must access Connect through eCourseware. Do not try to register for Connect from the McGraw Hill website.

Course Methodology & Location of Online Course Content

This is a fully online course and all course content is located on the eCourseware and McGraw Hill Connect websites. You are responsible for maintaining access to these websites and meeting minimum technology requirements so that you can successfully complete the course.

• eCourseware technical support: U of M Help Desk or (901) 678-8888
• Connect technical support: McGraw Hill Digital Technical Support or 800-331-5094

Course Goals

By successfully completing this course, you will develop your understanding of
the strategic role of HRM in organizational competitiveness;
the basic functions of HRM, including job analysis, planning, recruiting, selecting, employee training and development, performance management, compensation, and benefits;
the legal environment of HRM, including equal employment opportunity and workplace safety; and
ethical issues in HRM.

Fogelman College of Business Learning Outcomes for the BBA Degree

The Fogelman College has established the following learning goals for students completing the BBA degree: (See Fogelman Assurance of Learning).

- Graduates will be effective communicators.
- Graduates will demonstrate critical thinking skills.
- Graduates will be knowledgeable about ethical factors in the business environment.
- Graduates will be knowledgeable about the global business environment.
- Graduates will be proficient users of business presentation and analysis technology.

Learning Activities

Chapter Activities (Weekly; McGraw Hill Connect)

Connect is a publisher-provided website with graded activities and study tools specific to the textbook. You will access Connect from eCourseware. For each chapter, you’ll complete a set of graded activities. There is a timed, multiple-choice quiz but all other activities in Connect are untimed. Each set of Connect chapter activities is open for 7 days, Monday through Sunday. (Exception: You’ll have 14 days to complete Ch. 1 Connect). All work done in Connect is open book and auto-graded; upon completion you will see your score immediately.

There is a 20% grade reduction for each day that a Connect activity is submitted late; this means an automatic ‘0’ after four days. You do not need to contact me to request a Connect extension for up to four days following the deadline; just log in and complete the activity or activities that you are submitting late.

Current Issue Summaries (Two Papers Uploaded to eCourseware)

I will provide links to a set of articles on various human resource management topics published within the past two years in HR Magazine. You will select two articles of your choice and analyze/summarize each in two pages, double-spaced. Papers will be graded both on content and writing. Papers must be submitted to the eCourseware Dropbox. The date and time uploaded to the eCourseware dropbox is the date of submission. Papers are not accepted by email. Detailed instructions and links to articles for Current Issue Summary 1 (due mid-semester) and Current Issue Summary 2 (due at end of semester) will be posted in eCourseware.

Case Discussions (eCourseware Discussion page)

The online discussion forums provide opportunities for you to interact with classmates on applied cases relevant to the course. The discussions are based on cases found in the textbook. There are five case discussions during the semester, each staying open for two weeks (see course schedule for dates). You must post at least three comments per discussion topic as follows: During the 1st week the discussion is open, no later than Sunday you must start a new thread and post your initial response to the case questions. During the 2nd week the discussion is open, no later than Sunday you must post responses to at least two classmates’ threads.

Be sure to carefully read the case before participating. Your responses will be graded on how well you demonstrate an understanding of the case. Superficial, poorly written discussion posts that reflect lack of preparation will receive a poor grade.

Discussion deadlines will not be extended. I will not reopen a discussion if you miss the deadline.

Exams (eCourseware Quizzes page)

There are three exams, each covering approximately 1/3 of the course content. Each exam stays open for a 7-day window. There is no final, comprehensive exam.

Grading
Points for graded activities are as follows:

<table>
<thead>
<tr>
<th>Graded Activity</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Connect Chapter Activities*</td>
<td>100</td>
</tr>
<tr>
<td>Current Issue Summaries (2 @ 25 pts ea)</td>
<td>50</td>
</tr>
<tr>
<td>Case Discussions: 5 @ 8 pts ea</td>
<td>40</td>
</tr>
<tr>
<td>Exams: 3 @ 20 pts ea</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td>250</td>
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</tbody>
</table>

*Your final overall Connect percentage will be converted to a 100-point scale. For example, if your final Connect percentage is 90%, you’ll earn 90/100 points. You can view your Connect scores anytime by clicking on the 'Results' tab in Connect.

Final course grades are earned as follows:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Final Grade</th>
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<tbody>
<tr>
<td>225 - 250</td>
<td>A</td>
</tr>
<tr>
<td>200 - 224</td>
<td>B</td>
</tr>
<tr>
<td>175 - 199</td>
<td>C</td>
</tr>
<tr>
<td>150 - 174</td>
<td>D</td>
</tr>
<tr>
<td>&lt; 150</td>
<td>F</td>
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</tbody>
</table>

If you think I may have made a mistake on any of your posted assignment grades during the semester or on your final grade, contact me immediately via email. I understand that grades are important and I will gladly confirm the accuracy of a grade or correct any unintentional mistakes.

Course Policies & Additional Information

COVID Updates and Resources

Click on this link anytime during the semester for information and updates:

- University of Memphis Coronavirus Updates

Deadlines and Late Submissions - READ THIS VERY CAREFULLY!

This is not a self-paced course in which you can submit work on your own timeline. Deadlines will be enforced. There is no university policy that obligates faculty to accept late work, regardless of reason.

Although I hope this won’t happen, if you experience a severe medical issue or family emergency that prevents you from completing work by a deadline, it is your responsibility to contact me IMMEDIATELY. Appropriate documentation in writing (e.g., from a health care provider) must be provided. It is entirely my discretion how to respond, including assessing a late grade penalty or rejecting your documentation if deemed to be insufficient or unwarranted.

- Reminder: There is a 20% grade reduction for each day that a Connect activity is submitted late; this means an automatic '0' after four days. You do not need to contact me to request a Connect extension for up to four days following the deadline; just log in and complete the activity or activities that you are submitting late.
- Reminder: Discussion deadlines will not be. I will not reopen a discussion if you miss the deadline.

The best strategy in this course is to manage your time carefully, start early on assignments, and submit assignments well before deadlines. If you choose to wait until the last minute to start an assignment and experience a technical problem or other issue that prevents you from submitting on time, this does not excuse you from meeting a deadline. I will, of course, adjust deadlines if there are technical glitches in eCourseware or Connect that affect everyone in the class.

Final Grade, Extra Credit, and Make-Up Work

Your final letter grade will be calculated as shown in the ‘Grading’ section of this syllabus. I do not offer extra credit unless it is made available to everyone in the class. I do not negotiate make-up work for students who are unhappy with their grade at the end of the semester. All students are held to the same standards and course requirements.
Attendance

Attendance in an online course means logging in regularly and actively participating. I have access to data on your login activity and frequency in eCourseware and Connect. I am required to report lack of attendance to the university. For students receiving federal student loans, non-attendance can impact student loan eligibility.

Course Communication and Email Guidelines

Each Monday morning, usually by 8 a.m., I post announcements on the eCourseware home page. I also expect you to check your U of M email regularly. If I send information via email, it will be to your U of M email address, NOT via eCourseware email. If you fail to read announcements or email, resulting in your missing important information that affects your grade, that is your responsibility.

Email is the best way to contact me and I usually respond quickly. Email me at kmollica@memphis.edu. Do not email me from within the eCourseware system. I REQUIRE that you follow ALL of these guidelines when sending me an email:

- Include the course name, number, and section in the subject line (MGMT 3215 M50).
- Begin with a proper salutation: “Dear Dr. Mollica” or “Dear Professor Mollica.” (Not “Hey professor.”)
- Be specific. Include all pertinent information. I teach multiple classes with multiple assignments, cases, exams, and discussions. Don’t make me guess what you are asking about; e.g., state "The Ch. 2 Connect quiz," not "The quiz."
- Ensure that your email is well-written with correct spelling, grammar, word usage, and punctuation, and is courteous and professional in tone.
- Include your full name at the end of your email message.

If you send me an email that does not meet all the above guidelines, I will respond by asking you to revise your email and send it again. This will delay your getting your question answered in a timely manner as well as create extra work for me, so make sure you get it right the first time. Please understand that the purpose of these guidelines is to help you develop and practice communication skills needed in a professional work context.

Professionalism

I expect you to behave just as would in a professional business setting. To provide guidance in adhering to this expectation, ask yourself the following questions about what you would do in a professional business setting.

- Would I fail to complete my job duties or wait until the last minute to begin an assigned task, then make excuses for why I didn’t get things done or why I performed poorly?
- Would I expect special treatment because I’m ‘busy,’ even though my co-workers are equally as busy?
- Would I neglect to carefully read information and instructions given to me in writing?
- Would I refrain from asking legitimate questions when I truly need more clarification to help me do my job better, later blaming my boss because I didn’t understand what I was supposed to do?
- Would I send an informally worded, poorly written email to my boss or co-worker that looks like a text message sent from a 13-year-old? (Re-read the email guidelines above!)

If You Need Help or Have Questions, Ask!

I want you to be successful in this course. If you are experiencing a course-related problem, I encourage you to contact me immediately. Do not hesitate to speak up if there’s something you don’t understand, or you are struggling and need help. Anytime during the semester, I welcome criticism and feedback offered to me in a respectful and constructive manner, and so should you.

Academic Integrity & Plagiarism

I do not tolerate cheating or plagiarism, and I will accept no excuses for dishonest behavior. You are responsible for reviewing the information available at these links:

- U of M Code of Student Rights & Responsibilities
- Fogelman College of Business Standards for Academic Integrity
- Fogelman College of Business Information on Plagiarism

By taking this course, you agree that your written assignments may be submitted to Turnitin.com, or a similar electronic detection method for the purposes of detecting plagiarism. Plagiarism on any part of an assignment will result in a ‘0’ on the entire assignment, there will be no opportunity to revise or edit the assignment, and at my discretion I may report you to the University’s Office of Student Conduct for further action.
Accommodations for Disabilities

Appropriate accommodations are provided to students with a memo from Disability Resources for Students.

Course Schedule

- I reserve the right to make changes to the course schedule with advance notice.
- Each "week" begins on a Monday at 12:00 a.m. and ends on a Sunday at 11:59 pm. (Central Time)
- The cut-off time for ALL deadlines is 11:59 p.m. (Central Time).
- All assigned cases for discussion can be found in the textbook.

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<thead>
<tr>
<th>Date</th>
<th>Readings &amp; Activities</th>
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<tbody>
<tr>
<td></td>
<td><strong>Required readings:</strong></td>
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<tr>
<td></td>
<td>Read the syllabus</td>
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<tr>
<td></td>
<td>Read Ch. 1 Human Resource Management: Gaining a Competitive Advantage</td>
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<td></td>
<td><strong>Required activities:</strong></td>
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<tr>
<td>Week 1</td>
<td>Take the Syllabus quiz (eCourseware Quizzes page) - Due Aug 30</td>
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<tr>
<td>Aug 17 - Aug 23</td>
<td>• You must score 100% on the syllabus quiz in order to participate in graded course activities after Aug 30.</td>
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<td></td>
<td>Register for McGraw Hill Connect</td>
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<td></td>
<td>Do the Ch. 1 Connect activities (Due Aug 30 - This is the only chapter that you get an automatic 1-week extension on the deadline)</td>
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<td></td>
<td>Participate in Introduction Discussion: &quot;Me in a Hundred Words&quot; - Post initial thread</td>
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<td>Week 2</td>
<td>Read Ch. 2 Strategic Human Resource Management</td>
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<td>Aug 24 - Aug 30</td>
<td><strong>Required activities:</strong></td>
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<tr>
<td></td>
<td>Do the Ch. 2 Connect activities</td>
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<tr>
<td></td>
<td>Participate in Introduction Discussion: &quot;Me in a Hundred Words&quot; - Post responses to 2 classmates' threads</td>
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<td>Week 3</td>
<td>Read Ch. 3 The Legal Environment: Equal Employment Opportunity &amp; Safety</td>
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<td>Aug 31 - Sep 6</td>
<td><strong>Required activities:</strong></td>
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<td></td>
<td>Do the Ch. 3 Connect activities</td>
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<td></td>
<td>Participate in Case 1 Discussion - Post your initial thread</td>
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<td>Week 4</td>
<td>Read Ch. 4 The Analysis and Design of Work</td>
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<td>Sep 7 - Sep 13</td>
<td><strong>Required activities:</strong></td>
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<td></td>
<td>Do the Ch. 4 Connect activities</td>
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<td></td>
<td>Participate in Case 1 Discussion - Post responses to 2 classmates' threads</td>
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<tr>
<td>Week 5</td>
<td>Take Exam 1 (Chapters 1 - 4)</td>
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<td>Sep 14 - Sep 20</td>
<td><strong>Required readings:</strong></td>
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<tr>
<td></td>
<td>Read Ch. 5 Human Resource Planning &amp; Recruitment</td>
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</tbody>
</table>
Required activities:
Do the Ch. 5 Connect activities
Participate in Case 2 Discussion - Post your initial thread

Required readings:
Read Ch. 6 Selection and Placement

Week 6
Sep 21 - Sep 27
Required activities:
Do the Ch. 6 Connect activities
Participate in Case 2 Discussion - Post responses to 2 classmates' threads

Sep 28
• Current Issue Summary 1 due

Required readings:
Read Ch. 7 Training

Week 7
Sep 28 - Oct 4
Required activities:
Do the Ch. 7 Connect activities
(No discussion this week)

Required readings:
Read Ch. 8 Performance Management

Week 8
Oct 5 - Oct 11
Required activities:
Do the Ch. 8 Connect activities
Participate in Case 3 Discussion - Post your initial thread

• Take Exam 2 (Chapters 5 - 8)

Required readings:
Read Ch. 9 Employee Development

Week 9
Oct 12 - Oct 18
Required activities:
Do the Ch. 9 Connect activities
Participate in Case 3 Discussion - Post responses to 2 classmates' threads

Required readings:
Read Ch. 10 Employee Separation & Retention

Week 10
Oct 19 - Oct 25
Required activities:
Do the Ch. 10 Connect activities
Participate in Case 4 Discussion - Post your initial thread

Required readings:
Read Ch. 11 Pay Structure Decisions

Week 11
Oct 26 - Nov 1
Required activities:
Do the Ch. 11 Connect activities
Participate in Case 4 Discussion - Post responses to 2 classmates' threads

**Required readings:**
Read Ch. 12 Recognizing Employee Contributions With Pay

**Required activities:**
Nov 2 - Nov 8
Do the Ch. 12 Connect activities
Participate in Case 5 Discussion - Post your initial thread

**Required readings:**
Read Ch. 13 Employee Benefits

**Required activities:**
Nov 9 - Nov 15
Do the Ch. 13 Connect activities
Participate in Case 5 Discussion - Post responses to 2 classmates' threads

Nov 16
- Current Issue Summary 2 Due

**Week 14**

Nov 16 - 22
- Take Exam 3 (Chapters 9 - 13)