Course Syllabus
FCBE MGMT 7250-003 – Strategic Human Capital Management
Fall Semester, 2020
3.0 Credit Hours

Instructor: Dr. Kristen P. Jones
E-mail: kpjones4@memphis.edu
Office: FAB 201
Office Hours: By appointment via Zoom

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

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

Course Textbook:
- Additional readings posted in eCourseware

Course Format:
This course will be taught in a virtual environment and will include a combination of both synchronous (i.e., live case discussions on Zoom) and asynchronous (i.e., independent) learning. Students will review course material and complete assigned readings/activities independently on eCourseware each week. Approximately every two weeks, we will meet as a class via Zoom for case discussions (see schedule below for specific dates and times of synchronous meetings). During our final synchronous meeting, students will present their final projects virtually to the class.
Course Objectives:

This course provides Executive MBA students with an overview of theories, research, and practice in managing human capital in business organizations. The theme of this course is gaining a competitive advantage in business organizations using strategic human capital management practices. Course topics are covered by assigned readings, independent engagement with the material and activities on eCourseware, synchronous virtual case discussions on Zoom, and virtual student presentations. I cover strategic human capital management topics in the following areas: (a) strategic approach and developing a human capital management strategy; (b) job design and job analysis; (c) employee recruitment; (d) employee selection; (e) employee retention; (f) employee training and development; (g) performance management; (h) ethical issues in HRM; (i) managing diversity; and (j) EEO and legal environment.

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

1. Partner with HR professionals to implement strategic human capital management practices in a business organization
2. Develop skills necessary for strategically recruiting, selecting, training, developing, evaluating, and retaining employees in business organizations
3. Identify human capital management problems and strategic solutions to those problems in business organizations using critical thinking skills
4. Understand legal and ethical issues in managing human capital

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

Fogelman College: Learning Outcomes for Your Degree

This course is designed to help you to meet the learning objectives for the EMBA degree offered by the Fogelman College. Please review the learning objectives as a student in the EMBA program:

- EMBA Degree Learning Outcomes (opens in new window)

Professor's Expectations of Students:

You and I are responsible for making this course a positive learning experience. My teaching goals are to facilitate in-class discussions of course material, integrate course material in a manner that allows you to gain a sense of mastery of the topics covered, and promote critical thinking with respect to major topics in strategic HRM. I expect that you will have completed all assigned readings prior to our synchronous class discussions and that you are prepared to discuss these readings in class.
Grading and Evaluation Criteria:

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

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

- Team Project – Written Paper (100 points)
- Team Project – Oral Presentation (30 points)
- Participation in Synchronous Case Discussions (40 points)
- Participation in eCourseware Discussion Board Activities (30 points)

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

<table>
<thead>
<tr>
<th>Point Range</th>
<th>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>

Course Activities:

1. Team Project

Your team will develop a strategic human resource plan for a local fictitious or real small- or medium-size for-profit business. **The basis for your team’s project will be job descriptions for four key positions in the organization.** You do not need to create the job descriptions. Although this project is not intended to be a comprehensive strategic plan covering all areas of human resource management, the “strategic” aspect means that all components must fit together and support each other, with the job descriptions as the basis for all decisions your team makes.

Your team will develop the following for each of the four key positions:

1. recruitment plan (see Ch 4 & 5)
2. selection plan (see Ch 6)
3. training and development plan (see Ch 7 & 9)
4. performance management plan (see Ch 8)
5. retention plan (see Ch 10)

I would encourage you to read the chapters in parentheses above and review the associated PowerPoints on eCourseware as a starting point for this project. In addition, you should use
O*NET online (www.onetonline.org) as a starting point for job descriptions and customize as needed.

For each component of the plan, your team must identify the “what” and “why.” In other words, don’t just present what you are doing – discuss why you are doing it. This can be accomplished through using scholarly and practitioner references available via UM's library, the course textbook, course materials, and other relevant sources.

Please also include a summary section for each of the five components above (recruitment, selection, training & development, performance management, retention) describing a “bird’s-eye view” of key similarities and differences in your strategy across the four key positions. For example, how do your recruiting strategies compare for each of the four positions? Are they similar, different? Why or why not?

I do not intend to impose rigid, non-negotiable instructions for the content of the project. I’m open to your team proposing something that is different from what is described above. I encourage creativity and “thinking outside the box.” Regardless of the content of the projects, all teams must submit a written paper and make an oral presentation as described below.

I will grade your team's project using the following criteria: relevance of content; clarity, organization, and completeness; clear justification for the decisions your team made in each component of the plan; quality and variety of sources cited; length to contribution ratio; spelling, grammar, and punctuation; and professionalism. The maximum page length (single-spaced) for the written paper is 40 pages. The plan's overall grade is the grade that each team member receives for his or her paper assignment. However, I reserve the right to assign you a lower grade than your teammates on the team project if it is obvious that you have not contributed your fair share of the work. In addition to submitting the project in writing, each team will present an overview of their project orally to the class. All team members must participate in the oral presentation.

The oral presentation will be delivered virtually during our final synchronous meeting on Thursday October 1st from 5:30-8:30pm. Each group’s presentation should not be longer than 45 minutes (but can be shorter). The written paper and PowerPoint slides for the oral presentation are due on October 1st and should be submitted to the Dropbox folders on eCourseware (only one copy of each per team).

2. eCourseware Discussion Board Activities

Throughout the semester, there will be three discussion board activities for you to complete on eCourseware. Typically, this will involve watching a TedTalk and posting your thoughts on the content/message of the talk. These activities will be available for you to complete on eCourseware starting August 10th and ending October 4th; however, I encourage you to complete each activity during the suggested week on the schedule below to maximize learning and in-class discussions. You can access these activities in eCourseware under the ‘Communication’ tab and then clicking ‘Discussions.’ Your responses to each activity will be graded using the following criteria: relevance and insightfulness of content; clarity and completeness; organization; spelling, grammar, and punctuation; and professionalism.
Course Policies:

E-mail

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

Attendance

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

Academic Integrity

Plagiarism, cheating and other forms of academic dishonesty are prohibited. Students guilty of academic misconduct, either directly or indirectly, through participation or assistance, are immediately responsible to the instructor of the class in addition to other possible disciplinary sanctions which may be imposed through the regular institutional disciplinary procedures. ([https://www.memphis.edu/osa/students/academic-misconduct.php](https://www.memphis.edu/osa/students/academic-misconduct.php))

Extra Credit

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

Syllabus Changes

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

Student Accommodations:

Students with accessibility issues or learning accommodation issues 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](https://www.memphis.edu/drs/index.php))
Student Health:

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

COVID-19 Notice:

As a student enrolled in an FCBE course, please be advised of the COVID-19 Resource Website (opens in new window) which contains information about student accommodation requests, health and safety requirements on campus, classroom conduct, and reporting a suspected COVID-19 illness.

Student Resources:

Students who need additional resources can visit the Dean of Students Office website at https://www.memphis.edu/deanofstudents/crisis/index.php.

Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Asynchronous Learning Activities *Required Reading Prior to Class Supplemental Reading in Italics</th>
<th>Synchronous Learning Activities</th>
<th>Synchronous Meeting Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 8/10 – 8/16</td>
<td>Course Overview; Introduction to Strategic HRM; Job Analysis &amp; Job Design</td>
<td>Read Course Syllabus Review PPT Slides on eCourseware Noe et al. Ch 1, 2, &amp; 4 Singh (2008)</td>
<td>Introductions, Course Overview, Syllabus Q&amp;A</td>
<td>Thursday 8/13 5:30-6:30PM</td>
</tr>
<tr>
<td>Week 4 8/31 – 9/6</td>
<td>Diversity &amp; Inclusion</td>
<td>*HBR Case: Jenny (A) *HBR Case: Erica (A) *HBR Case: Will (A) *HBR Article: Why Subtle Bias Is So Often Worse Than Blatant Discrimination</td>
<td>Case Discussions</td>
<td>Thursday 9/3 5:30-7:30PM</td>
</tr>
</tbody>
</table>
| Week 5 | 9/7 – 9/13 | Employee Training & Development | Discussion Board Activity #2  
Review PPT Slides on eCourseware  
*Noe et al. Ch 7, 9  
Aguinis & Kraiger (2009)* |   |   |
| Week 6 | 9/14 – 9/20 | Performance Management | *HBR Case: PM at Vitality Health  
Review PPT Slides on eCourseware  
*Noe et al. Ch 8  
Aguinis et al. 2011  
Aguinis et al. 2012* | Case Discussions | Thursday 9/17  
5:30-7:30PM |
| Week 7 | 9/21 – 9/27 | Employee Health & Well-Being; Employee Retention | Discussion Board Activity #3  
Review PPT Slides on eCourseware  
*Noe et al. Ch 10  
Butler & Waldroop (1999)  
Martin & Schmidt (2010)* |   |   |
| Week 8 | 9/28 – 10/4 | Final Project Presentations | IMPORTANT FINAL REMINDERS:  
- Complete discussion board activities by **Sunday October 4**  
- Submit written paper & PowerPoint slides for oral presentation to Dropbox folders on eCourseware by **Thursday October 1** (only one copy of each per team) | Virtual Final Project Presentations | Thursday 10/1  
5:30-8:30PM |