



**School of Business and Economics**  
**Department of Management**  
**MGMT 410 D1 Human Resources Management**  
**Spring, 2011**

***MISSION OF THE SCHOOL OF BUSINESS & ECONOMICS***

*Fayetteville State University has a long tradition of providing educational access to a diverse student population, who are seeking a relevant learning experience in the liberal arts and professions. The School of Business and Economics builds upon the University's strong teaching orientation supplementing it with pedagogical and applied research. The School graduates students who possess a sound understanding of business concepts and applications and who seek careers in management, government, and the professional disciplines. The School also serves the community as a catalyst for spurring economic development and assisting in economic education.*

**FSU Policy on Electronic Mail:** Fayetteville State University provides to each student, free of charge, an electronic mail account ([username@uncfsu.edu](mailto:username@uncfsu.edu)) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail. Rules and regulations governing the use of FSU email may be found at <http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf>

**Instructor Responsiveness:** E-mails to your instructor can be greatly facilitated by adding the course number to the subject box of your e-mail. You can expect a response to your e-mails in 48 hours.

**Student Responsiveness:** Please check your campus email and Blackboard daily.

**II. Course Description**

A study of key concepts, theories and issues in the effective utilization of human resources to achieve organizational and individual objectives. The importance of employee performance measurement is emphasized in the study of specific human resource functions and activities, including employment legal and ethical issues, employee selection, training and development, performance management, global human resource management, and compensation & benefits. Prerequisite: MGMT 311

**III. Disabled Student Services**

In accordance with Section 504 of the Rehabilitation Act and the Americans with Disabilities ACT (ACA) of 1990, if you have a disability or think you have a disability please contact the Center for Personal Development in the Spaulding Building, Room 155 (1'st floor); 910-672-1203.

#### IV. Course Text

Noe, Hollenbeck, Gerhart & Wright (2010). *Human Resource Management. Gaining a Competitive Advantage, Sixth Edition*. New York, NY: McGraw-Hill. ISBN:978-0-07-353045-5

#### V. Student Learning Outcomes

Upon successful completion of this course students will be expected to:

- a.) Identify, describe and explain the main objectives of the strategic approach to Human Resources Management (HRM).
- b.) Understand the legal issues affecting HRM functions and decisions.
- c.) Possess an understanding of the critical measurement issues involved in and underlying HRM activities.
- d.) Understand and know how to go about performing many of the HRM activities important in organizations, such as job analysis and job design, planning, recruitment, selection, performance management, training and development, and compensation.
- e.) Identify, articulate and analyze significant current and emerging trends and ethical issues in HRM.

#### VI. Course Requirements and Evaluation Criteria

##### A. Grade Distribution:

- 30% Exams (3 at 10% each)
- 20% Quizzes & Assignments
- 40% Position Paper/Job Analysis Project (2 at 20% each)
- 10% Class Participation

##### B. Grading Scale

- A 92%-100%
- B 83%-91%
- C 73%-82%
- D 64%-72%
- F 63% or less (failure)

Students' final course grades will be based on exams, quizzes and assignments as follows: Criteria for evaluating all papers and presentations will be given in advance. *All assignments are considered due before 11:55 PM on the due date* **Assignments turned in after the deadlines will lose 10 points per day (you must contact your instructor prior to the due date to turn in late work. Otherwise late work will result in a zero). Make-up exams will not be given.** Students are expected to plan their schedules to accommodate exam times. If you must miss one, you can take the optional comprehensive final exam to make up for the missed score.

Please note the following University policies:

**INTERIM GRADE X = NO SHOW** – Assigned to students who are on a class roster, but never attend class. For warning purposes only; NOT a final grade.

**INTERIM GRADE EA = EXCESSIVE ABSENCES** - Assigned to students whose class absences exceed 10% of the total contact hours. For warning purposes only, NOT a final grade.

**FN = FAILURE DUE TO NON-ATTENDANCE** – Assigned to students who are on class roster, but never attend the class. An FN grades is equivalent to an F grade in the calculation of the GPA.

## NOTE TO STUDENTS ABOUT CLASS WITHDRAWALS:

- **Students receive no refund for withdrawing from individual classes and they slow their progress toward degree completion.**
- **Students who withdraw from or fail more than one-third of their classes will no longer be eligible for financial aid.**
- **STUDENTS MUST STRIVE TO EARN CREDIT FOR ALL THE CLASSES IN WHICH THEY ENROLL. STUDENTS SHOULD WITHDRAW FROM CLASSES ONLY WHEN IT IS ABSOLUTELY NECESSARY.**
- Withdrawal from class means you are withdrawing from 1 or 2 classes that you will not be attending and you have other classes on your schedule that you will attend. Effective Fall 2009, students will be allowed only 5 withdrawals from class for the remainder of your college career. The 6th W will be calculated as "F". From: <http://www.uncf.edu/registrar/withdrawals.htm>.

## Course Requirements:

**Class Participation:** Students are expected to fully participate in class activities and case problems. Students are ***strongly encouraged*** to provide their own work and organizational experiences as inputs to class discussions. Respect and encouragement for fellow classmates and instructor is expected. Your participation will be measured by your responsiveness to forum Discussion Board activities (**at least two original posts per week and at least two responses to your classmates posts per week**) as well as the depth of your responses.

**Honor Code:** Fayetteville State University students and members of this class pledge to uphold and live proactively by the code of honor of this university.

**Quizzes & Exams:** Quizzes will be true/false and multiple choice format within blackboard weekly. There will be 3 exams (and a final optional comprehensive exam). Course exams will include both multiple choice, T/F and essay questions. Essay questions will come directly from the study guide questions posted in course documents. Multiple choice and T/F questions are based on both the study guide as well as textbook readings. A final optional comprehensive exam will be used to remove/replace a missing or your lowest Exam Score.

**Assignments:** Assignments include activities such as group and individual case study analysis and discussion questions and graded forums. Some may be group activities and the group members will be assigned by the instructor. Guidelines for other assignments will be given on-line. Non-response to graded forums and Discussion Boards will result in a zero grade for that assignment.

**Position Paper:** This writing assignment involves using the class materials to evaluate and take a position regarding a contemporary HRM issue. Guidelines for the assignment can be found in "Course Assignments." The paper will not be graded until the student has completed the requirements for the paper: submitted the work to Turnitin, posted the summary in discussion board, and uploaded the paper to digital drop box.

**Job Analysis:** Details for this project will be presented in the assignments section. You will need to choose a person to interview for this assignment. The person cannot be your spouse or a family member.

## VII. Academic Support Resources

To facilitate student success, *Blackboard* will be used for on-line quizzes, the distribution of additional course materials and other activities. *Smartthinking*, and *Turnitin*, as well as *the FSU Writing Center* are available to students to support writing assignments. Directions for access/usage of these resources will be given in class as needed. If this is your first on-line course, it is strongly suggested that you work through

the tutorials available in blackboard. If you find yourself failing any aspects of this class, early communication with the instructor is integral to your ultimate success.

## VIII. Tentative Course Outline & Schedule

See the Course Documents for folders containing materials and assignments for each week.

<b>Week 1 Jan 10</b>	<b>Introduction to course; Chap 1: HRM: Gaining a Competitive Advantage Syllabus Quiz; Quiz 1; Pre-tests for Reading; Success Factors Quiz; Discussion Board</b>
<b>Week 2 Jan 17</b>	<b>Chap 2: Strategic HRM; Begin Chapter 3 Legal Issues Quiz 2; Discussion board</b>
<b>Week 3 Jan 24</b>	<b>Chap 3: The Legal Environment; Quiz 3; Discussion Board</b>
<b>Week 4 Jan 31</b>	<b>Chap. 4 The Analysis and Design of Work Quiz 4; Discussion Board</b>
<b>Week 5 Feb 7</b>	<b>Chap. 5: HRM Planning &amp; Recruitment Quiz 5; Discussion Board</b>
<b>Week 6 Feb 14</b>	<b>Chap. 6: Selection &amp; Placement; Review Quiz 6; Discussion Board Exam 1 (Chapters 1-6)</b>
<b>Week 7 Feb 21</b>	<b>Chap. 7: Training Quiz 7; Discussion Board</b>
<b>Week 8 Feb 28</b>	<b>Job analysis due in Turnitin and Digital Drop Box; Chap. 8: Performance Management Quiz 8; Discussion Board</b>
<b>Mid-term</b>	
<b>Week 9 Mar 5-11</b>	<b>Spring Break Chap. 9: Employee Development Quiz 9</b>
<b>Week 10 Mar 14</b>	<b>Chap. 10: Employee Separation &amp; Retention; Quiz 10; Discussion Board</b>
<b>Week 11 Mar 21</b>	<b>Chap. 11: Pay Structure Decisions; Review Quiz 11; Discussion Board Exam 2 (Chaps 7-11)</b>
<b>Week 12 Mar 28</b>	<b>Chap. 12: Recognizing Employee Contributions with Pay Quiz 12; Discussion Board</b>
<b>Week 13 Apr 4</b>	<b>Chap. 13: Employee Benefits; Chap. Quiz 13, Discussion Board</b>
<b>Week 14 Apr 11</b>	<b>Chap. 14: Collective Bargaining &amp; Labor Relations Quiz 14: Discussion Board Position Paper Due in Turnitin and Digital Drop Box; Post Position Paper Summary to Discussion Board; Post comments about other students' position papers.</b>

**Week 15 Apr 18**

Chap. 15: Managing Human Resources Globally  
**Quiz 15**

**Week 16 Apr 25**

Chap. 16 Strategically Managing HRM Quiz 16  
**Exam 3 (Chaps 12-16)**  
**Final Optional Comp exam for seniors:**

**Optional comprehensive exam for non-graduating students during exam week  
April 30-May 6**

## **IX. Teaching Strategies**

This course is designed to develop student competencies in critical thinking related to human resource management. Teaching strategies may include use of class discussion board, on-line assignments, case analyses, position papers, research projects and on-line presentations. Technology skills will be developed through the use of Blackboard and other relevant software. In addition, this is designated as a reading-centered course.

## **X. Bibliography**

### **Human Resource Management Sources**

Human resources is a multi-disciplinary area of management and articles related to HR can also be found in dedicated HRM Journals as well as in specific disciplinary journals. The following list includes key journals related to HRM:

<u>Academy of Management Review Forum</u>	<u>Journal of Applied Psychology</u>	<u>Healthcare Management</u>
<u>Academy of Management Journal</u>	<u>Journal of Health and Social Behavior</u>	<u>Sloan</u>
<u>Management Review</u>		
<u>Administrative Science Quarterly</u>	<u>Monthly Labor Review</u>	<u>Industrial and Labor</u>
<u>Relations Review</u>		
<u>Harvard Business Review</u>	<u>Organizational Behavior and</u>	<u>Public Personnel</u>
<u>Management</u>		
<u>Hospital and Health Services Adm. Management</u>	<u>Human Performance</u>	<u>Journal of Public Health</u>
<u>HR Magazine and Practice</u>	<u>Health Care Management Review</u>	<u>Personnel</u>
<u>Personnel Journal</u>		

### **Suggested Readings for Human Resources**

Ulrich, D. & N. Smallwood (2004) Capitalizing on capabilities. *Harvard Business Review* (June) 119-127.

Hecker, D. (2004) Occupational employment projections to 2012. *Monthly Labor Review* (127) 80-105.

Peters, T. (1988) Restoring American competitiveness: Looking for new models of organizations. *The Executive* (2) 103-110.

(1991) ADA: The final regulations (Title 1): A lawyer's dream/employer's nightmare. *Employment Law Update*. (16)1.

Hallock, R.G. & Weaver, D.A. (1990) Controlling losses and enhancing management with TQR analysis. *Professional Safety* (35) 24-26.

Ambrose, M.L. & Schminke, M. (2003) Organizational structure as a moderator between procedural justice, interactional justice, perceived organizational support and supervisory trust. *Journal of Applied Psychology* (88) 295-305.

Zimmerman, E. (2001) What are employees worth? *Workforce* (Feb) 36.

- Middledorf, C.H. & Macan, (2002) T.H. Note-taking in the interview: effects on recall and judgements. *Journal of Applied Psychology* (87)293-303.
- Manville, B. (2003) Organizing enterprise-wide E-learning and human capital management. *Chief Learning Officer* (May) 50-55.
- McGregor, D. (1957) An uneasy look at performance appraisal. *Harvard Business Review* (35) 89-94.
- Milkovitch, G.T. (1998) Relationships among risk, incentive pay and organizational performance *Academy of Management Journal* (41) 283-297.
- Abelson, R. (2004) States are Battling Against Wal-Mart Over Health Care. *The New York Times*. Monday, November 1: A1; A13.
- Hoffman, S.K. (1992) Discrimination litigation relating to employee benefits. *Labor Law Journal* (June) 362-381.
- Caligiuri, P. (2000) The big five personality characteristics as predictors of expatriots' desire to terminate the assignment and supervisor rated performance. *Personnel Psychology* (53) 67-88.
-