

**Human Resources Management
M&IS 34180-030-201560 CRN 14509
Summer Semester 2015: July 13 – August 15, 2015
Online Course Revised 6/22/15
Instructor: Dr. George E. Stevens**

Department: Management & Information Systems
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than Northeast Ohio)
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Office Hours: I may be reached by KSU email, Skype or text

Required Text: The book needed for the class is **Fundamentals of Human Resource Management, authors Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, Sixth edition** (McGraw-Hill Irwin, 2016), 568 pp. with Connect/LearnSmart/Smartbook.

The two options available may be purchased through the KSU Bookstore or purchased directly from the McGraw-Hill publisher. However, bigger savings may occur if you go directly to the McGraw-Hill website. (You would avoid any bookstore markups.) There are two bookstore options (I believe McGraw-Hill's site may have others) to consider:

Option 1

Authors: Noe, Hollenbeck, Gerhart, and Wright, **Fundamentals of Human Resource Management 6th edition, loose leaf version** to include Connect/LearnSmart/Smartbook, has the ISBN: 9781259629754. The listed price I have is \$155.50.

Option 2

Authors: Noe, Hollenbeck, Gerhart, and Wright, **Fundamentals of Human Resource Management 6th edition, Digital access** to Connect/LearnSmart/Smartbook card for Fundamentals of Human Resource Management, 6th edition, with the ISBN: 978125930361. The price for the digital access book is \$115.00.

Do not purchase the 5th edition. The KSU bookstore may stock the 5th edition. However, there are differences between the 5th and 6th edition. You will need Connect/LearnSmart/Smartbook supplements in order to complete assignments and take graded examinations, quizzes, etc.

A possible opportunity to save money: You may check online at McGraw-Hill publishers. You might avoid bookstore markups. You will need to register in Connect to do your assignments. For McGraw-Hill

Books you will need to go to this URL to register: <http://connect.mcgraw-hill.com/class/stevens-summer2015>. You will need to register in Connect to do your assignments. Connect should provide access to several things of value listed in the previous paragraph. For example, you are required to complete LearnSmart modules to earn some of your points toward your final grade. Also Connect provides students with a set of PowerPoint slides. (These may not be the same set as the teacher has but the slides are helpful.) **NOTE:** Exams are not solely based on PowerPoint slides.

I am sending along a separate note that provides the student registration information which tells you how to register for Connect. Also, there is a student registration tutorial available if you need additional help. (See the attachments.)

In addition you may wish to check online to see if online sellers such as Amazon.com, Halfprice.com, Half.com and similar locations have relatively inexpensive copies of used copies of the 6th edition. However this is a new edition. Remember that wherever you get the book, you will still need to go to the McGraw-Hill website to purchase **Connect**. See instructions above. I will send out a registration sheet to assist you.

Suggested Reading: Business publications such as the *Wall Street Journal*, *Fortune*, *The New York Times*, *BusinessWeek*, and other sources of current business news. Part of each class will be used to discuss HRM current events.

Other Sources: Radio reports, television presentations, documentaries and other media sources of information on the state of world business affairs.

Course Withdrawal Deadline:

For Summer III, 2015 the course withdrawal deadline is **Sunday, August 2, 2015. Last Day to add/drop 7/16/2015.**

NOTE: The material in this syllabus should be considered nominal and is subject to change by the instructor at any given time due to various constraints on the class, such as weather, illness of the instructor, or other such issues.

Course Objectives: Welcome to M&IS 34180, Human Resource Management! This is a course that integrates management concepts and theory with critical elements involving an organization's human resources. Laws, practices, procedures, and processes are all key components. This is a course that will allow us to blend theory and practice to help everyone better understand the practical realities of good human resources management practices and the challenges an organization's representatives may face whether the individuals represent the employee or the employer. It is hoped that you will see how management concepts and HRM concepts may be applied in the so-called "real world". The authors highlight a number of features in the book to help make the material more understandable: Best Practices, What Do I Need to Know? eHRM, Did You Know? The HR How To, and HR Oops! Each of these features helps make HRM "real". As you will learn, some of these laws have

been with us since the 1930's but that fact does not mean that obeying those laws is a simple matter.

I look forward to exploring these issues and concerns with you, sharing my experiences, learning from you, and discussing the many difficult issues that may have multiple "right answers" or perhaps none at all. People who hate ambiguity get upset when I say, "It all depends..." HR operates in a world populated by people. Many factors come into play often creating what appear to be unique situations. By the end of this Summer term, I hope that you acquire a set of tools that allow you to analyze human resource management issues both in your personal and professional life, as well as the enthusiasm and desire to use them.

Common Courtesy:

As a faculty member I am here to serve our students, faculty, staff, and alumni among others. Online, in the classroom, or any communication I make will be respectful to each of you and I want you to be respectful to your fellow students. In this instance, we will be online. Regardless, if I use a chat room or discussion group technology, I expect people to be respectful.

1. Whether in a Chat Room, Discussion Group or other electronic media; be disrespectful to others.
2. Fail to meet deadlines for the various assignments; the five-week term will move along rapidly with relatively little outside of class time for getting classwork done!
3. Engage in unethical or other inappropriate behavior with regard to completing assignments including quizzes and examinations.
4. Do copy or plagiarize (copywritten without attribution to that person). The latter is important when student completes an essay or other written assignment.
5. Exhibit disrespectful behavior towards the instructor.

Please obey these rules. I have no desire to engage in punitive behavior. Any form of academic cheating has a penalty that ranges from receipt of a zero on a paper or exam to expulsion from the course with a failing grade to recommendation of dismissal from your academic program.

The Following Policies Apply to All Students in this Course

- A.** Students attending the course who do not have the proper prerequisite risk being deregistered from the class.
- B.** Students have responsibility to ensure they are properly enrolled in classes. Should you find an error in your class schedule, you need to correct the error with your advising office no later than Sunday, August 2, 2015. If registration errors are not corrected by the stated date

of July 13, 2015 for Summer III classes and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

Class Format:

Class will consist mostly of your reading of the text, the Tegrity lectures, discussions and use of video or other supplements. I am likely to use some materials from other sources – not just the textbook. A portion of the class will be used to learn from students what they have seen, learned, read about, or experienced on the job as these experiences relate to the topic under discussion. I may survey the class electronically. **Do check your devices and Blackboard for messages from me about the class and about assignments!**

Please do the LearnSmart assignments and other graded assignments as scheduled. If you miss an assignment due to your failure (“I forgot, oops didn’t know we only have a week to do LearnSmart modules...”) during a designated timeframe you cannot make it up. In each week we will have lectures and discussion on a given topic or topics as indicated in the class schedule. If I am unable to complete all that we need to do in a given session, we may carry it over to the next session. This may at times change the schedule of the course. Should you fall behind, it will be useful for you to keep in touch with a classmate and/or the instructor. I do expect to have materials online so that you can go back later. However, some graded materials (LearnSmart modules) have deadlines for earning a grade.

Each summer class session I conduct will be through the use of Tegrity, a McGraw-Hill tool that allows me to record lectures and make these available to each student when they are able to review the materials. I am likely to add materials that are not in the book. Special topics on international issues, clothing worn in selected countries, cultural issues and mores are likely to be topics of conversation I discuss on Tegrity. If I employ chat rooms or discussion groups to the course, you can assist by engaging in discussion when those opportunities present themselves and in thinking about the issues we talk about.

Examinations:

There will be five non-cumulative examinations in this course. Each exam will cover the material since the previous one. The final exam, the fifth exam will not be comprehensive. Quizzes may come from non-textbook sources. Keep in mind, however, that prior knowledge will be important for understanding future material. Material for the exams will come from the several sources including: (1) Tegrity class lectures (2) readings from the textbook 3) class discussion online (4) videos (5) news articles, and (6) other materials. **Each exam will be worth 100 points out of the 600 point total.** Exam grades will not be curved. The exam questions will consist of true-false, multiple choice and short essay questions. The examinations, quizzes and other graded items will be offered electronically through Connect (a

McGraw-Hill product. On exam days:--

- You need **Connect**, your **Connect student ID**, and **Connect course information** for this class.
- You need a **reliable computer** and **reliable internet** when you are taking your examination or other graded assignment in **Connect**.
- You need to allow time to **complete** the examination or quiz.
- Remember, once you begin the examination do **NOT** attempt to “**pause**” the computer, or assume that you can save your work and later return to finish the exam. If you leave the exam, the testing technology will assume you are **done**. You cannot get back in to complete the test!

Makeup exams will be given only when absolutely necessary. **In order to take a makeup exam you must present the instructor with written documentation for the reason a makeup exam is requested. I will then make a determination as to whether a makeup exam is appropriate. You need a valid, legitimate reason!**

Grade Components:

The final course grade will be based on a total of **600** points and weighted according to the following scheme:

Exam 1	100 points	Chapter 1-3
Exam 2	100 points	Chapter 4-6
Exam 3	100 points	Chapter 7-9
Exam 4	100 points	Chapter 10-12
Exam 5	100 points	Chapter 13-15
Quizzes (2)	20 points	Assigned materials
LearnSmart	80 points	Chapters 1 – 16

(Must get **60%** or higher for all items in each chapter of a LearnSmart Module to get credit!)

600 points

+ **Extra Credit 20 points** (To be assigned)

+FAQ: Extra Credit is obtained by successfully completing assignments randomly provided by the instructor typically distributed during the five week period. Dates are determined for nearly all assignments. My calculations of final grades are based on the 600 total, not 620 but a student CAN earn as many as 620 if he/she earns all points including the extra credit!

As listed above, part of the grade will be derived by successfully doing LearnSmart assignments on the McGraw-Hill Connect website using Smartbook. These assignments will reinforce your knowledge of the subject matter and enable you to perform better on exams.

Course Grading Scale – No Plus or Minus Grades

<u>Percentage</u>	<u>Letter Grade</u>	
90 – 100 percentage points	A	540 points = 90%
80 – 89	B	480 points = 80%
70 – 79	C	420 points = 70%
60 – 69	D	360 points = 60%
Below 60	F	Less than 360 points (60%)

According to University Guidelines the grades are converted to your grade point average by the following scale:

A = 4.0
B = 3.0
C = 2.0
D = 1.0
F = 0.0

- ✓ Plan your summer carefully. You may wish to “get ahead” by taking multiple classes but please realize you don’t have an equivalent amount of time outside of class that you would have during a regular semester.
- ✓ Do not make the incorrect assumption that the examinations will only come from materials presented in the textbook. Given my experience in government, the military, small business, large corporations, academic administration, I will discuss other examples and issues as well as elaborate on managerial issues. I will attempt to convince you that theory when applied is not 100% reliable given real people are involved.
- ✓ Please carefully review the book, look at Tegrity lectures, do the LearnSmart assignments, and carefully prepare yourself before completing these assignments. Recognize that I intend to add topics that are not covered in the textbook. The book alone covers 568 pages of materials so there is a great deal to know in only five weeks.

Any issues concerning grading need to be called to my attention within one week of receipt of the grade. Grades assigned at the end of the session are not negotiable. Because of the grading system that KSU uses, there will likely be a several occasions where a student is just a few points away from the next grade. I do not round up – the time to accumulate points is during the summer term, not at the end of it. Further, the extra credit item provides an opportunity for additional points.

Doing well in the class:

There is no bell curve for this class, thus no “quota” on letter grades. This means that everyone starts the class with a chance to earn an “A”. Here are some ideas that may help you succeed.

- ✓ **Read the book:** You are responsible for material assigned in the book as well as material from lectures. While lectures and the book are designed to complement each other, there may be material in the book that is not explicitly covered in the lectures and material in lectures that is not in the book (another reason to review lectures). Do the LearnSmart modules. This is not done to punish you or “trick” you, but to help you gain the greatest understanding of management principles and theory. Note: discussions in class but not necessarily in the book are fair game, especially if the topic is discussed at some length.
- ✓ **Start studying early for exams:** Considering both the quantity and complexity of the material covered in this class in the short time frame of five weeks, cramming the night before (or worse – not studying at all) is a bad idea. Read the book chapters before and/or after Tegrity lectures, make sure you understand the terminology and theories, and ask questions of me or classmates.

- ✓ **Use your “human resources” on exam day:** I will not be in the room on exam day since these are offered electronically through Connect or Blackboard. Feel free to ask questions when the terminology, phrasing, or nuance of a question is unclear after you have read the book or seen the Tegrity lecture (preferably not right before or during the examination or quiz. Try to identify terminology questions when the lecture is given so that we can discuss items you are not sure of in class.
- ✓ **Keep your ears and eyes open outside of the classroom:** I highly recommend frequenting websites, reviewing newspapers, looking at news programs that cover business matters, management issues, industry events, and international business, etc. Seeing what is going on in the “real world” and how it relates to what you have learned in the classroom and from the textbook is rewarding both now and into the future.

Academic Misconduct:

I take academic misconduct extremely seriously. Please keep your eyes on your own paper during exams, and should you witness or suspect that others are engaging in academic misconduct, please bring it to my attention. Strict confidentiality will be maintained. You work hard to get the grade you earn; do not let others free ride off of you or your peers.

Academic honesty: Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. In addition, it is considered to be cheating when one cooperates with someone else in any such misrepresentation. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University’s policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

Disability Services:

University policy 3342-3-01.3 requires that students with disabilities be provided with reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit www.kent.edu/sas <<http://www.registrars.kent.edu/disability/> for more information on registration procedures).

Reminder: The withdrawal deadline is Sunday, August 2, 2015

Human Resources Management Tentative Schedule**

<u>Week</u>	<u>Date</u>	<u>Day</u>	<u>Topic</u>	<u>Reading Assignment</u>
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Week One – Week of July 13

Part 1 The Human Resource Environment

Overview			Introduction to Class	Read syllabus
Chapter 1			Managing Human Resources	Chapter 1
Chapter 2			Trends in Human Resource Management	Chapter 2
Chapter 3			Providing Equal Employment and a Safe Workplace	Chapter 3

LearnSmart Modules (1-4) will be available from July 13 – July 19

Exam 1 Available July 15-17, 2015 All material since start of course

Week Two – Week of July 20

Chapter 4			Analyzing Work and Designing Jobs	Chapter 4
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Part 2 Acquiring, Training, and Developing Human Resources

Chapter 5			Planning for and Recruiting Human Resources	Chapter 5
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Special Topic			Recruitment Cycle and Other Unanswered Questions	My Recruiter Experience
Special Topic			Career Services Center presentation	

QUIZ 1 (Topic to be assigned)

Chapter 6			Selecting Employees and Placing Them in Jobs	Chapter 6
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LearnSmart Modules (5-8) will be available from: July 13 – July 26

Exam 2 Available July 22-24, 2015 All material since Exam #1

Week Three – Week of July 27

Chapter 7			Training Employees	Chapter 7
Chapter 8			Developing Employees for Future Success	Chapter 8

Part 3 Assessing and Improving Performance

Chapter 9 Creating and Maintaining High Performance Chapter 9
Organizations
QUIZ 2 (Topic to be assigned)

LearnSmart Modules (9-12) will be available from: July 13 – August 2
Exam 3 Available July 29-31, 2015 All material since Exam #2

Week Four – Week of August 3

Chapter 10 Managing Employees' Performance Chapter 10
Chapter 11 Separating and Retaining Employees Chapter 11

Part 4 Compensating Human Resources

Chapter 12 Establishing a Pay Structure Chapter 12

LearnSmart Modules (13-16) will be available from: July 13 until August 9
Exam 4 Available August 5-7, 2015 All material since Exam #3

Week Five – Week of August 10

EXTRA CREDIT ASSIGNMENT (Topic to be assigned)

Chapter 13 Recognizing Employee Contributions Chapter 13
Chapter 14 Providing Employee Benefits Chapter 14
Relations

Part 5 Meeting Other HR Goals

Chapter 15 Collective Bargaining and Labor Relations Chapter 15
Special Beyond U.S. Borders:
Topic Thoughts from visits to 26 countries

Commencement August 15 All material since Exam #4 Except Chapter 16!!

***These assigned dates are subject to change. If such changes are contemplated I will notify you ASAP.*

Exam 5 Available August 12-15, 2015 All material since Exam #4

Latest revision: June 25, 2015

Human Resource Management (HRM) is of key and strategic importance to the project-oriented organization. Every time a new project or program is started, the human resource (HR) configuration of the organization changes. Within this dynamic environment, different and additional practices are required from the traditionally managed organization. However, in spite of this, the needs of HRM in the project-oriented organization have not received the attention they should in the HRM or project management literature. We are undertaking a Human Resource Management is also a premeditated approach to manage people and the work culture. An efficient human resource management enables the workforce of an organization to contribute efficiently and effectively towards the overall achievement of a company's goals and objectives. The traditional method of human resource management involved planned exploitation of staffs. This new function of human resource management involves HRM Metrics and measurements and strategic direction to display value.