INSTRUCTOR: Dr. Donna E. Ledgerwood, Ph.D., SPHR-SCP

OFFICE: BLB 379E

PHONE: 940-565-3157 (UNT office)

E-MAIL: Through BlackBoard Email

T.A. & BB Specialist: Alyssa Moore

STUDENT ELECTRONIC CONFERENCE HOURS: Emails will be answered within 24 hours

Please check your UNT email and the course Announcements in Blackboard frequently throughout each week of the semester. These are the primary means of receiving important information regarding your class. I will provide replies to your emails within 24 hours. While I cannot guarantee an immediate reply, I will do my best to respond in a timely manner. Your questions and concerns are important to me.

REQUIRED TEXT:


CATALOG DESCRIPTION:

Introduction to personnel management. Topics include employment, placement and personnel planning, training and development; compensation and benefits; health, safety and security; and employee and labor relations. Please note that you can access the 2016 listing of Human Resource Management functional areas at www.shrm.org.

There are no prerequisites for this course for majors or non-majors.
COURSE OVERVIEW:

MGMT 3860 is a junior-level survey course that provides an overview of the field of human resource management (HRM). Human resource management is defined as organizational systems designed to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

Utilizing the functions of the Society for Human Resource Management’s Body of Competencies and Knowledge (BoCK, topics include: Leadership and Navigation; Business Acumen; Ethical Practice, Relationship Management; Consultation; Critical Evaluation; Global and Cultural Effectiveness and Communication. HR areas of Expertise (HR Knowledge Domains) include People, Organization, Workplace and Strategy.

COURSE OBJECTIVES:

1. To develop an understanding of the functions of human resource management and the role HR plays in the management process.
2. To understand the role of the general manager in managing human resources. All managers are partly human resource managers.
3. To introduce students to the traditional functional areas of human resource management, including, planning, recruitment and selection, training and development, compensation and benefits, performance management and appraisal, employee and labor relations, and health and safety.
4. To provide students with an understanding of the social, political, and legal environments affecting the human resource management function.
5. To encourage students to critically examine important contemporary issues influencing the management of human resources.
6. To provide a background for further study in advanced courses in business, human resource management and industrial relations.
7. To consider the information presented in your text, in the readings and additional information provided to you from the viewpoint of (a) the owner(s) of the company/organization, (b) from the mid-level and lower-level managers and (c) individual employees (like you). When thinking of the information, look at it in your life and how it will influence your personal, professional and familial decisions.
SPECIFIC COURSE OBJECTIVES TO DEVELOP YOUR COMPETENCIES:

1. To understand the strategic implications of human capital in the global marketplace, as well as the financial impact of HRM activities on the bottom line. (Ch. 1 & 2).

2. To investigate the legal framework for equal employment opportunity programs and understand the relationship between managing diversity and EEO programs. (Ch. 3 & 4).

3. To understand how the corporate business strategy can be integrated with strategic workforce planning, as well as the process of designing and analyzing individual jobs. (Ch. 5).

4. To identify the relevant labor markets for recruiting qualified candidates and understand the process of generating a pool of qualified applicants from which new employees may be selected (Ch. 6).

5. To understand the methods used to select employees, including the role of validity and reliability, and the legal issues that surround the process of employee selection (Ch. 7).

6. To define training and describe the phases of the training process from needs assessment to evaluation (Ch. 8).

7. To distinguish between performance appraisal and performance management, and identify the important components of a performance appraisal system (Ch. 9).

8. To better understand the difference between short term jobs and the need to set your own personal, professional and familial strategies and try to look at career opportunities in relevant cities and countries. (Ch. 10).

9. To investigate the complex areas of compensation and benefits, and understand the process involved in the design and implementation of a total compensation package (Ch. 11 & 12). You will read the FLSA and the newest changes.

10. To understand the nature and importance of union-management relations in the workplace (Ch. 13). Please also pay attention to the news. The Supreme Court is about to make a decision related to union dues and agency shops.

11. To understand the nature of employee rights, the role of procedural justice in conflict resolution between employee and managers, and the process involved in implementing organizational discipline (Ch. 14).

12. To understand the components of risk management, and the legal issues that influence worker safety and health (Ch. 15).
13. To understand the complexities of recruiting, selecting and managing employees (and maybe your career) for international assignments (Ch 16).

14. To cultivate your curiosity to want to know more about managing your life

**COURSE ORGANIZATION:**

This course is offered 100% online through Blackboard Learn. It is the student’s responsibility to access online materials and complete course requirements as assigned in the course schedule provided at the end of the syllabus. All online assignments and exams are due on Central Standard or Daylight time, depending on the time of the year. If you are in a different time zone, you must be aware of the time differences and plan accordingly.

Internet access is required for this class. General information about Blackboard Learn is available through the “Student Resources” link on the Blackboard Learning system home page. Be sure to check your Browser settings in accordance with the Blackboard requirements or you may encounter technical problems with this course. Furthermore, it is best to use Mozilla Firefox, Chrome, or Safari. **DO NOT USE INTERNET EXPLORER OR GOOGLE CHROME. IN ADDITION, BE SURE YOU ENABLE POP-UPS AND CLEAR YOUR CACHE WHEN TAKING EXAMS.** If you do not have Internet access at home, labs are available on campus.

**BE SURE THAT YOU ARE USING A RELIABLE COMPUTER AND INTERNET CONNECTION! FURTHERMORE, DO NOT TAKE QUIZZES USING A WIRELESS CONNECTION. IT IS ALSO BEST NOT TO WAIT UNTIL THE LAST MINUTE TO COMPLETE AN EXAM OR AN ASSIGNMENT.**

**TWO IMPORTANT CAVEATS FOR YOU TO KNOW:**

First, please keep a copy of your grade sheet for each exam or paper as well as for bonus points. Remember: CLEAR is the source which gives and keeps track of your exams and grades on BlackBoard (BB). If a student says s/he took a test but there is no record of this grade on BlackBoard, then the student has no documentation to support his or her claim UNLESS the student has saved the results page electronically or in hard copy showing the grade.

Second, try to take your exams during the hours your BB consultants are available to help you in case you get “kicked out” of an exam or something weird like that occurs.

Please note that your instructor is not equipped to deal with any technical problems students may have with the Blackboard Learn system. If you experience technical
problems, please contact the Help Desk at 940-565-2324 or helpdesk@unt.edu. To visit in person, the Help Desk is located in Sage Hall, Room 130. Individual problems that are not system-wide will not be considered in granting make-up work.

**Help Desk hours are open:**

Monday-Thursday 8am-midnight  
Friday 8am-8pm  
Saturday 9am-5pm  
Sunday noon-midnight

The office (Sage Hall 130) is closed to walk-in traffic each weekday evening at 8pm, and on Saturday and Sunday. Phone or email support (940-565-2324 or helpdesk@unt.edu) is available during all regular business hours.

**COURSE REQUIREMENTS:**

4 Examinations and 1 Paper

There will be four timed, open book/open note (see the Course Schedule at the end of the syllabus) exams scheduled during the semester. These exams should be completed individually and independently without help. In addition, there is a MANDATORY PAPER which counts the same (up to 100 points) as a test grade. ALL FOUR EXAMS AND YOUR COMPETITIVE ADVANTAGE (PFP) TERM PAPER ARE MANDATORY.

There also will be fifth exam offered during the last week of the semester. This an optional cumulative exam that will serve as a makeup exam if you missed one mandatory grade. For students who have not missed any exams or the mandatory paper, this exam can replace your lowest exam score and thus improve your grade in this course! 😊

Please note that chapter outlines and power points provided on Blackboard are not substitutes for reading the book. They do, however, provide a valuable study guide when preparing for exams.

Each exam will consist of 50 multiple choice questions. Grade adjustments on exams are based on the statistical (item) analysis of each question. Each exam question will be reviewed for evidence that a question or answer is unclear or that there is a statistical pattern of the same missed questions with the same wrong answers. The students' scores will be adjusted automatically if the instructor decides there is this type of evidence to support doing so.

**Chapter Quizzes**

Each chapter requires completion of a 5-point chapter quiz. There are 16 total chapter quizzes. All quizzes are open book and open note and should be completed independently without outside help. Each quiz contains 5 multiple-choice questions and has a time limit of 10 minutes to take the quiz. You can take the quiz only once and if you do not complete the quiz by the deadline, you will receive a zero. There is no provision for taking a missed quiz, and no quiz
will be given at a time other than what is specified in the course schedule. Once a quiz closes, it will not be reopened. You have a week to complete each quiz. Quiz results are provided when all quizzes are electronically graded, and may not be accessed again.

**PFP/Competitive Advantage Assignment**

(You can earn up to 100 points on this assignment which is EQUAL TO A TEST GRADE in this class). These points will be added to your total points just like your tests. Your work for this exercise requires you to conduct primary and secondary research about YOU and about your strategy for your (a) personal, (b) family and (c) professional (PFP) life. For each question below, please consider and respond to these three facets of your life (PFP).

You should answer each question individually and then turn in a paper not less than 8 pages and not more than 10 pages long (excluding references) which contains your research related to (1) selecting your desired employers, (2) building your 10 interview questions you asked your three desired employers, and (3) choosing information which will be critical to having a successful life personally, family-wise and professionally. Your paper should be in Times New Roman font and should have all margins be 1 inch.

When writing your paper, please look carefully at the Critique Criteria for Establishing Your Competitive Advantage which follows the 33 PFP questions. The criteria on the Rubric (Critique Sheet) are the grading items used to grade your Competitive Advantage term paper. Your answers to the questions below are worth 20 points, the answers employers gave responding to the 10 questions on your interviews you used for gathering data are worth 20 points, and the research for and writing of your paper are worth 60 points for an assignment grade (up to 100 points). All work must be submitted electronically on or before midnight Friday, April 8, 2016. No late papers will be accepted in order for you to receive your grade from this assignment which then may determine whether you need to take the comprehensive final. Items 1 – 9 are meant to help you position yourself for your research. Items 10 – 33 are the items graded for determining points given for your efforts to develop your competitive advantage.

Please see BlackBoard for full assignment details.

**GRADING:**

Your final grade will be calculated as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Exams worth 100 points each</td>
<td>400</td>
</tr>
<tr>
<td>1 Mandatory paper worth up to 100 points</td>
<td>100</td>
</tr>
<tr>
<td>16 Chapter Content Quizzes (16 @ 5 points each)</td>
<td>80</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>10</td>
</tr>
<tr>
<td>Student Information Survey (Completion)</td>
<td>5</td>
</tr>
<tr>
<td>COB Ethics Statement (Completion)</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
</tr>
</tbody>
</table>
To make an A you will need to make 540 – 600 points
To make a B you will need to make 480 – 539 points
To make a C you will need to make 420 – 479 points
To make a D you will need to make 360 – 419 points
To make an F you will need 359 points or less

POLICY FOR STUDENTS WITH DISABILITIES:

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the Office of Disability Accommodation website at http://www.unt.edu/oda. You may also contact them by phone at 940.565.4323.

Special Note about Blackboard Learn. Blackboard Learn is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Blackboard Learn complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and those using assistive technologies, such as screen readers, to fully use the software.

NOTICE TO F1 VISA HOLDERS:

For F–1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F–1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].
UNIVERSITY OF NORTH TEXAS COMPLIANCE:

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. If such an on-campus activity is required, it is the student’s responsibility to do the following:

1. Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

2. Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose, and it is the student’s responsibility to provide this form to the instructor as directed. F-1 Visa holders may be required to attend weekly scheduled office visits throughout the term.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

SCHOLASTIC CODE OF CONDUCT:

Below is the link to the UNT Policy on Academic Integrity that governs student standards on academic integrity and issues related to academic dishonesty:
http://www.unt.edu/policy/UNT_Policy/volume3/18_1_16.pdf change this

Violation for any noncompliance with university policy will be strictly enforced.

SETE:

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. It is very important that you take a few minutes to participate in the SETE as constructive feedback is very important, and it provides information I need to continually improve the quality of the course.

A departmental teaching evaluation may also be administered. All students should fill out this survey as well.
IMPORTANT SEMESTER DEADLINES

Friday, October 2\textsuperscript{nd}  
Last day to drop with an automatic W.

Monday, November 2\textsuperscript{nd}  
Last day to drop with consent of instructor with either W or WF

Friday, November 20\textsuperscript{th}  
Last day to withdraw from all courses for the semester.

TENTATIVE CLASS SCHEDULE MGMT 3860.003  
Spring 2016

The following is a tentative class schedule. The instructor reserves the right to alter this schedule as circumstances may dictate. Changes will be communicated through Announcements on Blackboard.

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignments Available</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/19</td>
<td>Quizzes 1-4 Available</td>
<td></td>
</tr>
<tr>
<td>2/11</td>
<td></td>
<td>Quizzes 1-4 Due</td>
</tr>
<tr>
<td>2/15</td>
<td>Exam 1 (12:00 am)</td>
<td>Exam 1 (11:59 pm)</td>
</tr>
<tr>
<td>2/16</td>
<td>Quizzes 5-8 Available</td>
<td></td>
</tr>
<tr>
<td>3/8</td>
<td></td>
<td>Quizzes 5-8 Due</td>
</tr>
<tr>
<td>3/10</td>
<td>Exam 2 (12:00 am)</td>
<td>Exam 2 (11:59 pm)</td>
</tr>
<tr>
<td>3/11</td>
<td>Quizzes 9-12 Available</td>
<td></td>
</tr>
<tr>
<td>3/31</td>
<td></td>
<td>Quizzes 9-12 Due</td>
</tr>
<tr>
<td>4/4</td>
<td>Exam 3 over Chs. 9 – 12 (12:00 am)</td>
<td>Exam 3 (11:59 pm)</td>
</tr>
<tr>
<td>4/5</td>
<td>Quizzes 13-16 Available</td>
<td></td>
</tr>
<tr>
<td>4/8</td>
<td></td>
<td>Competitive Advantage Due</td>
</tr>
<tr>
<td>5/4</td>
<td>Exam 4 (Final) over Chs. 13 - 16</td>
<td>Quizzes 13-16 Due</td>
</tr>
<tr>
<td>5/9-12</td>
<td>Exam 5 (Optional Cumulative Exam) to be taken anytime in this window</td>
<td>Grades due in to UNT’s Registrar by Monday, May 16 at 1pm</td>
</tr>
</tbody>
</table>

THANK YOU FOR THE PRIVILEGE OF WORKING FOR AND WITH YOU DURING THIS SPRING SEMESTER! IF EVER I CAN HELP YOU, PLEASE EMAIL ME AT DONNA.LEDGERWOOD@GMAIL.COM OR DONNA.LEDGERWOOD@UNT.EDU. YOU CAN ALSO CALL OR TEXT ME HOME/OFFICE 214-704-4484 OR 940-565-3157.