Office: BA 379A; Conference Hours: Tuesdays: 11:00am – 12:30pm; Wednesdays 3:30pm - 6:30pm; Thursdays: 2:00pm - 6:30pm by appt. E-mail: donna.ledgerwood@unt.edu. UNT Telephone: 940-565-3157; UNT Fax: 940-565-4394; Cell: 214-704-4484


<table>
<thead>
<tr>
<th>WEEK/DATES</th>
<th>MATERIAL TO BE COVERED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>#1</strong> Tuesday, August 26 &amp; Thursday, August 28</td>
<td>Introductions &amp; clarification of performance criteria and course rationale. Discuss format for first exam and term papers and exercise. Topic for the OPTIONAL term paper is due October 2. How TQM and diversity in the work place relates to improved S &amp; H health records. How H &amp; S relates to you. Your PFP exercise is important for you to do! <strong>PFP exercise refers to your Personal, Familial and Professional criteria.</strong> Discuss Chapters 1 and 2. HR in a Globally Competitive Business Environment and Begin The Financial Impact of HRM Additives.</td>
</tr>
<tr>
<td><strong>#2</strong> Tuesday, September 2 &amp; Thursday, September 4</td>
<td>Discuss Chapter 3 – The Legal context of Employment Decisions. We also will discuss current topics in EEO practices. It is more than just lawsuits.</td>
</tr>
<tr>
<td><strong>#3</strong> Tuesday, September 9 &amp; Thursday, September 11</td>
<td>Discuss term paper topics and criteria. Discuss Chapter 4 – Diversity at Work Discuss Chapter 5 – (Planning for People) Planning for a job and career is similar to an employer’s planning for finding the best workforce. Discuss PFP exercise.</td>
</tr>
<tr>
<td><strong>#4</strong> Tuesday, September 16 &amp; Thursday, September 18</td>
<td>Discuss Chapter 5 (Planning for People), the PFP exercise, and prepare for Exam 1. <strong>Exam 1 on Thursday, Sept. 18 over chapters 1 – 5</strong></td>
</tr>
<tr>
<td><strong>#5</strong> Tuesday, September 23 &amp; Thursday, September 25</td>
<td>Tuesday - Return Exam 1 – Do rewrites – Set format for Exam 2 Thursday – Return Revised Grades. Discuss Chapter 6 (Recruiting)</td>
</tr>
<tr>
<td><strong>#6</strong> Tuesday, September 30 and Thursday, October 2</td>
<td>Discuss Chapter 7 (Staffing) – Statistics are important to know. Discuss Chapter 8 (Training) – Development is important too. <strong>Topic for Optional Paper Due</strong></td>
</tr>
</tbody>
</table>


Tuesday, October 7 and Thursday, October 9 - Students may be dismissed on Tuesday, October 7 if you have a sponsorship to attend HR Southwest Conference of SHRM (October 5 – 7 at the Fort Worth Convention Center)

**Tuesday** - Discuss Chapter 9 – Performance Management – Working with/for irascible people.
**Thursday** – Discuss Chapter 10 – Managing Careers – Prepare for Exam 2 over chapters 6 - 10

---

**#8** Tuesday, October 14 and Thursday, October 16 –
**Tuesday** – Exam 2 over Chapters 6 – 10

**Thursday, October 16** – Go over Exam 2 and do rewrites

---

**#9** Tuesday, October 21 and Thursday, October 23
**Tuesday Return Exam 2 – Do rewrites – Set format for Exam 3**
**Thursday** – Discuss Chapter 11 – Pay and Incentive Systems (Compensation or Total Rewards)

---

**#10** Tuesday, October 28 and Thursday, October 30
**Finish discussing Chapter 11 and start to discuss Chapter 12**
**Discuss Chapter 12 – Indirect Compensation: Employee Benefits**

---

**#11** Tuesday, November 4 and Thursday, November 6
**Term papers due by class end on November 6 – No extensions please**
Discuss Chapter 13 on Unions (organizing, certification election, collective bargaining and dispute resolution. This discussion will take both class periods of this week.

---

**#12** Tuesday, November 11 and Thursday, November 13
**Tuesday** – Discuss Chapter 14 - Procedural Justice
**Thursday** -

---

**#13** Tuesday, November 18 and Thursday, November 20
**Tuesday - Exam 3 over chapters 9 – 12**
**Thursday - Return tests – Go over exam and item analysis**

---

**#14** Tuesday, November 25 and **(Thursday, November 27 - Thanksgiving - No Class)**
All extra credit and papers due on Tuesday by class end. Discuss Chapter 13 – Unions

---

**#15** Tuesday, December 2 and Thursday, December 4
**Tuesday** – Discuss Chapter 14 – Procedural Justice and Ethics
**Thursday** – Discuss Chapter 15 – Safety and Health topics: Industrial Hygiene, Toxic Substances and Confined Spaces; and Bloodborne pathogen standards.

---

**#16** Thursday, December 11 1:30 – 3:30pm **Finals Exam Time**

**** ALL STUDENTS ARE REQUIRED TO SIGN OFF ON THEIR GRADES.****
COURSE DESCRIPTION & LEARNING OBJECTIVES

This course is an introductory course to prepare students to enter their chosen field with an understanding of Human Resource concepts and terms. Introductory reviews of the functional disciplines in the HR field will be an integral part of this course. Objectives of this review will be (1) to demonstrate introductory knowledge of HR concepts, (2) to exhibit a readiness to research business challenges by conducting secondary research projects (evaluate theories and secondary sources of data relevant to your project); (3) to interview (primary research) and evaluate employers for whom you want to work; and (4) to demonstrate integrative knowledge of HR functions relative to the functional areas within your chosen organization and field.

This course is intended to increase your understanding of the field of HR and increase your ability to manage people and thus employment practices within organizations on the job. There is no such thing as a "perfectly safe" environment or job. In this century, people are no longer necessarily valued for their years of seniority. Competition for employers and employees alike is brutal and no company, job nor person is indispensible. Management successes and failures are accomplished by people, with people and for people. Thus, your task during this semester is to become familiar with the key areas of concern today related to HR functions (1) when managing people in the workplace, (2) when managing your family life and when managing your professional life. Please take seriously the exercise entitled Research for Your Competitive Advantage. This exercise is a critical part of your learning in this class and beyond. It is for this reason that this assignment is the prerequisite for your paper or bonus points.

You will study and evaluate both theory and practice in our efforts to explore the pragmatic implications of how you have managed your people-related decisions both on and off the job in the past as well as how you can improve your decisions in the future. You will be given the opportunity to develop and demonstrate your understanding and managerial awareness related to the prevention of losses personally as well as at work and within your family. You will consider the effects of your personal life on your professional life and vice versa.

While the tests will cover mainly the ideas discussed in class, the vocabulary in your text and designated internet sources, when you complete your Personal/Familial/Professional exercise you are then also able to qualify for up to a maximum of 15 bonus points which will be added to the total points of your tests. Please note that no make-up tests nor "pop quizzes" will be given. Role will not be taken other than for administrative purposes (required by the Dean's office). Your exams will be returned to you the very next class period following the scheduled time and we will go over the tests during that class to identify any "weak" exam questions or any errors in the grading of your exam. Tests and Summary of Grade Sheets may NOT be taken home and may be responded to only during the class containing the return of your exam. You may not leave class with your exams. To do so will result in your grade being an F for the semester.

******************************

Since we are in a new building, there are no rooms to give make-up exams. Therefore, if you miss a test, you will drop that grade. Again, only your highest three grades will be calculated into your final grade. Therefore, the paper is voluntary.
Other Relevant information:

Please note: The College of Business Administration at UNT complies with the American's with Disabilities Act in making reasonable accommodation for qualified students with a disability. If you (1) have an established disability (registered with the Office of Disability Accommodation on campus) or if you (2) perceive yourself to be disabled as defined in the ADA, please communicate your disability to me in writing or using other means so that reasonable accommodation can be made.

In this class it is your prerogative (other than during test times) to use tape recorders, computers or other devices as long as you are NOT interfering with the learning of other paying customers (class members). Please try to remember to turn OFF your cell phones and I will as well.

This syllabus is made with the understanding that you are the class customer. This class is flexible and will allow changes as long as these changes are reasonable and are applied equitably and fairly to each student. This class is only as good as we make it. Please let me know if you need help as we go along. Do not wait until finals week before coping with a problem. You have only to ask and all assistance possible will be given to you. If you know of speakers or information you wish to introduce to class members, please see me. We will try to meet the interests of the class members as much as possible.

You will be expected to initial what you believe to be your final grade. You are responsible for the accurate recording of your revised grade and extra bonus points on your Summary of Grade Sheet. If you do not have the proper bonus points or exam and project grades recorded on the Summary of Grade Sheet, you will be unable to qualify for a change of grade following the date of your recalculated grade following rewrites for that exam. Please do NOT miss your rewrite sessions because you will forgo the points returned in class. REPEAT: It is prohibited to leave class or the professor’s office with your Summary of Grade Sheet and/or exams. To do so will result in an F for MGMT 3860 this semester. This policy exists because in the past papers and tests have been taken home and even have left the country with class members “significant others”.

Before each exam I will try to give you an outline (Review Sheet) of what is on this exam. YOU will decide the format of each exam. Again, there are no make-up exams.

When we go over each exam, you will be given an item analysis which shows the number of people who missed each question. If 60% or more of the class miss a question, we can discuss that item on the test within that class period. If there is any remaining time, you will have 30 minutes to write up any points you think you deserve (from your rationale and knowledge of the test material). This process is called REWRITES.
DIRECTIONS FOR DOING REWRITES

**Remember, two purposes for doing rewrites are: (1) to provide a proper paper trail for improving your grade on the exam, and (2) to learn WHY you missed what you missed the points given on this exam.**

For the potential to earn partial or full credit on a specific question, the minimum work required includes:

1. Write only on ONE side of the page (to enhance readability).
2. Write up your questions in sequential order.
3. You must look up where the question came from, define all major terms in the question (to show how or what you understood that question to be asking),
4. You must look up where my answer came from, define all major terms in the answer (to show how or what you understood that answer to be saying), and explain why you thought this answer was wrong.
5. You must look up where your answer came from, define all major terms in your answer (to show how or what you understood that answer to be saying), and justify why your answer could be correct.

Please do not miss the write-up session because it is your final chance to increase your grade on that test. Also, it is important to know not only your score on an exam, but why you missed a question. Please keep up with class material and readings, since most of your exam questions will come from lecture and class notes. If you miss any exam or deadline for your term project, this is the grade which you must drop. Also, if you miss the post-exam (rewrite) session, no additional points will be added to your original test score (which may have been determined during the post-test period). This policy is not meant to be punitive. Rather, the policy allows standardization and timely completion of each exam.

GRADING CRITERIA

Members of this class will have the opportunity to attempt four test grades during the semester and one NONMANDATORY project or paper grade (for a total of 5 grades). We will count your highest three grades. There will be four (non-comprehensive) exams and one voluntary project or paper which, if you write one, must be summarized on a one page summary sheet and presented to class members. Permission by the professor must be given for your topic, and your project or paper must be (a) completed and submitted on time and (b) in compliance with the format expected as stated in the Critique Sheet. A Critique Sheet for your paper/project is attached to this syllabus. It must be included with your paper/project. Your cover sheet should be in Yellow – consistent with this class.

Please note that no make-up tests nor "pop quizzes" will be given. Role will not be taken other than for administrative purposes (required by the Dean's office) but will not be counted as part of your grade. Your exams will be returned to you the next class period following the scheduled exam time and we will go over the tests during that class to identify any "weak" exam questions (as determined by the item analysis) or any errors in the grading of your exam. Tests may NOT be taken home and may be responded to only during the class containing the return of your exam. To remove an exam from class results in an F being received for this class.
Please do not miss the write-up session because it is your final chance to increase your grade on that test. Also, it is important to know not only your score on an exam, but why you missed a question. Please keep up with class material and readings, since most of your exam questions will come from lecture and class notes. If you miss any exam or deadline for your term project, this is the grade which you must drop. Also, if you miss the post-exam (rewrite) session, no additional points will be added to your original test score (which may have been determined during the post-test period). This policy is not meant to be punitive. Rather, the policy allows standardization and timely completion of each exam.

Grading Policy for 3 grades (remember that any one test or the paper is voluntary): However, if you miss the date or deadline of the test or paper, that grade opportunity is forfeited.

A = 270 points (90 x 3 grades)  
B = 240 points (80 x 3 grades)  
C = 210 points (70 x 3 grades)  
D = 180 points (60 x 3 grades)  

This class is only as good as we make it. Please let me know if you need help as we go along. Do not wait until finals week before coping with problems. You have only to ask and all assistance possible will be given to you. If you know of speakers or information you wish to introduce to class members, please see me. We will try to meet the interests of the class members as much as possible. ALL STUDENTS MUST SIGN OFF ON THEIR GRADES BEFORE THEY ARE FINISHED WITH THIS CLASS.
CRITIQUE CRITERIA FOR COMPETITIVE ADVANTAGE EXERCISE,
MUST BE SUBMITTED WITH TERM PAPERS
FOR MGMT 3860-001 (YELLOW CLASS)
SPRING, 2014

Student's Name: ____________________________________________

Title of this Paper: __________________________________________

Was the paper turned in on time? Yes____ No____ Was the binder holding the paper yellow? Yes____ No ________

Is a thumb drive, diskette or other means included which contains the paper? Yes____ No ________

Are the articles used in this paper on disc and/or attached to the paper? Yes____ No ______

Title Page: Is the class name, class/section number, your e-mail & phone #s included as well as all relevant contact information included on your Title Page? Yes_____ No ______

Table of Contents/Outline: (Are page numbers included which are accurate and consistent with the information contained in the body of the paper?) Yes _______ No ______

Does the paper include Lexis legal search information? Yes_____ No_____ **(Necessary for A or B)**

Literature Search/Background (Are there at least 10 refereed journal articles per author or per grade to be counted - i.e. if one person wants to count one paper for one grade in each of Dr. Ledgerwood's classes, there must be at least 20 citations which are current - within the last two years -2012-2014): Yes____ No ________

Total number of sources/references contained in this paper: _________

Total number of sources/references in the last 2 years: _________

Constraints/Limitations/Limits of the Study:

Definitions of semantics/major theories/"buzz words": __________________________

Organization of the paper:

Readability: ____________________________

Consistency of verb tenses: ____________________________

Subject/verb agreement: ____________________________

Consistency of plural/singular: ____________________________

Sentence structure: ____________________________

Consistent use of pronouns: ____________________________

Did the contents of the paper respond adequately to the title of the paper? Yes _______ No ______

Professor's Comments & Resulting Grade on term paper/project: ____________________________
RESEARCH QUESTIONS TO BUILD YOUR COMPETITIVE ADVANTAGE -
- MGMT 3860 (YELLOW CLASS) – FALL, 2014
(This exercise is a prerequisite to your ability to earn up to 15 points bonus or half a letter grade in this class). These points will be added to your total points from your tests. If you do this exercise, your answers should be typed and submitted to your professor by end of class time on Thursday November 18.
The purpose of this assignment is to conduct primary and secondary research about YOU. For each question, please consider and respond to three facets of your life (PFP):

Questions for you to answer: (Please note that spacing of these questions should be extended for your research).

1. Who are you now? Describe yourself in terms of the PFP categories above.

2. Who do you want to be (PFP)?

3. Where do you live now? Why? Where would you love to live (PFP)?

4. What type of total rewards would you love to have when you have “made it to where you want to be?”

5. How and when will you know that you have “made it to where you want to be (PFP)”

6. How will you get to “where you want to be (PFP)” (How will you get to be a success in terms of all 3 categories at the same time without a loss in an area)?

7. What is YOUR operational definition of success and Failure (PFP)? Does your definition vary across the 3 categories (PFP – meaning: how can you secure success professionally and not lose your family yourself personally)?

8. You will need to pursue secondary and then primary data by contacting at least THREE employers for whom you want to work.

9. What industry/industries do you want to work in? Why? How will your choice affect your life in terms of (PFP)?

10. Identify 3 employer(s) for whom you want to work. Why did you choose these three employers? Why not others? How will your choice affect your life in terms of (PFP)?

11. How will the industry and employer you work for be impressed by your chosen major in college?

12. Who owns the companies for whom you want to work? Are they private, public, NGO’s, not-for-profit?


14. In which division or department do you want to work? How will your choice affect your life in terms of (PFP)?
15. Where is this division or department located? How will your choice affect your life geographically in terms of (PFP)?

16. Who are the top competitors of your desired employer(s)?

17. Where are the HQs of your desired employer(s) located?

18. How will you get your desired employer(s) to notice you as “the best person for the job”? (How will your employer(s) identify your strengths and select you as the candidate who is the “best fit” for their organization?)

19. Is the job you want a line or staff position? How upwardly mobile is your choice?

20. Have you requested/found the organizational profile or org. chart of your desired employer(s)?

21. What kind of succession planning does this employer have?

22. Are your desired employer(s) interested in certification(s) relevant to your field? Which one(s)?

23. Does your employer want you to belong to specific professional organizations? Which ones and why?

24. Does your employer pay for membership in these professional organizations?

25. What (a) practitioner and (b) academic publications does your desired employer expect you to read?

26. Please submit your typed Interview Questions that you used in your research for this paper.

27. Please submit your typed Interview Questions (with changes from #26) that you will use in your future interviews.

28. What did you learn from this exercise personally?

29. What did you learn from this exercise professionally?

30. Will you please keep in touch when you graduate UNT? If so, please leave your contact info.

Please type up your findings from these efforts and submit them by Tuesday, November 13 during class. An electronic version of these questions will be sent to you electronically upon your request.
ADD YOUR HIGHEST SCORE TO

+ __________________________

YOUR SECOND HIGHEST SCORE:

+ __________________________

+ PLUS YOUR BONUS POINTS:

+ __________________________

TOTAL NUMBER OF POINTS SO FAR:

__________________________

Subtract your total number of points to date from 270:

270

- _____ (Your points)

Number of points needed for an A =

Subtract your total number of points to date from 240:

240

- _____ (Your points)

Number of points needed for a B =

Subtract your total number of points to date from 210:

210

- _____ (Your points)

Number of points needed for a C =

Subtract your total number of points to date from 180:

180

- _____ (Your points)

Number of points needed for a D =

Directions to calculate your grade:

1. Add your two highest scores AND then

2. Add any bonus points you have for your total points

270 points = A
240 points = B
210 points = C
180 points = D
Example: Exam 1 = 76; Exam 2 = 85

Add your first two test scores (i.e. 76+85 = 161)

Add in your bonus points (make sure you have explained and documented these points on your Summary of Grade Sheet) (i.e. 10 points) = (i.e. 161+10 = 171)

3. Subtract your points thus far from the grade that you want to see what you will need to make on the next exam to make the grade you want.

(i.e. 270 - 171 = 99 for an A)
(i.e. 240 - 171 = 69 for a B)

4. Check your Summary of Grade Sheet to ensure accuracy of your final grades from each exam, paper and/or project. You will need to initial your final grade before you leave at the end of the semester. The maximum number of bonus points possible is 15.

ALL STUDENTS ARE REQUIRED TO SIGN OFF ON THEIR GRADES. Any person who removes a test from this class will receive an automatic F in the course this semester.

If you have a problem this semester, please do not wait until the last minute to ask for help.
SUMMARY OF GRADES
MGMT 3860 - 001 HUMAN RESOURCE MANAGEMENT- (YELLOW CLASS)
SPRING SEMESTER, 2014

Name of Student: __________________________________________

First Name  Last Name

Telephone #s:  H: __________ / __________  W: __________ / __________  C: ______________________

Best Time to Call: ____________________  Preferred Email: ______________________

<table>
<thead>
<tr>
<th>Grades</th>
<th>Original Score</th>
<th>Revised Score</th>
<th>Comments</th>
</tr>
</thead>
</table>

***Please note: Anyone who takes a test home or removes an exam from the class room will receive an F for this class***

Exam #1

Exam #2

Exam #3

Exam #4

Term Paper/Project Title: ______________________

Bonus Points:  (5)  10( )  15 ( ) Source of Bonus Points from PFP (Maximum = 15 pts)

Final Grade in this Class: ****

You must initial your final grade before you have completed this course. If you do not initial your grade, (bonus points or exam scores) you will not be able to dispute the grade turned in at the completion of this semester. ***

Are you looking for a job? If so, please specify what kind, when and where:

_________________________________________________________________________

_________________________________________________________________________