Human Resource Management
MGMT 3860.003
Spring, 2018 Blackboard Learn

Professor: Dr. Donna E. Ledgerwood, Ph.D., SPHR; SHRM-SCP

Office: BLB 379E

Conference Hrs: Because this class is totally on line, office hours are limited to Fridays from 11am – 1pm and upon request).

Phone: 940-565-3157 (UNT office); 214-704-4484 (Dr. L’s Cell)

E-Mail: Through Blackboard Email
Donna.Ledgerwood@unt.edu and Donna.Ledgerwood@gmail.com

Emails will be answered within 24 hours (except weekends and holidays)

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 reply to your emails within 24 hours on business days. While I cannot guarantee an immediate reply, I will do my best to respond in a timely manner.

If for some reason you do not receive a timely response, it usually means that your message was not received. Please resend your message, text or call me. When you send a message to me, please put your name, class number and concern in the subject line. Doing this will allow me to answer your question more quickly. Your questions and concerns are important to me. Let me know how I can help you!

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 2018 listing of Human Resource Management functional areas at www.shrm.org. (These are the “traditional” HR
functions of SHRM. These areas have changed and will be covered in your Instructor Insights sections).

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.

Because of a recent rift between the Society for Human Resource Management (SHRM) and the Human Resource Certification Institute (HRCI), the latter organization retains the original functional areas and materials while the Society for Human Resource Management has developed a new Body of Competencies and Knowledge (BoCK). These 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, Organizations, Workplaces and Strategies. These additional areas are covered at www.shrm.org – which is the site from which I find many of the Instructor Insight materials as well as your Supplemental Readings and Videos (along with Google and Ted of course)!

Details about the differences between these organizations and their competency exams will be explained in one of the Instructor Insights. I am also writing an article for HR Magazine to explain this reposturing of SHRM and HRCI. Hopefully I can share it with you before the end of our semester!

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.

*****To make the highest grade, you should look at all test questions from the viewpoint of YOU as the owner of the organization!*****

SPECIFIC COMPETENCY OBJECTIVES:

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 – direct and indirect benefits (Ch. 11 & 12).

10. To understand the nature and importance of union-management relations in the work place.
   Note: Unions have a management hierarchy. (Ch. 13).

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 – theory vs. reality (Ch. 14).

12. To understand the components of risk management, and the legal issues that influence worker safety and health (Ch. 15). Safety = short term and Health = long term.

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 and to help you develop a competitive advantage (Personal-Familial-Professional = PFP).

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. You should program your phone to receive all Blackboard messages and Announcements. This will help you not to overlook any deadlines.

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, Google Chrome, or Safari. **DO NOT USE INTERNET EXPLORER.** **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 careful if you take tests in the library. Computers there have given my students problems in past semesters.

**BE SURE THAT YOU ARE USING A RELIABLE COMPUTER AND INTERNET CONNECTION!** **FURTHERMORE, DO NOT TAKE QUIZZES USING A WIRELESS CONNECTION. DO NOT TRY TO TAKE A TEST ON YOUR PHONE.**
IT IS ALSO BEST NOT TO WAIT UNTIL THE LAST MINUTE TO COMPLETE AN EXAM OR AN ASSIGNMENT. YOU SHOULD TAKE YOUR EXAMS WHEN THE STUDENT HELP DESK IS OPEN TO HELP YOU. THEIR HOURS ARE BELOW.

TWO IMPORTANT CAVEATS FOR YOU TO KNOW
First, please keep a copy of your grade sheet for exams, quizzes, and any bonus points you earn. 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. Workers at The Student Help Desk will give you an Incident Number which is necessary for your professor to give the Faculty Help Desk to allow you to retake an exam.

Please note that your professor is NOT equipped to deal with any technical problems which students may have with the BB Learn System while testing. Individual problems that are not system-wide will not be considered in granting make-up work.

TWO SOURCES OF HELP

1. The Student Help Desk – Sage Hall Room 130

Because your professor is not equipped to deal with any technical problems students may have with the Blackboard Learn system, if you experience technical problems you should contact the Student 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 open for walk-in traffic each weekday evening until 8pm. They are closed to walk ins on Saturday and Sunday. Phone or email support (940-565-2324 or helpdesk@unt.edu) is available during all regular business hours.
2. The Sage Hall Computer-Based Testing Center: [https://it.unt.edu/test](https://it.unt.edu/test).

The Sage Hall Computer-Based Testing Center reception area is on the third floor of Sage Hall in Room C330. The center has four testing rooms with 135 testing stations available. Room assignments are made by the Reservation Manager upon request of the faculty member. **Students may not make reservations except through their professors.**

The Sage Hall Testing Center’s hours are:

- Mondays – Thursdays: 8am – 9:30pm
- Fridays: 8am – 5pm
- Saturdays: 9am – 5pm
- Sundays: Closed

**Appointments have to be made by faculty.** In addition, the faculty member has to either be there with the student or accessible by phone during the testing period.

**COURSE REQUIREMENTS:**

**Chapter outlines and power points:**

You will be offered 4 Mandatory Examinations and 1 Cumulative (Voluntary) Final Exam (available for those who miss one of the first four exams or if you want to try to raise your grade). While chapter outlines and power points provided on Blackboard are not substitutes for reading the book, they can provide a valuable study guide when preparing for exams. **Connect ACCESS is NOT required in this class.**

**Welcome Folder Activities –** You start here first. These are REQUIRED by Friday, 01-17-18.

The welcome folder activities (viewing Dr. Ledgerwood’s video, ethics statement, review of syllabus (no points added or subtracted) and student information survey) are required assignments before you can begin this course. **The Student Information Survey is critical since it is requested by the Dean’s Office. It must be submitted by the end of the second week of class, January 26.**

Also, if you are a student listed with the Office of Disability Accommodation (ODA), please turn in your paperwork to Dr. Ledgerwood so that your accommodation can be recorded for quizzes and tests.
16 Chapter Quizzes – You take these second - BEFORE EACH RELEVANT EXAM

Each chapter requires completion of a timetimed 5-point chapter quiz which MUST BE TAKEN BEFORE THE EXAM OVER THAT CHAPTER. There are 16 chapter quizzes which should be taken without assistance from your book, notes or outside help. Each quiz contains 5 multiple-choice questions over the text but does NOT include the material from that section’s Supplemental Readings and Videos nor your Instructor’s Insights. If you do not complete the quizzes 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 unless approved by your professor. Once a quiz closes, it will not be reopened. **Quizzes can only be taken once.** Quizzes are also meant to be easier than exams. Please prepare for the exams accordingly.

4 Quizzes over Supplemental Materials and Instructor Insights – You take these at your discretion but before the relevant exam. Each 5 point quiz will cover any material in the supplemental readings and videos folder and Instructor Insight folder over that part of the course and CAN be included on each relevant exam.

4 Exams – You take these third. The exams include materials from the Instructor Insights sections as well as the Supplemental Materials and Videos.

There will be four timed, closed book/notes exams worth 100 points each. These exams should be completed individually, without help from other students or materials.

There also will be **fifth exam** offered during the last week of the semester which is also worth 100 points. This an **optional cumulative exam** that will serve as a make-up exam if you missed one mandatory exam. This exam will also include all Supplemental Material and information from the Instructor’s Insights. For students who have not missed any exams, this exam can replace your lowest exam score and thus improve your grade in this course! If you have your desired grade, the comprehensive voluntary final exam is not required. Taking the fifth exam cannot hurt your grade!

Each required exam will consist of 50 multiple choice questions worth 2 points each or 100 questions worth 1 point each. (I will let you know before each exam in an Announcement). The optional cumulative exam (the fifth exam) has 100 questions worth 1 point each. Each required exam will be open for 24 hours, from midnight to midnight (00:00-23:59 or 12:00 am-11:59 pm). The optional cumulative exam will be available until Thursday night at midnight of finals week (May 11). Please see the course calendar for dates.
GRADING:
Your final grade will be calculated strictly by the points you earn.

4 Exams worth 100 points each  400 points
16 Chapter Quizzes (16 x 5 points each)  80 points
4 Quizzes over Supplemental Readings and Instructor Insights  20 points

Total  500 points

(+5 points Bonus)
Bonus Activity (to be announced – expecting survey)  5 points

YOUR GRADE IS DETERMINED STRICTLY BY THE NUMBER OF POINTS YOU MAKE ON YOUR REQUIRED WORK.

To make an A you will need to make 450 – 500 points
To make a B you will need to make 400 – 449 points
To make a C you will need to make 350 – 399 points
To make a D you will need to make 300 – 349 points
To make an F you will need 299 points or less

PLEASE DO NOT ASK FOR MAKE-UP POINTS OR REQUEST A LATE EXAM. THAT IS WHY THE COMPREHENSIVE FINAL IS PROVIDED FOR YOU.

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 940565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.
SCHOLASTIC CODE OF CONDUCT:

Here is the link to the UNT Policy on Academic Integrity that governs student standards on academic integrity and issues related to academic dishonesty. Please read this policy carefully. *Violation for any noncompliance with university policy will be strictly enforced.*

SPOT:

The Student Perceptions of Teaching (SPOT) 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 SPOT 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, February 23rd: Last day to drop with an automatic W.
- Tuesday, April 2nd: Last day to drop with consent of instructor with either W or WF
- Friday, April 20th: Last day to withdraw from all courses for the semester.
- March 12 – 18: Spring Break
- May 5 – 11: Final Exams

THANK YOU FOR THE PRIVILEGE OF WORKING FOR AND WITH YOU DURING THIS FALL 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 ON MY CELL: 214-704-4484.
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. To make things easier to remember, All **Due Dates for Quizzes and Exams are on Thursdays.**

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignments Available</th>
<th>Assignments Due</th>
</tr>
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<tbody>
<tr>
<td>1/16</td>
<td>Welcome Folder Activities Open</td>
<td></td>
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<tr>
<td>1/25</td>
<td>Read Chapters 1 - 4</td>
<td></td>
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<tr>
<td>1/26</td>
<td>Student Information Survey is Due</td>
<td></td>
</tr>
<tr>
<td>2/01</td>
<td>Instructor Insights (II) and Supplemental Materials and Videos (SMV) Open for Part 1 (first exam)</td>
<td>Chapter Quizzes 1 – 4 and other quizzes (II and SMV) Due by midnight</td>
</tr>
<tr>
<td>2/08</td>
<td></td>
<td>Exam 1 over chapters 1 – 4 Due by midnight (11:59pm)</td>
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<td>2/15</td>
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<tr>
<td>2/22</td>
<td>Chapters 5-8 materials and Instructor Insights and Supplemental Materials/Videos available</td>
<td></td>
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<tr>
<td>3/01</td>
<td>Study for Chapter Quizzes, Instructor Insights and Supplemental Materials/Videos</td>
<td>Chapter Quizzes 5 – 8 and other quizzes (II and SMV) Due by midnight</td>
</tr>
<tr>
<td>3/08</td>
<td>Study for Exam 2 over chapters 5 - 8</td>
<td>Exam 2 (Due by 11:59 pm, midnight)</td>
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<tr>
<td>3/12 – 3/18</td>
<td>SPRING BREAK</td>
<td>REST</td>
</tr>
<tr>
<td>3/22</td>
<td>Read Chapters 9 – 12 for Exam 3</td>
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<tr>
<td>3/29</td>
<td>Study for Chapter Quizzes 9 - 12, Instructor Insights and Supplemental Materials/Videos</td>
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<tr>
<td>4/5</td>
<td>Quizzes over chapters 9-12, II and SMV Due by midnight</td>
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<tr>
<td>4/12</td>
<td>Exam 3 Over Chapters 9 - 12</td>
<td>Exam 3 (Due by 11:59 pm, midnight)</td>
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<tr>
<td>4/19</td>
<td>Chapters 13-16 materials and available Instructor Insights and Supplemental Materials/Videos available</td>
<td>Quizzes over chapters 13-16, II and SMV Due by midnight</td>
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<td>4/26</td>
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<tr>
<td>5/4</td>
<td>Exam 4 over chapters 13 - 16</td>
<td>Exam 4 (Due by 11:59pm, midnight)</td>
</tr>
<tr>
<td>5/6-5/11</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 14 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 (during this semester, next semester and even after you graduate), please email me at Donna.Ledgerwood@Gmail.com or at Donna.Ledgerwood@UNT.edu.

I will be contacting you to see which employers you are interested in working for now or after this semester is over. I will also be sharing many resources which are NOT test material but which may really be relevant (and are meant to help you) in your personal and professional life.

If you do not receive an immediate response from me when you send an e-mail, please feel free to call or text me on my cell: 214-704-4484 or leave a message at my office: 940-565-3157. Although I hold limited office hours (Fridays 11am – 1pm) due to being an on-line professor this semester, I will be at UNT for committee meetings and other activities. I am a College of Business Student Mentor and may be able to meet you in my office (BLB 379A) upon your request. I also have to be present if you request testing in the Sage Hall Testing Center.

Please know that I will make every effort to help you learn for YOU this semester! Let me know how I can help.