



Warrington College of Business
MAN 4301 (Section 4620) Human Resource Management
Fall 2017, MW 5-6 (11:45 am – 1:40 pm), Heavener 250

INSTRUCTOR	Valeria Alterman	OFFICE	206 Stuzin
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When emailing me, please write the course number and your last name on the subject line
EXAMPLE: MAN4301/Alterman

COURSE MATERIAL

Textbook: Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2016). *Human Resource Management: Gaining a Competitive Advantage*, 10th Edition. McGraw-Hill Education. ISBN: 9781259578120

Required readings: Will be posted on the e-learning website 7 days before each class.

COURSE OVERVIEW

This course is designed to provide you with an overview of human resource management (HRM). HRM is one of the most critical aspects of any organization, as it decides how to recruit, hire, train, and retain talent. In other words, if an organization wants good people, then it must practice good HRM.

As an introductory course, it combines theories with practices to reveal the important role that HRM plays in the organization. The recognition and development of human capital is critical for organizations to gain sustainable competitiveness and develop dynamic capability. In this course, you will be introduced to the fundamentals and trends of HR management. You will have a better understanding on how to develop and implement effective and efficient human resource practices that support the strategic objectives of the firms. Increasingly, the task of managing and developing people is shared between HR department and managers. Thus, this course will benefit not only students who seek careers in human resources, but also those who might pursue managerial positions in their career paths.

This course has four major goals:

- 1) To help you understand the role and content of HRM in the organization.
- 2) The help you understand the current trends in HRM.
- 3) To help you apply an understanding of human resource practices to your job search and career planning.
- 4) To help you build critical thinking and case analysis skills by analyzing how human resource practices can support a firm’s strategic objectives and enhance long-term firm performance.

PERFORMANCE EVALUATION

Final grades are final. Final grades will be based upon the following criteria, out of **400 total course points**:

ACTIVITY	POINTS
Exam I	100
Exam II	100
Group Project & Presentation	100
Participation	60
Individual assignments	40
Extra-credit opportunities	(+ 15)
TOTAL	400

PERCENT	POINTS	GRADE
92 – 100%	368-400	A
88 – 91.9%	352-367	A-
85 – 87.9%	340-351	B+
82 – 84.9%	328-339	B
78 – 81.9%	312-327	B-
75 – 77.9%	300-311	C+
72 – 74.9%	288-299	C
68 – 71.9%	272-287	C-
65 – 67.9%	260-271	D+
62 – 64.9%	248-259	D
60 – 61.9%	240-247	D-
≤ 60%	≤ 239	F

DUE DATES AND TIMES

Please see the attached schedule for due dates for the assignments described in this syllabus. I have **zero tolerance** for assignments being turned in late. If you are traveling or will be unavailable for any reason, please make sure you turn your assignment in early. I strongly recommend you plan on turning assignments in at least a few days early to allow for any issues that may come up at the last minute. If you wait until the due date and then have a last minute issue, you will be subject to the grade penalties below, no exceptions.

Assignments turned in within 24 hours of the due date will receive 1 letter grade reduction.

Assignments turned in more than 24 hours late will receive a zero.

Assignments can be uploaded to the course website in Canvas. If you have any questions as to whether your assignment has been turned in, please ask BEFORE the due date (at least a few days, so I have time to respond to your inquiry). Technical difficulties will **NOT** be accepted as a reason for late assignments, so again, I strongly recommend that you give yourself a few extra days on assignment due dates to ensure that they are in on time. Assignment due dates are subject to change at my sole discretion; depending on the pace the course is going. In general, I will not move a due date up, but if I do I will provide at least 7 days notice of the change in due date. Changes in due dates will be posted to the course website and be announced in class. Students are responsible for changes posted to the course website, so please check it regularly for any changes to the due dates listed on this syllabus.

DETAILS ON COURSE REQUIREMENTS

EXAMS

Two examinations are scheduled during the semester, which will cover all course material, including lectures, discussion, exercises, and readings. The examinations will only have **multiple-choice** questions, and be held during class time and will be non-cumulative. The exam dates and times on syllabus are firm. **Missed examinations may not be made up without prior permission (approved documentation required), no exceptions.**

GROUP PROJECT

The class project requires you to start a fictitious small business (approximately 30 employees). Pick a business that is fun and interesting to you and your classmates. Examples of businesses include a detective agency, cable-access TV series, advertising firm, modeling agency, cruise ship, entertainment firm, casino, retail shop, independent newspaper, radio station, and amusement park. Please choose something other than a restaurant or bar, as too many presentations about those businesses can get repetitive. The project requires you to make very specific recommendations about what HR policies are appropriate for your business.

As group collaboration is such an important part of our experience together in class, I will expect each group to cooperate productively and amicably. If group dynamic issues arise on the team, please resolve them before they adversely affect the grade of any or all on the team.

Content

The project requires you to make very specific recommendations about what HR policies are appropriate for your business, applying the content from the class lectures to your small business. For example, one of the early lectures will go over human resource planning and recruitment. You will apply those topics to your business to decide things like how to deal with an initial labor shortage, what sources to use for the recruitment of new employees, and how to ensure that new recruits will stay with your organization.

In preparing and delivering this presentation, you are to pretend that you are attempting to “sell” your business idea to a group of potential investors called HR-Inc. The people at HR-Inc. are not traditional investors, because they do not care how good your business’s product or service is, nor do they care about the soundness of your business strategy. They do not even care whether your business will make money. All they care about is how good your HR practices are. If you have good HR practices, they will invest in your business. If you make bad HR choices, they will not give you a dime. Your goal is therefore to impress them with your HR knowledge.

Format

Class projects will be done in groups and will culminate in a 20-minute Microsoft PowerPoint presentation delivered to the class. All groups must upload the final version of their presentation to **Canvas** by **11:59 pm on Tuesday, November 28th** and turn in a printout on the day of the presentation. Printouts should be created using PowerPoint’s “handout” setting set to 3 slides per page. If you are planning on using any handouts during your presentation, those must be turned in *via Canvas* on **November 28th** as well. Groups may not alter their presentation slides after they are turned in. Only one group member should submit a presentation on behalf of the efforts of the entire group. *Read the group project instruction for more information.*

Project grading will be broken down into three parts: Instructor rating (content 60% & style 20%), and peer rating (20%). For the peer rating part, individuals’ evaluations of their team members will be anonymous and confidential. You will assess each team member, excluding yourself, taking into consideration the following criteria:

- 1) Fair workload—Did this team member take on a fair share of the overall workload?
- 2) Work quality—Did this team member deliver high quality contributions to the team?
- 3) Team interactions—Did this team member interact effectively with other members of the team?

Please note: The members of the same team may not necessarily receive the same grades. This would be due to the peer-rating component of your grade, which will be based on the results of an evaluation of your team participation by your fellow team members.

A peer evaluation form will be available under the assignments section of the course website before the presentation. Peer evaluation form is due **48 hours** after the presentation. This is an important opportunity for you to evaluate your team members.

Grading Principle

Content (60 points)

- Did you fully answer each and every part of each and every project question?
- Did you rely on HR choices that past research (as reflected in the *readings* and *lecture notes*) has shown to be most effective?
- If your HR choices had drawbacks (based on the *readings* and *lecture notes*), did you acknowledge those drawbacks and suggest ways of alleviating them?
- Were your answers comprehensive, with as much richness and detail as possible while still being concise? (Hint: if your presentation is too short, this is probably why).
- Did you provide good and detailed examples for your HR choices? Examples that represent an accurate and valid application of the HR principles discussed in the question?
- Would your HR choices impress investors who only cared about good HR?
- Did you “go the extra mile” and add relevant materials in your presentation?
- Did you include accurate reference information in the slides and memo?

Style (20 points)

- Did all presenters make good eye contact with the audience, and was everyone’s speech clear, smooth, and professional?
- Did your slides look professional in terms of backgrounds, fonts, colors, style, etc.?
- Did you make good use of graphics to reduce your reliance on text?
- Was your presentation well organized?
- Was your timing good (not too long or too short)?
- Did you do something creative or different that set your presentation apart?

Peer Evaluation (20 points)

- Did this team member take on a fair share of the overall workload?
- Did this team member deliver high quality contributions to the team?
- Did this team member interact effectively with other members of the team?

INDIVIDUAL ASSIGNMENT

There are two individual assignments. You will receive full credit for these assignments as long as you take them seriously. You will receive an email from me with instructions and links to each assignment.

EXTRA CREDIT

You can earn *up to 15 points* in extra credit through the entire semester. You will get credit for a maximum of 15 extra credit points - though you may participate in as many options as you want. Below are options of earning extra credits:

- 1) *Participation in management research (3-5 extra points for each study):* Voluntarily participate in a study conducted in the Department of Management. You will have to participate in management research no later than **Sunday, December 3rd at 11:59 pm** to receive any extra credit. More details

(e.g. available time slots, credits offered and study information) will be announced during the semester.

- 2) *Exam review activities (1-3 extra points for Exam I review activity and 1-3 for Exam II review activity):* During the exam 1 and exam 2 review session, I will provide activities (e.g. Jeopardy, small team discussions, case studies etc.) to help students understand, organize and clarify the course contents. More details will be announced during the semester.
- 3) *Summary and reflection of an article/excerpt (4 extra points for each summary and reflection):* Pick a newspaper or magazine article, or selected excerpt from books, movies or TV shows and explain how it illustrates topic(s) covered in class in approximately 1000 words (~2 pages). You could submit more than one summary and reflection as long as they are not associated with the same topic. I will not accept simple summary of the article/excerpt—you must apply what you’ve learned in the course by showing precisely how it relates to an HR issue or multiple HR issues. Article link/video clip along with explanations in a Word/.pdf document must be uploaded to Canvas no later than **Sunday, December 3rd at 11:59 pm** to receive any extra credit.
- 4) *Lecture quizzes:* On class days following a lecture day, we’ll have a short quiz. Each quiz is worth *up to one extra point on the next exam*, for a *maximum of five points* per exam. (For example, if you scored a 93 on Exam 1 but successfully earned 5 or more points from quizzes prior to Exam 1, you would earn a 98 on the exam. The points **reset** after Exam 1, so only quizzes from the second half of the class would count toward Exam 2). These quizzes are designed to reward you for coming to class prepared, with a basic understanding of the key points from the previous lecture. There are **no make-ups** for quizzes – you must be in class (for the entire class period) the day of the quiz to earn points. There will be more than five quizzes before each exam, so you can still earn the maximum points even if you miss or do poorly on a quiz or two.

ATTENDANCE POLICY

Students are expected to actively participate in each class session. For each class session, you are expected to have read the assigned reading, as well as to be prepared to discuss topics in class. Exam questions are drawn from lectures, exercises, readings, and class discussion—so, missing classes may hurt your exam scores.

All students will begin the semester with 50 out of 60 participation points (a B). If you regularly attend class and voluntarily participate in discussions, your score will increase. If you miss multiple classes and/or never participate, your score will decrease. Furthermore, attendance is mandatory on exams, in-class exercises and group presentation days. If you miss a mandatory course day, you will lose 20 points for each day missed. If you have a valid university approved reason for missing class, you must make *prior* arrangements with me.

CLASSROOM PROTOCOLS AND RESOURCES

Effective human resource management begins with the process of selecting and orienting individuals. An important component of an effective selection process is a “realistic job preview” (RJP), or a clear description of the nature of the job, including both desirable and undesirable elements. This syllabus provides such a “realistic job preview.” If you choose to join this class, you will be expected to abide by the deadlines and policies outlined in this syllabus. You are accountable for your class attendance behavior. If you will be absent from class due to an emergency, I expect you to notify me as soon as possible afterward.

RESPECT AND PROFESSIONALISM

Although individuals might not always agree, it is important that we be respectful of others, both in the classroom and while working in teams. Please try to have a positive attitude with your colleagues (in person, online, and via e-mail). Students unable to act professionally may be asked to leave the classroom, and their participation grade will thus be affected.

Electronic equipment, although it can be a source of entertainment and convenience, can also be a source of class disruption. ***Please turn off or silence your cell phones.*** ☺

OFFICE HOURS

Please feel free to call me “Val” and to stop by during office hours. If you have a time conflict, please make an appointment with me. You may contact me in person, or via e-mail. Outside of office hours, it is best to email me to get in touch or schedule a time to meet in person.

UNIVERSITY GUIDELINES

STUDENTS WITH DISABILITIES

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

STUDENT WELLNESS (COUNSELING CENTER)

Students often lead very demanding lives. Even a mild impairment in psychological functioning can result in significant disruption of a student's ability to learn effectively and to relate appropriately. The UF Counseling and Wellness Center (CWC) staff provides counseling and consultation services to currently enrolled undergraduate and graduate students and their spouses/partners. The Center offers brief counseling and therapy to help students confront personal, academic, and career concerns. The primary goal of counseling is to help students develop the personal awareness and skills necessary to overcome problems and to grow and develop in ways that will allow them to take advantage of the educational opportunities at the university. The Counseling and Wellness Center (CWC) is located at 3190 Radio Road (near the Southwest Rec Center) and is available via telephone Monday through Friday from 8am–5pm at 352.392.1575. All services are confidential.

STUDENT HONOR CODE

As students of the University of Florida, you have accepted the honor code, which governs all students. For clarification or further explanation, please consult your undergraduate catalog or the University of Florida Student Guide (online at www.dso.ufl.edu).

Preamble: In adopting this honor code, the students of the University of Florida recognize that academic honesty and integrity are fundamental values of the university community. Students who enroll at the university commit to holding themselves and their peers to the high standard of honor required by the honor code. Any individual who becomes aware of a violation of the honor code is bound by honor to take corrective action. A student-run Honor Court and faculty support are crucial to the success of the honor code. The quality of a University of Florida education is dependent upon community acceptance and enforcement of the honor code.

The Honor Code: We, the members of the University of Florida community, pledge to hold our peers and ourselves to the highest standards of honesty and integrity. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

ACADEMIC HONESTY GUIDELINES

The academic community of students and faculty at the University of Florida strives to develop, sustain, and protect an environment of honesty, trust, and respect. Students are expected to pursue knowledge with integrity. Exhibiting honesty in academic pursuits and reporting violations of the Academic Honesty Guidelines will encourage others to act with integrity. Violations of the Academic Honesty Guidelines shall result in judicial action and a student being subject to the sanctions enumerated in the Student Conduct Code. For more information on conduct that constitutes a violation of the Academic Honesty Guidelines (covered by University of Florida Rule 6C1- 4.040), see the Student Honor Code and Student Conduct Code: Philosophy and Definitions.

TENTATIVE COURSE SCHEDULE

The content of the course will be covered in the following sequence. Please note that dates are tentative and subject to change (some topics may take more time and others less time depending on students' interests). **Required readings will be posted on Canvas at least 7 days before each class. Exam and project dates are firm. Attendance on days highlighted in gray are mandatory.**

DATE	TOPICS (ASSIGNMENTS)	Readings	DUE DATES
Mon 8/21	Syllabus & Introduction		<i>Individual assignment I: Personal Bio due at 11:59 p.m. on Friday, 8/25</i>
Wed 8/23	Introduction to HRM	Article: "HR departments get new star power..."	
Mon 8/28	Job Analysis & Design I	Article: "Why Silicon Valley is rethinking the cubicle office" Article: "A modern conundrum..." Article: "No time to read this? Read this"	<i>Form Groups and choose presentation days– In class</i>
Wed 8/30	Job Analysis & Design II		
Mon 9/4	Labor Day – NO CLASS		
Wed 9/6	Planning & Recruitment I	Article: "Outsourcing at crux of Boeing strike" Article: "Recruiters rethink online playbook"	
Mon 9/11	Planning & Recruitment II	Article: "Only the employed need apply" Article: "I work for one of the 10 best companies"	
Wed 9/13	Selection I	Article: "Fake job reference services..." Article: "What makes a good salesman"	
Mon 9/18	Selection II	Article: "How to avoid interview missteps" Article: "The myth of the overqualified worker"	
Wed 9/20	Selection III		
Mon 9/25	Legal Issues	Article: "Justices extend protection..." Article: "Reverse discrimination..." Article: "Touching me, touching you"	
Wed 9/27	Exam I Review		
Mon 10/2	Exam I		
Wed 10/4	Exam I Feedback & Training I	Article: "The competitive imperative of learning" Article: "Firms go online..."	
Mon 10/9	Training II	Article: "Video games can be highly effective training tools..."	
Wed 10/11	Development	Article: "More firms paying mind to mentoring" Article: "Don't bother putting leadership into people"	Mid Semester Course Evaluations

Mon 10/16	Performance Management I	Article: "Yes, everyone really does hate...." Article: "Learning vs. performance goals...."	
Wed 10/18	Performance Management II		
Mon 10/23	Compensation I	Article: "Slump prods firms...." Article: "Mr. Burd goes to Washington"	
Wed 10/25	Compensation II	Article: "Hoosiers and health saving accounts"	
Mon 10/30	Retention & Separation I	Article: "More workers start to quit" Article: "Google searches for staffing answers"	
Wed 11/1	Retention & Separation II [Assignment II: Training and performance]	Article: "How to fire an employee" Article: "How to keep your best employees...."	
Mon 11/6	Exam II Review		
Wed 11/8	Exam II		
Mon 11/13	Individual Assignment II: Training and performance - NO CLASS		<i>Individual assignment II due at 11:59 p.m. on Monday, 11/15</i>
Wed 11/15	In class exercise: Team work (Guest Lecturer)		
Mon 11/20	Exam II Feedback; Assignment II discussion; Presentation prep		
Wed 11/22	Thanksgiving- NO CLASS		
Mon 11/28	Special Topics in HRM	Article: "The greatest generation (of networkers)" Article: "A union education" Article: "Big U.S. firms shifting hiring abroad"	<i>Group Projects PowerPoint due at 11:59 pm, on Tuesday, 11/28</i>
Wed 11/30	Presentation I		Course Evaluations
Mon 12/5	Presentation II		Extra credit -1) Participation in management research and 2) Summary and reflection of an article/excerpt) due at 11:59 pm, on Sunday, 12/3