

# MGT5310- Human Resource Management Online Syllabus Shorter University

## Instructor Information

See link in Canvas.

## Course Information

- Course: Human Resource Management
- Section:
- Course Number: MGT 5310 ONLH
- Credit Hours: 3
- Prerequisites: None

## Course Description

The effective management of people is vital for competing in today's business environment. Accordingly, human resource management includes activities such as influencing behaviors and discovering factors that motivate a high level of performance within the organization. This course will allow students to evaluate information and integrate techniques that are required to create a competitive environment and maximize employee effectiveness and efficiency. Students will also research the literature to analyze topics such as employee retention, compensation and reward systems, employment law, training, and development.

## Student Outcomes

By the end of this course students will be able to:

- Evaluate the framework of human resources management and analyze the literature regarding the function of human resource management within an organization. (Educational Principles I, II, III, and VIII)
- Analyze correlation between human resources management, external and organizational environment, and strategic human resources planning. (Educational Principles III, IV, and VIII)

- Evaluate the practice of human resource management in terms of roles and responsibilities for hiring, developing, and evaluating (performance management) of high performance employees. (Educational Principles V and VIII).
- Analyze the components of compensation packages, benefits and services, and evaluate the requirements for retaining and motivating employees. (Educational Principles V and VIII)
- Analyze the ethical and legal responsibilities of an organization, and correlate the relationship between human resource management practices and ethical organizational behavior. (Educational Principles V and VIII).
- Evaluate the role of human resource management in unionization, collective bargaining, risk management, and employee relation. (Educational Principles III and VIII).
- Review seminal and current literature, and write a 10-12 page final paper (not including cover page, abstract, and reference pages) that synthesizes and integrates multiple perspectives regarding a human resource management issue. (Educational Principles I, III, IV, and VIII).

## Required Texts

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage* (10<sup>th</sup> ed.). New York, NY: McGraw/Hill Education. ISBN: 978-1-259-57812-0

## Supplemental Materials

Abbas Abbas, R., Ashraf, M., Alam, H., & Rafay, A. (2011). Mirror up to leadership and strategic human resources management: An exploratory account. *Interdisciplinary Journal of Contemporary Research in Business*, 2(10), 541-547.

Ha Hanks, S. (2011). The dynamics of change: A recent review of the literature. *People & Strategy*, 34(4), 12-67.

Huan Huang, W., Wen-Yeh, H., & Chuan-Chun, C. (2011). The impact of specified professional development programme information as a marketing tool for effective recruitment. *Human Resources Development International*, 14(1), 57-73.

Kunze Kunze, F., Boehm, S.A., & Brunch, H. (2011). Age diversity, age discrimination climate and performance consequences-a cross organizational study. *Journal of Organizational Behavior*, 32(2), 264-290.

Mehm Mehmood, Z., & Arif, M. (2011). Leadership and HRM: Evaluating new leadership styles for effective human resources management. *International Journal of Business & Social Science*, 2(15), 236-243.

You will also find supplemental reading in the course session areas.

## Technology

- You must have regular access to a computer and an Internet connection to participate in this course. All coursework is conducted online, and no in-person meetings will be held.
- Shorter University uses Canvas as its online Learning Management System (LMS). An LMS provides students and faculty with an Internet-based learning environment that is both secure and easy to use. All course materials will be provided through Canvas, and all assignments will be submitted through the software, as well. When a student is enrolled in a course, they will automatically be enrolled in the course module in Canvas.
- Students can [log in to Canvas](#) using their normal SCHOLAR ID and password.
- Students should always email their instructors from their Shorter University Hawkmail account. Emails can be initiated from an email program or from Canvas itself.
- Assignments may be distributed in proprietary file formats, such as PDF or Microsoft Word. Students will be expected to have the necessary software to open and interact with these files.

## Grading Information

Assessments	Points
Discussion Board Postings (8 @ 25 points each)	200
Weekly Article Analyses (8 @ 50 points each)	400
Quizzes (4 @ 100 points each)	400
Total for the course	1000

Grade Scale	Points
A	90-100
B	80-89
C	70-79
D	60-69
F	59 and below

## Course Assessments and Policies

### Discussion Forum Participation

In a traditional classroom, each student would be expected to attend class regularly and interact with the professor and with the other students. The online classroom is no different. The discussion forum allows us to reflect on each week's material individually, but more importantly, it also allows us to discuss the material with one another and learn as a community. Each week's discussion forum will have a topic which will either require you to respond to a reading or critically engage with an issue.

Your initial response to the forum discussion is due no later than day **three (3) (Wednesday) at 11:59 PM**. You are to respond to a minimum of **two (2)** classmates' posts no later than day **7 (Sunday) at 11:59 PM**. Your initial should be three (3) paragraphs. Each response to classmates' posts should be two (2) paragraphs. Add to the body of knowledge and expound on the topic of discussion. Due to the nature of the collaborative environment, no late submitted discussions will be accepted.

## Library Assignments

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Research is required for graded assignments and the career development project. The use of APA (6<sup>th</sup> edition) is required.

## Weekly Readings

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Chapter readings are the responsibility of the student and should be completed before reviewing the narrated PowerPoint lectures for that session.

## Weekly Graded Assignments

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Each weekly article analysis should be completed in APA (6<sup>th</sup> edition) format. Your writing should be clear and concise. Follow the provided rubric for your analysis. Use APA headings to format your analysis. You will find guidelines for headings on pages 62-63 in the APA Manual. Proofread your work for spelling and grammar prior to submission. Although there is no length requirement for each assignment, you should be thorough and utilize critical thinking.

## Quizzes

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There are four on-line quizzes for this course. Please take the quiz and post to Moodle no later than 11:59 PM on Day 7 (Sunday). No late quiz submittals will be accepted.

## Syllabus

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In case you do have an emergency, and can't access your computer, by having a hard copy of the Syllabus you'll be able to determine what you need to do, contact info, etc. So print the Syllabus out now. Be sure that you write on the Syllabus the sign-on info for accessing your Shorter course as well. Be sure you have my contact information printed out as well, just in case.

## Late Work

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Each week's written work (discussion threads and/or written assignments) must be completed by the specified day and time (see above), unless otherwise specified. No discussion post will be accepted late. Other late work will usually not be accepted, except for documented medical illness or military duty. If late work is accepted, it typically will be subject to a **10%** deduction (for forum discussions) and **one** point per day for written assignments. You must get my approval to submit late work. You will always be better off by communicating with me as soon as you know you've got an issue/problem, and not waiting until afterwards.

## Office Hours and Communication

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I have normal “virtual” office hours and check my email several times each day. If you need me, send me an email. I will get it immediately on my phone. For my email address, refer to the instructor information located in the course home.

If you're having a problem, are going to miss something, or if something is going to affect your work in class, then by all means let me know! I will respond to course related questions within 24 business hours. If I find those questions relevant and important to others, I will post them on the announcement page. Be sure in all your email communications that the subject line includes the course number, your name, and the assignment identifier, if the email is concerning a specific assignment. This is a **MUST**.

## Deadlines and Emergencies

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Odd things happen in cyberspace—submissions get lost, servers disconnect temporarily, and logins fail. Emergencies happen as well; health issues, family issues, weather issues, electricity goes out, etc. I understand that, these events happen to me occasionally as well. But, on the other hand, if you've planned ahead, these “life events” will not have as significant an impact upon you as they will otherwise. Do not wait for the last minute on Sunday night to do your work. Allow time to meet deadlines. You are responsible for getting the work submitted on time. (See the section on “plan ahead.”) There are computers at libraries that are publicly available for you to work on, if your PC goes out, or your power goes off. Ask your friends to let you borrow their computer/internet access if necessary. (This is why you should print the Syllabus/Guide out first thing.) There are ways to get access to the internet, email, your course shell, if it's important enough to you. **Expect the best but prepare for the worst.** Build contingencies into your planning.

## Turning In Assignments

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All assignments should be turned in via the course, unless otherwise noted. Do not email me your assignments, unless we have discussed doing so. Due dates of each assignment are posted within the assignment and also on the Schedule page under the Syllabus/Schedule link. Unless otherwise noted, all assignments are due by Sunday at 11:59 PM of that assignment's week. See the “*Late Work*” section (above) for specifics regarding grades for late submissions.

## Announcements

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I highly recommend you read Announcements every time you sign on to the course. All important reminders, updates, questions and answers, etc. are posted there because this is the first page when you log into the class. My expectation is that you will sign on at least five out of the seven days of the week.

## APA Guidelines and Materials

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Like many leading universities, Shorter University uses the standard American Psychological Association (APA) format. The guidelines and supplemental materials can be found in the

course shell, and it is strongly recommended that you review all of this material. It is strongly encouraged that students purchase a guide such as the Pocket Guide to APA Style by Robert Perrin published by Houghton Mifflin. It is available at most bookstores or on amazon.com. Most students find this guide easy to use and it is moderately priced. It will help you tremendously in this class and the writing assignments. You can find a manual at local book stores or online at apa.org. DO NOT use the assistant in Word to cite and reference your sources. It is not always correct. The APA Manual is always correct.

## Be a Successful Online Student

It takes great effort to be a successful online student. You have to be self-motivated and self-disciplined to keep yourself on schedule with reading, assignments, projects, etc. You do have to devote time away from your busy family and work schedule to work on the course so you won't fall behind.

The communication channel is always open between you, me, and your classmates. It is very, very important that we keep connected and interact. If you do have questions, please feel free to use email, discussion board, chat, or phone to contact me or classmates. Learning takes place in a community.

Please plan ahead and inform me beforehand, if at all possible, that you may need to miss a class, assignment, etc. so that we can work together to figure out an alternative. If you fail to notify me, you will most likely be docked a grade when it comes to a make-up, if one is allowed, depending upon the circumstances. (See "late work" above.) Your failure to plan ahead does not constitute an emergency for me.

## Course Schedule

(Check Canvas for details of assignments.)

- **Week 8 ends on a Friday, so ensure that all assignments are completed by Friday during the last week.**

Week	Topics of Discussion	Homework
1	<b>Gaining a Competitive Advantage Through HRM</b>  <b>Strategic Human Resource Management</b>  Review the chapter PPTs and supplemental readings	Read Chapters 1-2 in the text  Complete the Discussion Forum  Complete the article analysis
2	<b>The Legal Environment</b>	Read Chapters 3-4 in the text

Week	Topics of Discussion	Homework
	<b>Work Analysis &amp; Design</b>  Review the chapter PPTs and supplemental readings	Complete the Discussion Forum  Complete the article analysis  Complete the session quiz  (Chapters 1-4)
3	<b>HR Planning &amp; Recruitment, Selection, &amp; Placement</b>  Review the chapter PPTs and supplemental readings	Read Chapters 5-6 in the text  Complete the Discussion Forum  Complete the article analysis
4	<b>Training</b>  <b>Performance Management</b>  <b>Employee Development</b>  Review the chapter PPTs and supplemental readings	Read Chapters 7-9 in the text  Complete the Discussion Forum  Complete the article analysis  Complete the session quiz  (Chapters 5-9)
5	<b>Employee Separation &amp; Retention</b>  <b>Pay Structure</b>  Review the chapter PPTs and supplemental readings	Read Chapters 10-11 in the text  Complete the Discussion Forum  Complete the article analysis
6	<b>Employee Reward Systems</b>  <b>Employee Benefits</b>  Review the chapter PPT and supplemental readings	Read Chapter 12-13 in the text  Complete the Discussion forum  Complete the article analysis  Complete the session quiz  (Chapters 10-13)
7	<b>Collective Bargaining &amp; Labor Relations</b>  <b>Managing HR Globally</b>  Review the chapter PPT and supplemental readings	Read Chapter 14-15 in the text  Complete the Discussion Forum  Complete the article analysis

Week	Topics of Discussion	Homework
8	<b>Strategically Managing the HRM Function</b>  Review the chapter PPT and supplemental readings	Complete the Discussion Forum  Complete the article analysis  Complete the session quiz  (Chapters 14-16)  Complete the Course Evaluation

## Policies and Procedures

### Netiquette

Netiquette is a set of rules for how to communicate effectively and politely online.

Effective written communications are an important part of online learning. In a face to face class, body language along with verbal responses and questions help students and the instructor communicate with each other. In an online environment, however, misunderstandings can easily occur when basic rules of Netiquette (online etiquette) are not followed, such as using texting abbreviations or USING ALL CAPITAL LETTERS IN WRITTEN COMMUNICATIONS.

Therefore, please use the following guidelines when communicating in this course:

- Using ALL capital letters in online communication indicates you are yelling. Limited use of capitalized words is acceptable when emphasis is needed. Underscoring and italics can also be used for emphasis.
- Use a descriptive subject line in emails and forum postings.
- Include your name in all emails; we can't always tell who you are based on your email address.
- No derogatory comments, ranting or vulgar language is acceptable in any form of communication in the course. Respect for others and their views is expected.
- Please keep in mind that something considered offensive may be unintentional. If you are concerned about something that appears to be unacceptable, please inform the instructor via email.

### Class Attendance

Online courses are typically delivered asynchronously, meaning that there are no fixed times when students need to be online. While there is no standard attendance policy for online classes, students are expected to log-in to class several times each week to check for updates and to communicate with the professor and/or with other students. There will also typically be deadlines for the completion of assignments, and there may be requirements that the student participate each week in online chats or forum discussions. In some cases there may be a



requirement for the student to log-in at a particular time during the week to participate in a group chat or discussion. As with any traditional course, a student cannot skip several weeks of online classes and expect to succeed!

## **No Show Policy**

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Students who fail to complete the mandatory introduction forum within the first 9 class days from the start of the session will be automatically dropped from the class. PLEASE NOTE: Students must login as well as complete mandatory introduction forum within this 9 day period. Simply logging into a course will still constitute as a NO SHOW for the course if the mandatory introduction forum within the actual online course platform is not completed within the first 9 class days from the start of the session.

Students who do login and complete the mandatory introduction forum within the first 9 days from the start of the session, but who then stop participating in their online class will NOT be automatically withdrawn from the class. To withdraw from the class the student must send an e-mail to their advisor and his or her instructor from his or her Shorter e-mail account requesting to withdraw. The withdrawal will be effective from the date of the e-mail request. An automatic F will be given if a student is not properly withdrawn.

## **Academic Integrity Policy**

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### **A Community of Honor**

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As a liberal arts university committed to the Christian faith, Shorter University seeks to develop ethical men and women of disciplined, creative minds and lives that focus on leadership, service and learning. The Honor System of Shorter University is designed to provide an academic community of trust in which students can enjoy the opportunity to grow both intellectually and personally. For these purposes, the following rules and guidelines will be applied.

### **Academic Dishonesty**

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"Academic Dishonesty" is the transfer, receipt, or use of academic information, or the attempted transfer, receipt, or use of academic information in a manner not authorized by the instructor or by university rules. It includes, but is not limited to, cheating and plagiarism as well as aiding or encouraging another to commit academic dishonesty.

"Cheating" is defined as wrongfully giving, taking, or presenting any information or material borrowed from another source - including the Internet by a student with the intent of aiding himself or another on academic work. This includes, but is not limited to a test, examination, presentation, experiment or any written assignment, which is considered in any way in the determination of the final grade.

"Plagiarism" is the taking or attempted taking of an idea, a writing, a graphic, musical composition, art or datum of another without giving proper credit and presenting or attempting to present it as one's own. It is also taking written materials of one's own that have been used for a previous course assignment and using it without reference to it in its original form.

Students are encouraged to ask their instructor(s) for clarification regarding their academic dishonesty standards. Instructors are encouraged to include academic dishonesty/integrity standards on their course syllabi.

## Procedure

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- A. It is the responsibility of an instructor to certify that academic assignments are independently mastered sufficiently to merit course credit. The responsibility of the student is to master academic assignments independently, refrain from acts of academic dishonesty, and refuse to aid or tolerate the academic dishonesty of others.
- B. If an instructor determines that the student is guilty of academic dishonesty, the instructor must discuss the matter with the student. In the event the instructor cannot reach the student in a timely manner, such as when the student has gone home at the end of a semester, the instructor may assign a grade of "I" (Incomplete) until the student can be contacted and the matter of academic dishonesty discussed. The instructor then completes the "Academic Violation Form" (see Appendix A) which should include evidence and other necessary documentation. The instructor will determine the appropriate remedy: either to assign a grade of zero on that assignment in question or a grade of "F" in the course. The student will designate whether he/she accepts the remedy for the violation of the dishonesty policy or wishes to appeal the instructor's decision. If a student elects to appeal, the "appeal due date" line must be completed on the Academic Violation Form. (See the Appeals section below for more information regarding the appeals process)
- C. Upon completion, the instructor forwards the Academic Violation Form to the Registrar's for the placement in the student's permanent record. The Registrar will forward copies of the Academic Violation Form to the student, the faculty member, department chair, academic dean, dean of students, provost, and president. Not appealing when the form is first completed or by the appeal due date will be taken as an admission of guilt, except under compelling circumstances to be determined at the sole discretion of the provost.
- D. If upon receipt of the Academic Violation Form the Registrar determines that the student is guilty of a second offense, then a grade of FD (Failure Due to Academic Dishonesty) will be assigned by the Registrar for the course regardless of the remedy specified on the Academic Violation Form. Assigning the FD is to be done by the Registrar when the second Academic Violation Form is placed in the student's record, and the Registrar will notify all parties in writing. The student is then permanently barred from membership in any honorary society and is permanently ineligible for any SU honor list. The student may petition the Academic Integrity Appeals Committee to have the dishonesty notation removed from the transcript after one year or upon graduating from the University if no additional dishonesty offenses occur and the student satisfactorily completes the Academic Integrity Program. The grade of F remains on the transcript. Upon receipt by the Registrar of a third offense, the Registrar will assign the grade of FD and then notify all parties. After all appeals are exhausted, if the third offense still stands, then the student will be permanently expelled from the University. The notice of expulsion will be forwarded to the student, department chair, appropriate academic dean, dean of students, provost, and president. A copy of the final report with the three offenses will become a part of the student's permanent record. The university reserves the right to expel the student after a first or second offense, depending on the circumstances and at the sole discretion of the provost.

## Appeals

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- A. The student who wishes to appeal an academic violation charge should submit his/her appeal in writing to the chair of the appropriate department by the appeal due date indicated on the Academic Violation Form, which is normally within ten regularly scheduled class days after the completion date of the Academic Violation Form. This statement should contain the reasons for which the student is appealing the instructor's decision. The burden of proof lies with the student in such a case to show that an error or malfeasance has occurred. Within ten regularly scheduled class days of receiving the written appeal, the department chair will notify in writing both the instructor and the student of the chair's decision. If the department chair is also the instructor who files the Academic Violation Form, then the student must appeal to the appropriate academic dean.
- B. When, in the opinion of the department chair, the student fails to show reasonable cause for further investigation, the chair may deny the appeal without taking further action. When, in the opinion of the department chair, a student's appeal raises reasonable doubt as to whether a mistake or malfeasance has occurred, the chair will meet with the faculty member and with the student and render a decision within ten regularly scheduled class days of the receipt of the appeal. If the decision favors granting the student's appeal, the department chair may request that the Registrar remove the Academic Violation Form from the student's record. The chair will notify both the student and the instructor of this action.
- C. If the student files the initial appeal or elects to appeal the chair's decision during Maymester, Summer I, Summer II or during final exam week of the Fall or Spring semesters and if the instructor or department chair is not available during that time, all of the foregoing time requirements begin to run with the first day of class in the next major term. In extreme or unusual circumstances regarding the timeliness of the appeals process, the provost will make the final determination.
- D. Any student who has exhausted the remedies open under the procedures outlined above may appeal the entire matter to the Academic Integrity Appeals Committee in writing within ten regularly scheduled class days of receiving the response from the department chair. Upon receipt of the appeal, the Academic Integrity Appeals Committee will review the matter and issue a decision within fifteen (15) regularly scheduled class days. The Academic Integrity Appeals Committee has the authority to deny the appeal, reduce the penalties in the event of extenuating circumstances, or direct the registrar to remove the record of the Academic Violation Form from the student's permanent record. The results of the Academic Integrity Appeals Committee are final.
- E. All results from the proceedings of the Academic Dishonesty Appeals Committee should be reported to the appropriate academic dean, dean of students, provost, and president as information.

NOTE: During the appeals process, the student may continue to attend the class in which the violation occurred.

## Students Needing Accommodations

Shorter University provides accommodations for students who have a disability. The student must contact the Director of Educational Support in FSU 219 (706-233-7323) as soon as possible to discuss your needs. Shorter University is committed to providing access to programs and services to all qualified students with disabilities. Student Support Services is located in the Fitton Student Union, Room 219 (706-233-7323). Academic support is available to all students through the Center for Learning and Academic Success at Shorter (CLASS). The Center offers peer tutoring and coordinates study groups for students seeking assistance. Also, students can receive help with writing through individual tutoring in the Writing center. CLASS is located on the second floor of the Sheffield-Thompson building in the Bailor Suite.

**Disability Services:** If you believe you are entitled to reasonable accommodation based on a documented disability (per The Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973), please contact Student Support Services at 706-233-7417 or visit <http://www.shorter.edu/disability-services> for more information.