

OBHR 3330: Introduction to Human Resource Management

Meeting Time and Location:
OBHR 3330.003: Tue & Thu, 11:30 am - 12:45 pm, JSOM 12.210

*****Note: This syllabus is subject to change or revision as needed to better achieve the educational goals of the course. Any necessary revisions will be announced in class or through course materials with reasonable prior notice*****

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Office Hours: Thursday 1pm - 2pm, or by appointment

Course Website: <https://elearning.utdallas.edu/>

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COURSE DESCRIPTION

This course is an overview of human resource management. Students will learn theories and practices in many different "core" areas of human resource management including staffing, performance management, work and job design, training, compensation, and labor relations. The course also examines how the human resource function contributes to the company's business strategy and competitive advantage.

COURSE OBJECTIVES

This course will provide participants with the opportunity to:

- Describe human resources management
- Identify human resources' role within a business
- Explain human resources' contribution to a business' competitive advantage
- Describe the core human resources functions, their responsibilities, and contributions
- Understand the government and legal environment within which human resources functions

INSTRUCTIONAL METHODS

To accomplish the course objectives, we will use readings, lectures, guest speakers, videos, and discussions. The readings provide the foundational concepts and terminology for the course. The lectures will supplement information from the readings and help integrate the course material. Guest speakers and videos will facilitate comprehension of course material and allow students to apply it to real-world HRM problems. Class discussions allow students to learn from one another, share different viewpoints, and clarify their understanding of the course information.

REQUIRED READINGS

1. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2024). *Human Resource Management: Gaining a Competitive Advantage* (13th edition) **with Connect access**.

* **Note:** McGraw Hill has discounted the price of Connect access for UTD students. You can obtain an access code by visiting the bookstore and informing them that you need to purchase Connect access for OBHR 3330. Alternatively, you can purchase access through a Connect assignment in eLearning. An eBook is included with Connect at no additional cost. If you prefer a printed copy of the text, you can purchase it at a discounted price within Connect, and it will be shipped to the address you provide. Connect assignments are part of your overall course grade, so access to Connect is required. For technical support with Connect, please visit www.supportateverystep.com.

2. Additional readings will be announced and posted on Blackboard as needed.

EVALUATION

Exams (40 points):

There will be three closed-book exams covering material from lectures and readings. These exams are not cumulative and will focus on content presented during class, discussions, and readings. Exams will take place during our regular class time and location. Your final grade will reflect the average score of these three exams.

Assignments (10 points):

Individual assignments are due on a regular basis and are designated as Connect Assignments [CA] in the schedule below. Unless otherwise noted, they are due by **midnight (11:59 pm, Central time)** on the specified date. You may complete twelve out of fifteen assignments, meaning that you are allowed to miss up to three assignments. Deadlines are strictly applied. Late assignments receive zero points. Each assignment is worth max 10 points. Your final grade will reflect the average of each assignment score.

- Assignments will be available through the Connect platform on the Blackboard. **All submissions should be made on the Blackboard (no submission will be accepted via other media like email or hardcopy).**

Participation (20 points):

Class participation is a key component of the learning process. Your participation score will be calculated at the end of the semester based on your engagement throughout class exercises and activities. We will engage in in-class discussions and exercises designed to enhance your understanding of the concepts and theories presented. These activities provide opportunities to ask questions, share insights, and offer alternative perspectives on your classmates' comments. This collaborative approach fosters mutual learning and the development of collective knowledge.

Grading for engagement scores:

- Participating in 90% - 100% of exercises: 20
- Participating in 76% - 90% of exercises: 17
- Participating in 51% - 75% of exercises: 15

Participating in 26% - 50% of exercises: 10

Participating in 1% - 25% of exercises: 5

No participation: 0

Team project (30 points):

The team project involves writing and presenting a live case study about a company facing a people-related challenge. Detailed assignment instructions are provided in the appendix of this syllabus. The paper should be no more than 2,000 words, excluding the title page, references, tables, figures, and appendices.

Each team will have 10 minutes to present, followed by a 5-minute Q&A session during which other class members can ask questions. Please submit both your paper and PowerPoint slides electronically by 9:00 AM on **April 30**. Late submissions will not be accepted.

Your final grade for this project will be based on two components: the team's grade on the paper (50%) and the grade your team receives on the presentation (50%).

Note: While the project will receive an overall group grade, individual contributions will also be evaluated. This will be determined through a confidential peer evaluation survey in which each team member assesses the contributions of their teammates. If your peers consistently rate your contributions as below the expected level, your project grade may be reduced by 10% to 30%.

- Peer evaluation score: $3 < \text{score} \leq 5$ – No reduction
- Peer evaluation score: $2 < \text{score} \leq 3$ – 10% reduction
- Peer evaluation score: $1 < \text{score} \leq 2$ – 20% reduction
- Peer evaluation score: $\text{score} \leq 1$ – 30% reduction

GRADE STRUCTURE & BREAKDOWN

Final grades will be scaled in the following manner:

Letter	Percent of total scores (Pts)
A+	97 and above
A	$93 \leq \text{Pts} < 97$
A-	$90 \leq \text{Pts} < 93$
B+	$87 \leq \text{Pts} < 90$
B	$83 \leq \text{Pts} < 87$
B-	$80 \leq \text{Pts} < 83$
C+	$77 \leq \text{Pts} < 80$
C	$73 \leq \text{Pts} < 77$
C-	$70 \leq \text{Pts} < 73$
D+	$67 \leq \text{Pts} < 70$
D	$63 \leq \text{Pts} < 67$
D-	$60 \leq \text{Pts} < 63$
F	$0 \leq \text{Pts} < 60$

COURSE POLICIES

Make-up exams

There will be no make-up exams without an excused absence arranged in advance. The absence must be for university-approved reasons with supporting documentation. Any approved make-up exam will be entirely essay-based and scheduled at the instructor's convenience.

Extra Credit

Extra credit opportunities may be given at the instructor's discretion.

Class Attendance

The University's attendance policy requirement is that individual faculty set their course attendance requirements. Regular and punctual class attendance is expected regardless of modality. Students who fail to attend class regularly are inviting scholastic difficulty. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes.

Class Participation

Regular class participation is expected regardless of course modality. Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Class Recordings

Students are expected to follow appropriate University policies. Unless the Office of Student Accessibility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Even when allowed, recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student Accessibility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Classroom Citizenship

Students must be respectful of other student opinions and disagreements should be handled professionally.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

Accommodations for Students with Disabilities

Please review [the section](#) within the UT Dallas Syllabus Policies and Procedures webpage.

Academic Support Resources

The information contained in the following link lists the University's academic support resources for all students. Please see <https://go.utdallas.edu/syllabus-policies>

UT Dallas Syllabus policies and procedures

Visit the [Syllabus Policies](#) page to view the University's policies and procedures. Also, review the catalog sections regarding the [credit/no credit](#) or [pass/fail](#) grading option and withdrawal from class.

COURSE SCHEDULE & ASSIGNMENTS CALENDAR

Week	Date	Detail
Week 1	Jan 21	Meet and Greet, Syllabus Overview
	Jan 23	Introduction to HR (Chapter 1)
Week 2	Jan 28	Strategic HR (Chapter 2)
	Jan 30	Strategic HR (Chapter 2)
Week 3	Feb 4	Legal, Diversity, and Inclusion (Chapter 3)
	Feb 6	Work Design and Analysis (Chapter 4)
Week 4	Feb 11	Work Design and Analysis (Chapter 4)
	Feb 13	Recruitment and HR Planning (Chapter 5)
Week 5	Feb 18	Recruitment and HR Planning (Chapter 5)
	Feb 20	Exam 1
Week 6	Feb 25	Selection and Staffing (Chapter 6)
	Feb 27	Selection and Staffing (Chapter 6)
Week 7	Mar 4	Training and Development (Chapters 7 & 9)
	Mar 6	Training and Development (Chapters 7 & 9)
Week 8	Mar 11	Performance Evaluation (Chapter 8)
	Mar 13	Performance Evaluation (Chapter 8)
Week 9	Mar 18	Spring Break
	Mar 20	Spring Break
Week 10	Mar 25	Retention and Separation (Chapter 10)
	Mar 27	Retention and Separation (Chapter 10)
Week 11	Apr 1	Exam 2
	Apr 3	Pay and Benefits (Chapters 11, 12, & 13)
Week 12	Apr 8	Pay and Benefits (Chapters 11, 12, & 13)
	Apr 10	Guest Speaker (Avantiv)
Week 13	Apr 15	Labor Relations (Chapter 14)
	Apr 17	Global HR (Chapter 15)
Week 14	Apr 22	Global HR (Chapter 15)
	Apr 24	High-Performance Work Systems (Chapter 16)
Week 15	Apr 29	High-Performance Work Systems (Chapter 16)
	May 1	Presentations
Week 16	May 6	Presentations and Wrap-Up
	May 8	Exam 3

Assignments and Due Dates

(Note: Assignments are due by midnight on date indicated)

Connect Assignments (CA)

Connect Assignment 1	Due: 1/28
Connect Assignment 2	Due: 2/4
Connect Assignment 3	Due: 2/11
Connect Assignment 4	Due: 2/18
Connect Assignment 5	Due: 2/25
Connect Assignment 6	Due: 3/4
Connect Assignment 7	Due: 3/11
Connect Assignment 8	Due: 3/18
Connect Assignment 9	Due: 3/25
Connect Assignment 10	Due: 4/1
Connect Assignment 11	Due: 4/8
Connect Assignment 12	Due: 4/15
Connect Assignment 13	Due: 4/22
Connect Assignment 14	Due: 4/29
Connect Assignment 15	Due: 5/6

Appendix: Team Project

Your team project is to do a self-directed *Human Resource* case study.

Pick a publicly traded company with a human resource problem. Human resource problems could include active or recent employee litigation, union activity, employee malfeasance, labor shortage, transitioning to automation, etc. *Note: your project should address a HUMAN RESOURCE problem, not a generic business problem.*

Your case should be based on the following resources: Chapter 16 of your textbook (and any other part of the textbook you find useful), library databases, annual reports and other shareholder information, other websites (e.g., Glassdoor), popular press articles and, if possible direct interviews. You are encouraged to reach out and contact an HR professionals or other employees at the company.

The paper should be a **maximum** of 2000 words, excluding title page, references, tables, figures and appendices. The paper must be Times New Roman, 12pt font.

You will have 10 minutes to present your project. Papers and ppt decks should be submitted electronically by **9:00 AM on April 30**.

Some observations on how to do well:

- Ensure that you are focusing on a HUMAN RESOURCE problem, not a business strategy problem or a marketing problem.
- Be able to state the HUMAN RESOURCE problem in a single, concise sentence.
- An executive summary is not a normal paper introduction. It is a single paragraph overview of the entire project. It should clearly and concisely summarize the problem, findings, and recommendations. That is, an executive summary should provide all relevant information for someone to make an informed decision without having to read the rest of the paper.
- Use the paper structure provided on the next page. This will ensure you have all parts.
- When splitting up the tasks involved in this project:
 - Be mindful that some sections may require less effort than others.
 - While it might be tempting to assign one section to each group member, consider breaking each section into smaller tasks and distributing them among team members for better collaboration and efficiency.
 - Once you have completed your individual task, offer assistance to other team members who may need help.
 - If you encounter difficulties with your individual task, don't hesitate to ask for help from your team members.

Executive Summary

Company Background

1. Business Model
2. Mission and Vision
3. Strategy
4. Financial Performance
5. Overview of the Company's HR
 - a. What does the organization say regarding HR's role in strategy and organization effectiveness
 - b. What current HR functions are relevant to the human resource problem

The Human Resource Problem

1. The Nature of the Problem
 - a. Outline the problem
 - b. Specify which HR domain relates to this problem (e.g., sourcing, developing, managing talent)
2. Causes / Drivers of the Problem
 - a. Why is the firm facing this challenge? (internal business causes)
 - b. What are the external forces that created/exacerbated the problem?
3. Current HR Policy/Practice's/ Influence
 - a. How has the current HR strategy contributed to the current situation?
 - b. Be specific; consider the menu of HR practices (job design, recruiting and staffing, performance management, compensation and benefits, training & development, labor relations)
4. Consequences if Not Addressed
 - a. What are the potential consequences if this challenge is not addressed?

Recommendations and Evaluations

1. Recommendation
 - a. What do you recommend, from an HR perspective, to address the HR problem?
 - b. How will your recommendation help the company maintain or achieve sustained competitive advantage?
2. Evaluation
 - a. What are the costs and benefits of your recommendation?
 - b. How would you implement this recommendation?
 - c. What are potential impediments and/or unintended consequences that might undermine the success of this recommendation?

The Takeaway

1. What did you learn?
 - a. What does this case tell us about workforce management?
 - b. What does this case teach you that you can apply in your own life?
2. What organizational insights can you take away from this case?
 - a. What would you tell someone else if their organization was suffering from this problem?

Please use the bolded heading and numbered headings as section headings for the paper, and make sure you answer each of the questions listed in the sections.