Course Syllabus
OB6307.0W1.16U
Jindal School of Management
The University of Texas at Dallas

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Course Information

Course

Course Number/Section   OB 6307.0W1
Course Title   HUMAN RESOURCE MANAGEMENT
Term and Dates   SUMMER 2016 (MAY 23 – August 8)

Professor Contact Information

Professor   Orlando C. Richard, Ph.D.
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Online Office Hours   By request.
Graduate Assistant: Carliss Miller: E-mail, cxc107620@utdallas.edu
Other Information   Registered students login to eLearning course and use course mail tool to contact instructor

About the Instructor

Dr. Orlando Richard is Associate Professor in the Organizations, Strategy, and International Management Area of the School of Management at the University of Texas at Dallas. He holds a Ph.D. in Business Administration from The University of Kentucky and Post-Doctorate from Massachusetts Institute of Technology. His research interests include strategic human resource management systems, workforce diversity effects, and micro organizational behavior. He has published over forty articles in these areas.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Pre-requisite: OB 6301 or consent of instructor.

Course Description and Objectives

This course will provide a generalist approach to the field of human resource management (HRM) with a heavy emphasis on the strategic role of the human resource management function. We will be examining broad topic areas of the global aspects of HRM, selection, performance appraisal, training, compensation, and labor relations using a strategic approach. We will investigate how each of these areas relates to one another as well as to the essence of the business goals, objectives, and mission. This knowledge will be obtained through lectures, readings, videos, and in-depth critical thinking exercises. Since many companies are

moving from more bureaucratic structures to more participation-based ones, it is essential for you to constantly gain experience in working with others to conduct work. Therefore, group work and collaboration will be necessary for success in this course.

Required Textbooks and Materials

Required Texts:
Bernardin, H. John and Russell, Joyce E.A. 2013. 6th Edition. Human Resource Management: An Experiential Approach. McGraw-Hill Irwin.

Textbooks and some other bookstore materials can be ordered online through Off-Campus Books or the UTD Bookstore. They are also available in stock at both bookstores.

Required Refereed Journal Article for Team Project (acquire from library):
Miles, R.E., & Snow, C.C. 1984. Designing Strategic Human Resource Systems, Organizational Dynamics, 16: 36-52.

Students are strongly encouraged to review various on-line and published sources on human resource management. UTD offers an excellent library with subscriptions to an invaluable array of business databases, journals, and other media that can be accessed on-line by students. Students may remotely access the UTD Library Reference database. See information at: http://www.utdallas.edu/library/distance.html and also: http://www.utdallas.edu/library/askalib/index.html.

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Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirement must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage.

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Course Access and Navigation

This course can be accessed using the UTD NetID account at: http://elearning.utdallas.edu. Please see more details on course access and navigation information.

To become familiar with the eLearning tool, please see the Student eLearning Tutorials.

UTD provides eLearning technical support 24 hours a day/7 days a week. The eLearning Support Center http://www.utdallas.edu/elearninghelp services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

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Communications

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the eLearning Tutorials webpage for video demonstrations on eLearning tools.

A course bulletin board, the *Discussions*, allows the asynchronous communications among all course participants. Please see 'Participation' under the Student Assessment section below. You can use course *Messages* tool to communicate privately with instructor and classmates. Teams may schedule team web conferences. Please see the Web Conferencing page for instructions on making a reservation and other web conference information.

Please use the "Discussions" link to post your comments/questions regarding any particular week's discussion topic/room in that topic's own link. Also, use the "Discussions" link's "Main" topic area for any general comments/ questions about the course.

Interaction with Instructor: Instructor will communicate with students mainly using course Discussions and Messages tools. Students may send personal concerns or questions to the instructor using course Messages function. Do not contact the Instructor and teaching assistant or submit assignments using the external utdallas.edu e-mail account. Instructor will reply to student Messages or Discussion board messages within 3 working days under normal circumstances. The instructor generally does not access the course on the weekends. Please keep up with the calendar to see dates when the instructor will not be available.

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Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the eLearning Current Students page http://www.utdallas.edu/elearning/students/cstudents.htm for details.

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Student Assessments

Grading Information

Weights

ASSIGNMENTS	POINTS
Individual (70%)	
Individual Assignment Exercises (3 assignments at 3 points each)	9
First Term Exam	23

Second Term Exam	23
Discussion Room Participation (3 assignments at 5 points each)	15
Team (30%)	
Assignment 1	10
Assignment 2	10
Assignment 3	10
Total	**100**

Grading criteria

Scaled Score	Letter Equivalent
90-100	A
80-89	B
70-79	C
Less than 70	F

Accessing Grades

Students can check their grades by clicking "My Grades" on the course menu after the grade for each assessment task is released.

Course Policies

Make-up exams
Make-up exams will not be granted unless there is certain special circumstance.

Late Work
Not accepted

Class Participation/Attendance
Students are required to login regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activities. Students are also required to participate in all class activities such as discussion board activities, chat or conference sessions and group projects.

Virtual Classroom Citizenship
The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Server Unavailability or Other Technical Difficulties
The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help

Desk http://www.utdallas.edu/elearninghelp. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

The grades will be based on the following:

EXAMS

There are **two online exams**. Each exam will have 50 multiple-choice and/or fill-in-the-blank type questions. These exams will include listed chapters as well as any other lecture materials provided outside of the assigned text. Cases will not be covered in the exams.

Students are required to complete these two timed online exams on the honor system. The Second Term Exam will NOT be comprehensive. The exams will be posted on the dates marked under "Due dates." Students will have 85 minutes to answer 50 multiple-choice questions during each exam. Students can choose to take the exam at any time over the given two-day period but will have only one chance to have access to the exam to complete it. Once you start the exam, exiting it for whatever purpose will exhaust your chance. So, please arrange your time accordingly before you start when you know you can finish it without any disturbance. The instructor reserves the right to change the system of examination and evaluation for the entire class if the honor system procedures do not function as expected.

These two exams (First Term Exam and Second Term Exam) will be released under the "Quizzes and **Exams**" link on the course menu within the course site. You can click the exam name link to gain access to it. Read and follow the on-screen instructions for the exam. **Again**, **please note that only one attempt is allowed for each exam and it is available only during the time specified.** After an exam is graded and released for reviewing, , you may go to My Grades page and click the score link of the quiz to view your graded submission.

INDIVIDUAL ASSIGNMENTS – CRITICAL THINKING APPLICATIONS

Answers are to be submitted on or before an application respective due-date indicated in above course schedule of questions (will be posted under its own link) for each of 3 cases (from the textbook under their respective chapters).

Your answers for each critical thinking application submitted should be 1-2 single spaced pages (per exercise, not per question, of course). Please use a font size of 12, not smaller. Your answers do not have to have a cover page.

I have selected certain applications from the textbook. Each student is expected to upload a written response to the application by the "**due date**" indicated in the Academic Calendar table. These will be graded and feedback will be given to the students.

IMPORTANT:

Please emphasize human resource content and clarity in writing. I would like for you to **BOLD** all human resource management concepts. Students are expected to submit papers that do not have spelling errors and are grammatically correct. Misunderstanding of your analyses due to spelling or grammatical errors will cause deductions in your grade. It is not

the instructor's responsibility to either correct such errors, or try to make sense out of comments containing such errors.

The instructor will start grading the applications only after the due-date for that exercise and will ensure that students get their grades and their feedback within two weeks.

TEAM PROJECT

Groups of no more than 5 students will work on the following specified assignments.

Background. During the semester you will have three related assignments. These assignments require developing an in-depth understanding of the relationship between the goals of a business and the human resource management policies and practices. First, you must find a business that will allow you to interview them in depth about their business and human resource strategies and allow access to their personnel policies and practices (e.g., employee handbooks, selection devices). This business may be small or large and can be a current or previous employer. If necessary, you may guarantee this business anonymity, in that I will not need to know the name or the business or other identifying information.

Assignment 1. In this assignment you will describe the business strategy of the firm you have selected. You will provide background information on the nature of the business, the size of the business, and its competitive environment. Some firms will have a clearly articulated mission statement. For these firms, you will need to determine if what they preach is consistent with what they practice. Other firms may have no concrete idea of their business strategy. You will need to discern their business strategy from how they operate as a company.

In either case, your assignment is to build a case to conclude whether their current practices are innovative (prospectors), focus on costs (defenders), have elements of both (analyzers), or complete lack a strategy (reactors). The ***top half of Exhibit 3 in the Miles and Snow reading*** provides an outline of the characteristics of the various business strategies. You should provide specific examples to strengthen your case and draw a clear conclusion at the end of the paper.

The body of the paper should be 2-3 single spaced pages of 12 characters per square inch. (Please comply with the spirit of this request)

Assignment 2. This assignment is similar to the first assignment but now you will describe the firm's human resource system. You should thoroughly detail what the firm is doing in terms of HR planning, staffing and selecting, appraising, compensating, training, and developing. The ***bottom half of Exhibit 3 in the Miles and Snow reading*** will be useful for guiding you through the options. At the end of the assignment, I want you to conclude the type of human resource strategy they follow (e.g., prospector, defender).

This paper will be restricted to 4 single spaced pages. Use the same guidelines as before on the font.

Assignment 3. Strategic Alignment: You need to assess whether or not there is consistency between the firm's human resource practices. Which practices work together, which ones conflict? Determine whether the conflicts are major or minor.

Doe fit generally exist between the organization's business objectives and their human resource strategy? Where do conflicts exist? Where is their alignment? Make a list of recommendations that suggest where the firm could modify their human resource practices and/or business strategy and bring things into alignment.

Keep this assignment within 4 single spaced pages according to earlier guidelines regarding font.

Teams: Teams will be assigned at the beginning of the class and will be announced under Announcements. The instructor may also use a group sign-up sheet to form groups for group assignments or projects. Each group can use the available group tools under its own group area in the course to communicate and collaborate within the group. A web conference system is available for use. Teams can schedule a live web conference for team work. Please see Web Conferencing page for instructions on making a reservation and other web conference information.

INDIVIDUAL DISCUSSION PARTICIPATION

Participation is based on your contributions to discussion assignments per syllabus that will be posted by the instructor. Each student will be given a grade for participation based on the quantity and quality of posting questions/comments in the "Discussions" section that are relevant to that week's assignment. Each week's Discussion Topic will be locked on the last day of that week's session. Please observe the relevant topics of the week, and its respective due-date to post your questions/comments accordingly. Timely and relevant questions/comments will count towards your participation average as much as the quantity of comments as well. "Me too" type postings do not receive credit. "Piggyback" type postings are discouraged unless you go beyond previous discussion in some substantial way. Please keep in mind that although this is an online course, the students are expected to spend as much time for online discussions as their on-campus peers do.

Discussion Room Assessment:

0 posts/assignment = 0%
1 post/assignment = 50%
2 post or response/assignment = 100%

Do not post more than 2 times per assignment under each discussion room. Excessive posting will result in a percentage deduction in your discussion room assessment score. Students are welcome to continue discussions among themselves in the Student Lounge area.

DUE DATES: Students will have till 11:55 P.M. (**U.S. Central Time Zone**) of the day of each assignment's due-date to submit their answers. **Late submissions and make-up exams are NOT allowed**.

ALL WRITTEN ASSIGNMENT SUBMISSIONS: When you submit a written response by using the "Assignment" tool, please ensure it is an MS Word or PowerPoint documents with a simple file name and file extension, no space or special characters. Please see the Assignments link on the course menu or see the icon on the designated page. You can click each assignment title link and follow the on-screen instructions to upload your response and submit it on that particular assignment's own link. For additional information on how to

submit assignments, view the [Submitting An Assignment video tutorial.](#) **Please note: each assignment link will be deactivated after the 'due-date' period**. After your submission is graded, you may go to My Grades on the course menu and click the score link to check the grade and the feedback from the instructor. For the team project assignment, one group member will submit the assignment for the group and all group members will be able to view the results and feedback once it's been graded.

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Academic Calendar

Week	Dates	Chapters & lectures; Group assignment titles	Group/individual assignment details	Due date
0	Mon 5/23	Course Access and Self-Orientation	Self-introduction Identifications of groups for team assignments 1, 2, and 3	
1	5/30	**Chapter 1:** Strategic HRM in a Changing Environment Intro to HRM (audio and slides) **View "HR Heroes" Video**	1) Individual Assignment 1: <u>Critical Thinking Application 1-C:</u> Resolution: Close down the HR department (page 554)	Sun 6/5
2	6/6	**Chapter 2:** The role of globalization in HR policy and practice Lecture (audio and slides) View Sample Assignment 3 **View "Creating Future Global Leaders" Video**	1) With your instructor's approval, select a company to critique their human resource management for Team Assignment 1, 2, and 3 (see **Team Project**) 2) Individual Assignment 2: <u>Critical Thinking Application 2-B:</u> International HR: How about a Cuppa?	6/12
3	6/13	**Chapters 4 and 14:** Work Analysis and Design; Employee Safety and Health Lectures (audio and slides) **View "Creating a Culture of Workplace Flexibility" Video**	1) Individual Assignment 3: <u>Exercise 1-1:</u> An interview with a HR Specialist: Part A only (available at www.mhhe.com/bernardin6e). Submit 2-pages single spaced in report format	6/19
4	6/20	**Chapters 5 and 7:** Human Resource Planning and Recruitment; Performance Management and Appraisal Lectures (audio and slides)	1) Discussion Room 1: Critical Thinking Application 7-B: The role of mystery shoppers in performance appraisal. 2) Team Assignment 1 due (see Team Project instructions for submission)	6/26

		View "Making Mergers Work" Video		
5	6/27	**First Term Exam**	**(Chapters 1, 2, 4, 5, 7, 14)**	7/2 –7/3
6	7/4	**Chapters 6:** Personnel Selection Lecture (audio and slides) **View "HR in Alignment" Video**	1) Discussion Room 2: Critical Thinking Application 6-A: What Privacy Do We Have in the Workplace?	7/10
7	7/11	**Chapters 8 and 9:** Training and Development; Career Development Lectures (audio and slides) **View "Succession Planning at 3M" Video**	1) Team Assignment 2 due (see Team Project instructions for submission.)	7/17
8	7/18	**Managing Diversity Mini-Lecture** Lecture (audio and slides) **View Movie: "Remember the Titans" starring Denzel Washington**	1) Discussion Room 3: Movie	7/24
9	7/25	**View "Trust Travels" Video; View "Doing Well by Doing Good" Video** Assignment 3 Team Work	1) Team Assignment 3 due (see Team Project instructions for submission.) 2) Individual evaluation of team members	7/31
10	8/1	**Chapter 10:** Direct and Indirect Compensation **Chapter 12:** Managing the Employment Relationship Lecture (audio and slides) **View "KFC Engaging and Integrating a Younger Workforce" Video**	1) Casual Discussion Room	8/5
11		**Second Term Exam**	3) **(Chapters 6, 8, 9, 10, 12)**	8/6-8/7

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Academic Integrity

Each student in this course is expected to exercise independent scholarly thought, expression and aptitude. This information is provided to assist you in developing and maintaining academic integrity while seeking scholastic success.

General Comments:
- All academic exercises (including assignments, essays, laboratory experiments and reports, examinations, etc.) require individual, independent work. Any exception(s) will be clearly identified.
- Be sure your name or identifying number is on your paper.
- Complete and turn in academic exercises on time and in the required format (hardcopy, electronic, etc.).
- Retain confirmation of document delivery if submitted electronically.
- Retain all research notes and drafts until the project or assignment has been graded.
- Obtain written authorization from your instructor prior to submitting a portion of academic work previously submitted for any academic exercise. (This includes an individual or team project submitted for another course or at another school.)

Essays and Significant Papers:
Be prepared
- To present periodic drafts of work in process
- To correctly and completely reference all sources of information using the citation format prescribed by American Psychological Association (APA).
- To turn your completed assignment in timely and in the prescribed manner (electronic, hardcopy, etc.)

All episodes of suspected scholastic dishonesty will be reported according to University policy. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the University, policies on scholastic dishonesty will be strictly enforced. Penalties that may be assessed for scholastic dishonesty may be reviewed at http://www.utdallas.edu/judicialaffairs/documents/UT-Dallas-Title-V-Chapter-49.pdf.

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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**."

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UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to http://go.utdallas.edu/syllabus-policies for these policies.

These descriptions and timelines are subject to change at the discretion of the Professor.

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