



MGMT 381 - Human Resource Management

Course Information

Semester : June 29, 2020 - July 31, 2020
Credit : 4
Teaching Hours : 50 Hours
Time : 2 hours/day, Mon-Fri
Professor : Dr. Werner Krings
Email : wkrings@framingham.edu
Office Hours : Wed & Fri 10:30 – 12:00

Catalog Description

This course allows students to understand ways in which management acquire, train and compensate employees while at the same time attending to aspects related to labor relations, health and safety as well as fairness concerns. It is designed to facilitate learning about the personnel function within profit and non-profit organizations. The course covers the procurement, development, compensation, integration and maintenance of personnel.

Undergraduate Level: 1 Credit Hour, 4 Lecturer Hours.

Prerequisite: MGMT 280 Applied Organizational Theory and Management

Learning Outcomes

1. To learn the basic concepts of the field of Human Resources Management.
2. To develop an understanding of how laws, organization strategy, recruitment, placement, talent management, training and development, compensation, and topics that enrich HRM affect Human resource management in organizations.
3. To provide knowledge of contemporary issues, principles, and practical techniques associated with effective Human Resource Management.
4. To develop an understanding of macro issues that enrich the field of human resource management such as ethics, labor relations, employee safety and health and global human resources.
5. To analyze the work of human resource managers in influencing work performance among individuals and teams, through discussion presentations and case exercises.
6. To develop an understanding on laws and theories used in Human Resource Management.

Requirements

The course objectives are achieved through a *number of structured means*:

Lectures	Lecturers are based on the materials covered in the text (not restricted to the text). Slides will be regularly posted on Blackboard.
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A	4.0	100-95	Five Exams (Classroom)	25%
A-	3.7	94-90	Coaching Project	15%
B+	3.3	89-87	I. Deliverables	30%
B	3.0	86-83		
B-	2.7	82-80	<ul style="list-style-type: none"> • Paper Project (20%) • Presentation (10%) 	
C+	2.3	79-77	II. In Class Discussions	5%
C	2.0	76-73	<u>Final Exam (Classroom)</u>	<u>20%</u>
C-	1.7	72-70	Σ	<u>100%</u>
D+	1.3	69-67	<u>Extra Credits</u> optional if student scores between two final Grades. Deliverables: Two-Page Essay: Career Development & Class Participation for Students in Good Standing.	
D	1.0	66-63		
D-	0.7	62-60		
F	0.0	59-0		



Exams = 45% of Final Grade

There will be five exams plus the final exam which each contain some bonus questions to compensate for wrong answered multiple choice exam questions. The exams cover largely the course material: each of the five exams cover one to two chapters and the final exam covers the remaining chapters (subject to change!). Missing the five exams and the final exam will count towards your overall grade. These exam activities cannot be made up and you will receive a zero grade (F) if you are NOT in class.

Personal Biography = 5% of Final Grade

The *personal biography* should contain your *background*, your *motivation to study at FSU*, the *core competencies* you want to acquire and *how the studies at FSU can support you in realizing your vision*, i.e. personal and career development regarding your *final objective*, e.g. a career in the corporate world or starting your own business (entrepreneurship). This paper is 1,5 to 2 pages long and has to be written in correct English.

In Class Discussions = 5% of Final Grade

Analysis of real-world case studies in the text and other sources will be assigned during the course to serve as a supplement and increase understanding of the content taught in class after each chapter. Simulated scenarios will be assigned based on the chapters based on the MyManagementLab program which you purchase with the book. This analysis will be relevant to the material covered in class. These case studies and simulations will provide concrete examples of how the theories and techniques learned in class can be applied in the real world. Active participation in the class discussion is required. Grading will be based on

- Attendance of the class
- Participation in the discussion
- Meaningful contributions in the discussion

Coaching Project = 15% of Final Grade (50% Peers : 50% Professor)

The Coaching Description will be announced on Blackboard!

Paper Project = 20% of Final Grade

Each team will select an organization of their choice. You will do a thorough background research on the organizations policies through researching journal articles, books, internet resoruces, magazines, newspapers, etc. (this assignment depends on the access to these media!).

Course Expectations

Attendance & Absence	It is imperative to regularly attend the class to successfully pass the exams. In the event of <u>three or more absentees without documented valid reasons</u> , <u>five points will be deducted from your final grade!</u> If you <u>attend the class later than 15 minutes</u> , you are counted as 'Absent'! Moreover, if your late attendance 15 minutes and above <u>happens several times</u> , you will <u>not obtain the extra credit option</u> . Instead, you will <u>receive the lesser grade</u> if your <i>final score</i> is <u>between</u>
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	<p>two grades. The use of the bathroom <u>is not permitted</u> during <u>the exams</u>! Please ensure to visit it <u>before</u>!</p>
Laptop or Notebook Use	<p>Student are only allowed to use their laptop/notebooks during class for work related to this course. <u>During and after the exam</u> the laptop/notebook has to be <u>switched off</u>! Students violating this rule may <u>risk to fail the exam</u> and will be asked not to bring their laptop/notebook to class.</p>
Prohibited Electronic Devices	<p>All cell phones, I-pods, MP3 players, pagers and other communication or texting devices have to be <u>switched off and put away</u> (out of sight) <u>during class and the exams</u>. Relax and enjoy the class.</p>
Mini Exams Participation In Class	<p>The <u>purpose of the mini exams is to assess your progress</u>. Class participation is <u>expected to promote your analytical and communication skills</u>. Class participation can be <u>decisive with the Extra Credit option</u> to obtain the better of two grades if your final score is between two grades. It is a <u>subjective</u> criterion, whereby the professor considers the</p> <ul style="list-style-type: none"> • <u>Student's preparation for the class</u>: completed assignments, read chapter, etc. • <u>Student's contribution</u>: <i>adds value</i> to class discussions, <i>makes effort</i> to answer questions, <i>shows involvement</i> in course material and <i>makes meaningful comments</i> in class discussions. • <u>Student's attendance and timeliness</u>: Classes will start <i>on time</i>. If you are <u>more than 15 minutes late</u> or <u>leave early without reasonable excuse</u> it counts as 'absence'!
Submission of Assignments	<p>Late assignments are <u>accepted</u>. However, 10 points are deducted for each 24-hour period that your assignment <i>is late</i>. Assignments will be accepted <u>no later than 3 days past the due date</u>.</p>
Group Project	<p>The major group project consists of <u>creating a marketing plan</u>. You will be provided with a template and your group has to develop a plan. How you share the work within the group is solely up to you! The students of the group will receive a <u>team grade</u>. However, there will be a peer evaluation by your group members regarding your <u>team contribution and collaboration</u>. <u>According to the level of participation/contributions</u> members of the group may receive <u>same, 10, 20 points less or in extreme cases even no credit</u> from the group work. <i>The details will be explained in class.</i></p>
Business Attire	<p>Group projects and presentations are <u>oral exams and part of personal branding</u>. Therefore, it is imperative to <i>demonstrate business demeanor</i> and proficiency in applying concepts learned throughout the semester and to <i>use vocabulary</i> from chapters. The <u>quality of your formal reports affects</u> your <u>final score</u>.</p>



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Citation Guidelines	<p>Using <u>appropriate citation form</u> and <u>giving credit where credit is due</u> is an exceptionally important aspect of <i>excellent research and scholarship</i>. To ensure the best information use and presentation practices, <u>use APA guidelines</u>.</p> <p><i>Familiarize yourself</i> with <u>citation guidelines</u> in terms of <u>book, journal, chapter, newspaper article, and web citation forms</u> particularly.</p> <p>Students who <i>violate</i> these FSU rules, may either receive a <u>penalty grade</u>, including – but not limited to – <u>failing grade</u> on the assignment or in the course.</p>
Inaccuracies Irregularities	<p><u>Plagiarism</u> and other forms of <u>academic dishonesty</u> are grounds for <u>course failure</u> and <u>ultimately dismissal from the University</u>.</p> <p><i>Plagiarism</i> is <u>copying, borrowing</u> somebody else’s work <i>without giving them the deserved credit</i>.</p> <p>Whether the work is <u>copyrighted or not</u>, a writer cannot just take someone else’s ideas or language from a work and pass it off as his own. <i>Cheating</i> means <u>copying or misrepresenting the source, nature, or other aspects of your academic work</u> (e.g., assignments, papers, projects, tests) so as to <i>get undeserved credit</i>. These forms of <u>academic dishonesty have serious consequences</u>.</p> <p>Students <u>guilty of academic dishonesty</u> are subject to <u>disciplinary action</u> which may include, but is not limited to <u>reduction of a grade</u> on an assignment or examination, <u>reduction of a grade for the class</u>, <u>suspension or expulsion</u>.</p> <p><i>Contact your lecturer</i> if you <i>are unsure</i> about the appropriateness of your course work. See: ACADEMIC HONESTY POLICY!</p>
Backup Safety	<p>Please note that <u>it is your responsibility</u> to <u>keep a copy</u> of <u>all</u> your work. Students are advised to keep a <u>backup copy of any course work completed on a computer</u>. They might <u>send a copy of their work to their email account</u>, save it on their <u>portable USB flash drive, or hard drive</u>.</p>

Academic and Professional Honesty Policy

Framingham State University’s policy (Source: [FSU Undergraduate Catalog](#))

Academic Honesty Statement	<p>Integrity is <u>essential to academic life</u>. Consequently, students who enroll at Framingham State University agree to <u>maintain high standards of academic honesty and scholarly practice</u>. They shall be <u>responsible for familiarizing themselves</u> with the <u>published policies and procedures</u> regarding academic honesty. If found violating these rules, students will be <u>withdrawn from the class</u>.</p> <p>In addition to the required statement, <i>faculty members</i> shall, at their discretion, include in the course syllabus additional statements relating the definition of academic honesty to their courses. Infractions of the Policy on Academic Honesty include, but are not limited to:</p>
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1. Plagiarism	Claiming as one's own work the published or unpublished literal or paraphrased work of another author or student. It should be recognized that plagiarism is not only <u>academically dishonest</u> but also <u>illegal</u> .
2. Cheating	Cheating on <u>exams, tests, quizzes, assignments, and papers</u> , including the giving or acceptance of these materials and other sources of information <u>without the permission of the instructor(s)</u> results in <u>warning</u> and <u>ultimately failure 'F'</u> .
3. Unauthorized Collaboration	The preparation of <u>individual course assignments, e.g. exams</u> is the responsibility of the individual student. <u>Unauthorized collaboration</u> , e.g. <u>during or after the exam verbally, text message, mobile devices, or laptop/notebook</u> either <u>in the classroom</u> or <u>from a third location</u> e.g. public bathroom will result in the <u>failure 'F'</u> of all <u>involved students</u> .
4. Resubmission	The submission of the <u>same assignment without authorization</u> for <i>credit in more than one course</i> <u>will result in failure 'F'</u> .
5. Dishonesty	The <u>use of dishonest procedures</u> in computer, laboratory, studio, or field work <u>will result in failure 'F'</u> .
6. Misuse	The misuse of the university's technical facilities (computer machinery, laboratories, media equipment, etc.) <i>either malicious or for personal gain</i> <u>will result in failure 'F'</u> .
7. Falsification	The <u>falsification of forms used to document the academic record</u> and to <u>conduct the academic business of the University</u> <u>will result in failure 'F'</u> and is <u>illegal</u> .

Accreditation I Workload Expectations

Accreditation	Expected Study Work
All FSU credit courses are governed by the Federal Definition of credit hour	<u>For every one hour of classroom or direct faculty instruction, a minimum of two hours of out-of-class student work</u> is required. Since the summer courses meet <u>for two contact hours daily (10 contact hours of classroom time weekly)</u> , the expectation is that <u>students spend 20 hours per week doing out-of-class work</u> . For the five week 4-credit hour course, this reflects <u>50 hours of classroom time and 100 hours of out-of-class time</u> since the <i>credit hour is defined as 50 minutes</i> .

University Plagiarism Statement

UNIVERSITY POLICY REGARDING ACADEMIC HONESTY

Integrity is essential to academic life. Consequently, students who enroll at Framingham State University agree to maintain high standards of academic honesty and scholarly practice. They



shall be responsible for familiarizing themselves with the published policies and procedures regarding academic honesty.

Faculty members shall, at their discretion, include in the course syllabus additional statements relating the definition of academic honesty to their courses. They shall administer hour tests and exams in such a manner as to provide the best possible situation for all students. Faculty shall proctor exams, or, if they feel it is suitable to schedule a non-proctored exam, shall designate in writing at the beginning of the examination: 1) where they shall be found during the period and 2) where the exam papers are to be turned in.

Academic honesty requires but is not limited to the following practices: appropriately citing all published and unpublished sources, whether quoted, paraphrased, or otherwise expressed, in all of the student's oral and written, technical, and artistic work; observing the policies regarding the use of technical facilities.

Infractions of the Policy on Academic Honesty include, but are not limited to:

1. Plagiarism: claiming as one's work the published or unpublished literal or paraphrased work of another. It should be recognized that plagiarism is not only academically dishonest but also illegal.
2. Cheating on exams, tests, quizzes, assignments, and papers, including the giving or acceptance of these materials and other sources of information without the permission of the instructor(s).
3. Unauthorized collaboration with other individuals in the preparation of course assignments.
4. Submitting without authorization the same assignment for credit in more than one course.
5. Use of dishonest procedures in the computer, laboratory, studio, or field work.
Further clarification on academic honesty will be provided, when appropriate, in individual courses.
6. Misuse of the University's technical facilities (computer machinery, laboratories, media equipment, etc.), either maliciously or for personal gain. Examples include but are not necessarily limited to:
 - a) Accessing the private files of another person or agency without express permission.
 - b) The unauthorized use of technical facilities for purposes not connected with academic pursuits. When evidence indicates that a student has improperly used a technical facility, an appropriate supervisor (faculty or staff member) may take appropriate action reflecting the seriousness of the infraction, ranging from a verbal warning to, but not beyond, denial of use of the facility. If coursework may have been plagiarized, the supervisor will also inform all concerned faculty members, who may take action as described in the procedures for handling cases of alleged infractions of academic honesty.
7. Falsification of forms used to document the academic record and to conduct the academic business of the University

FSU Notice of Non-Discrimination and Diversity

Framingham State University is committed to a policy of non-discrimination, equal opportunity, diversity, and affirmative action. The University is dedicated to providing educational, working, and living environments that value the diverse backgrounds of all people. Furthermore, the



Massachusetts Civil Rights Act ("MCRA," M.G.L. c. 12, §§ 11H, 11I, 11J) protects the rights of all residents of and visitors to Massachusetts to be free from bias-motivated threats, intimidation, and coercion that interfere with their civil rights. The MCRA protects the right to attend school, live peacefully, and enjoy other basic rights.

Student Resources

1. Blackboard	Blackboard Learn
2. Library	<p>The Whittemore library is an excellent source for obtaining information on how to conduct research, research guidelines and research databases. They are available over the Internet, on or off-campus (with your FSC ID) 24 hours a day.</p> <p><u>Introduction to the Whittemore Library at FSU:</u> YouTube video</p> <ul style="list-style-type: none">• Shin Freedman, Business Librarian Phone: +1 (508) 626-4666; Email: sfreedman@framingham.edu• Sandra Rothenberg, Reference Librarian Phone: +1 (508) 626-4083; Email: srothenberg@framingham.edu
3 . Writing Guide	<p>The American Psychology Association (APA) <i>publication guidelines</i> are the FSU standard for <u>all</u> written assignments and projects. To <i>learn</i> more about writing in the APA format the following resources might offer a starting point.</p> <p>APA Style Website: APA Style Q&As FSU's Henry Whitmore Library: APA Style Guides</p> <p>You also may wish to sign up for REF Works through FSU's Henry Whitmore Library.</p> <p>Please <i>see</i> the online tutorials or <i>contact</i> the Framingham State librarian Contact Partner for more details.</p>



Status

Syllabus	<p>This syllabus is a living document, i.e., it can be subject to updates. The updated version of the syllabus will be announced in class and posted on Blackboard.</p> <p>It is the student’s responsibility to comply with the latest version. The <i>current</i> version is 1.1.</p>
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Course Content/Outline

Wk I.	Schedule	Chapter	Content Part I. Introduction [Chapter 1 – 3]	Assignment
	Mon 06/29	1	Introduction to Human Resource Management	Biography (1 Page)
	Tue 06/30			Prepare Quiz
	Wed 07/01	2	Equal Opportunity and the Law	1. Quiz Chapter 1
	Thu 07/02			Quiz Strategies
	Fri 07/03			Quiz Strategies
	Sat 07/04			
	Sun 07/05			
Wk II.	Schedule	Chapter	Content Part II. Recruitment, Placement, and Talent Management [Chapter 4 – 7]	Assignment
	Mon 07/06	3	Human Resource Strategy and Analysis	Group Project (GPP) Proposal (1 Page)



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	Tue 07/07	4 – 5	Job Analysis and Talent Management Process	3. Quiz Chapter 3
	Wed 07/08		Personal Planning and Recruiting	Approval of GPP
	Thu 07/09			
	Fri 07/10	6		
	Sat 07/11			
	Sun 07/12			
Wk III.	Schedule	Chapter	Content Part III. Recruitment, Placement, and Talent Management [Chapter 8 – 10]	Assignment
	Mon 07/13	7	Interviewing Candidates I Discussing the MTE	Preparing Mid-Term
	Tue 07/14	MTE	MTE covers the Chapter 2 – 6.	Mid-Term Exam MTE
	Wed 07/15	8 – 9	Training and Developing Employees Performance Management and Appraisal	
	Thu 07/16			
	Fri 07/17			
	Sat 07/18			



	Sun 07/19				
Wk IV.	Schedule	Chapter	Content Part IV. Compensation [Chapter 12 – 13]	Assignment	
	Mon 07/20	10	Managing Careers and Retention	5. Quiz Chapter 8	
	Tue 07/21			Group Projects (GP) Due	
	Wed 07/22	12 – 13	Pay for Performance and Financial Incentives	Hand in Papers	
	Thur 07/23			1 st and 2 nd Group Project Presentations	Peer Review (Email)
	Fri 07/24			3 rd and 4 th Group Project Presentations	Peer Review (Email)
	Sat 07/25				
	Sun 07/26				
Wk V.	Schedule	Chapter	Content Part V. Enriching Topics in Human Resource Management [14; 17]	Assignment	
	Mon 07/27	14	Building Positive Employee Relations 5 th and 6 th Group Project Presentations	Peer Review (Email)	



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	Tue 07/28	17	Managing Global Human Resources	Hand in Extra Credit*
	Wed 07/29		Review and Strategies for the Final Exam	Preparing Final Exam
	Thu 07/30		Final Exam covers the Chapter 7 – 10; 12 – 13.	Final Exam FE
	Fri 07/31	Wrap Up		Total Grading
	Sat 08/01			
	Sun 08/02			

* Extra Credit Personal and Career Development Essay Topic: The Impact of Human Resource Management on my Career