

UNIVERSITY OF TEXAS ARLINGTON

HUMAN RESOURCE MANAGEMENT

(MANA 3320 - 003 - SPRING 2019)

Professor: **Dr. Wayne S. Crawford, Ph. D.**
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 Office Hours: Wednesdays 1:00 PM - 4:00 PM, or *preferably by appointment*
 Class Location: COBA 153
 Class Time: Tuesdays & Thursdays 12:30 PM – 1:50 PM
 Faculty Profile: <https://mentis.uta.edu/explore/profile/wayne-crawford>

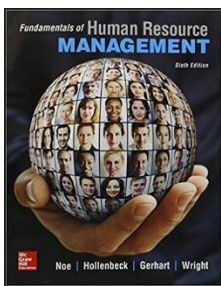
Course Content: Process of effective management of human resources and those elements essential to such a process. The objectives of an adequate personnel program. Effective planning, recruitment, selection, training. Employee compensation and the nature of pay and its relative importance. The nature of union-management relationships. The impact of organized labor upon personnel management.

Course Objective: The goal of this course is to develop the skills necessary to maximize the utilization of human resources in organizations. Increasingly, organizations are realizing the critical influence of human resources on organizational performance, particularly as the economy continues to shift to a knowledge-based, service economy. The knowledge you take away from this course will help you better understand why organizations function as they do, and allow you to utilize human resources to their utmost potential. Most of you will not have the title of human resource manager; however, nearly all of you will need to be skilled in managing human resources.

Learning Outcomes: Upon the conclusion of this course, it is expected that you will:

- Understand the basic nature of human resource management practice, including elements of staffing, training, and performance management.
- Understand the nature of ethics in human resources such that you can develop positive ethical standards by which to conduct human resource management.
- Understand the global nature of human resource management and the manner in which it influences management practice worldwide.
- Understand the link between human resource management theory, research, and practice to maximize the effectiveness and efficiency of business ventures through the utilization of human resources.

REQUIRED TEXT



To perform successfully in this course, you absolutely must obtain the textbook shown at the left, and listed below. The text is available at the UTA bookstore. It can also be purchased at online retailers both temporarily and permanently.

Fundamentals of Human Resource Management, 6th edition (paperback, 608 pages). Noe, Hollenbeck, Gerhart, & Wright (2015). ISBN-10: 0077718364

Note: You may also obtain an earlier edition of the text. **However, you will be held responsible for the material in the 6th edition.** No exceptions will be made.

Course Note: Readings, cases, exercises, and/or videos may be required. When assigned, you will be given ample notice before they are due. Further, these materials will be considered relevant material for testing purposes.

GRADING: Course components will be scored as follows:

Course Component	Points Possible	% of Final Course Grade
Weekly Cases	25	5%
Excel Assignments	25	5%
Group Article Assignment	50	10%
Quizzes	50	10%
Participation	50	10%
Exam 1	100	20%
Exam 2	100	20%
Exam 3	100	20%
Total	500	100%

In addition to the standard assignments, extra credit opportunities may be presented throughout the semester. You will be given fair notice for all extra credit opportunities. Extra credit opportunities may include, but are not limited to, attendance in conferences, participation in the student SHRM chapter at UTA, resume development, and/or participation in business research activities.

Earned Points	Percentage of Total Points	Earned Letter Grade
450-500	90%-100%	A
400-449	80%-89%	B
350-399	70%-79%	C
300-349	60%-69%	D
299 and below	59% and below	F

PLEASE NOTE: There will be absolutely no extensions to deadlines for graded assignments unless a documented excuse can be provided. Documented excuses include official UTA-sponsored activity excuses and documented medical excuses. Students are required to inform the instructor prior to missing class to discuss alternatives to absence, such as making up missed work.

Grade changes will only be considered at the end of a semester for students who have already attempted any relevant extra credit opportunities. In cases where students are on the edge of the next higher grade category (e.g., you have 449, which equates to a "B" but is just short of an A), I reserve the right to grant a student the one or two points needed to receive the higher grade. This would only occur in the case of being one or two points away (not three or more), and would be primarily based on my assessment of your participation, observance of classroom policies, and attendance record. If you missed any class sessions, were not an active and engaged participant in each and every class session, or were found to violate classroom policies (e.g., browsing the Internet, updating Facebook on your phone, sleeping, or leaving class early), you would likely not receive a grade bump from me. Please do not automatically expect your grade to be bumped up if you are on the fringe, but do know that it's a possibility.

TIPS FOR EARNING HIGHER SCORES IN THIS COURSE

1. Attend and participate in all class sessions.
2. Get the textbook.
3. Read the chapters being covered prior to the session they will be discussed in.
4. Complete all assignments.
5. Come see me if you have questions.

COURSE COMPONENTS

Text Readings: It is your responsibility to read the text as you will be tested on the materials covered in your textbook. However, during each class period, we will discuss issues related to the text materials and you will have ample opportunities to ask questions and clarify concepts, theories, and topics during the class period. As a result, be sure to read the chapters before the class in which they are scheduled to be discussed. You will be tested on the materials covered in your textbook.

Group Article Analysis: Each group will be asked to select 2 recent articles (within the past 12 months) from the Wall Street Journal, or a similar source, that reflects some aspect of HRM (i.e., one of the major topics covered in chapters 3-15). Students will write a 2-3 double-spaced page analysis of each article. The same article can't be used by more than one group. Your essays are due via Blackboard submission on the day that the last group presents. Please submit them via Blackboard. The essays should be organized in the following manner:

- 1) Overview and description of the article (brief)
- 2) Identification of how the article relates to some element of HRM (how does it relate to our class)
- 3) Discussion of the benefits and/or consequences of the HRM component to the firm/industry (what is your opinion/stance on the issue)

To access WSJ online: <http://www.wsj.com/>

Each group will pick a topic by 1/17. We will discuss this further in class. For this assignment (and others with your group), you will need to be in groups of 5. You can select your own group, or I can put you in a group. I will give you a sign-up sheet to identify the members of your group and the topic your group chooses. Each group will present their articles to the class at the beginning of the class period during which we will cover the relevant chapter. For example, if a group chooses Chapter 3, they will present for the last 10 minutes of class the day we cover Chapter 3. I expect each of you to play a role in the presentation, and to cover the 3 points identified above for each article. You will also be required to have 2-3 questions ready for the class. Questions should be something the group thought of through doing the assignment and should engage the class in discussion.

Weekly Cases: Approximately 4 weeks will require you to complete either a case assignment or an assignment associated with the material we are covering. The cases will directly correspond to chapters in the text. You will be required to answer the associated questions and submit your responses. You will turn in your answers via Blackboard. The submission process will be discussed further in class. I don't expect the answers to be extremely long. If there are five questions associated with a case, it should only take you approximately a page to answer the questions. Feel free to answer in a bulleted format. The cases will each be worth 6 points, though the final case will be worth 7 points.

Excel Assignments: There will be two excel assignments in this course. I will give you the instructions for both. You will also be given class time to work on these, where I will help you through them. You are free to work in your groups on these, or work individually. I will help you through the assignments, but do not plan on teaching you how to use excel in general. Some of you will have a good working knowledge of excel by your junior year of college, and others may not be so experienced. I will walk you through the harder parts, but expect you to have some knowledge and experience of using excel. There are EXCELLENT free tutorials online (e.g., Google, Youtube, etc.) if you need them. Both assignments will be equally weighted.

Attendance/Participation: At The University of Texas at Arlington, taking attendance is not required but attendance is a critical indicator in student success. Each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients "begin attendance in a course." UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student a grade of F, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an

engagement online via Blackboard. This date is reported to the Department of Education for federal financial aid recipients.

For my course, in-class participation and observation of classroom policies is a combination of (1) your active participation during classroom discussions and activities, and (2) your observation of classroom policies and display of overall respect for your peers. You do not receive any extra points for participating in class and observing classroom policies; this is a management course that focuses on managing people and organizations, and as such you are fully expected to be an active and engaged student citizen. If you participate often and are a good citizen, you will keep all 50 of these points. If not, you will incrementally lose these points.

The first item, in-class participation, refers to the level and insightfulness of your in-class activities. You are fully expected to come to class having carefully read all assigned readings for that day. This careful attention to the readings will inform your comments during class, and will help to facilitate insightful class discussions and maximum learning.

The second item, observance of classroom policies, refers to things like arriving to class on time rather than walking in late and disrupting the effort your colleagues are putting into trying to learn, turning off all audible ringtones on your phones during the class session, and walking in and out quietly if you need to excuse yourself from the classroom in the middle of a session. Electronic devices such as cell phones and mp3 players should be turned off completely and stowed during class sessions. Texting, talking, or surfing the Internet on your cell phones during class is strictly prohibited. Laptops, iPads, and tablet PCs may be used ONLY to take notes, or if you're reading an electronic version of the course textbook, or Powerpoint slides. Surfing the internet or doing non-class-related work on your laptop, iPad, or tablet will cause you to lose points, and will negatively impact your overall semester point total.

NOTE: You cannot participate if you don't attend each and every class. Any student who misses 3 or more class sessions will lose 10 points of their overall participation grade for each unexcused absence after already having two unexcused absences.

Quizzes: You will have seven quizzes over the course of the semester. The quizzes are to be in-class, closed-book quizzes. If you miss the class, you miss the quiz. The 50 points will be evenly distributed across the number of quizzes. Each quiz will be worth seven points, though the last quiz will be worth eight points. Quizzes will be timed, and you will have only one opportunity to take each quiz. Unexcused absences on the day of a quiz will result in a zero for that quiz. Each quiz will be given on the day we cover the corresponding chapter. Quiz chapters are: 3, 4, 5, 15, 12, 13, 14.

Exams: Three exams will be given throughout the semester that test your knowledge of the chapters covered prior to the exam as well as class discussions, cases, information from any articles read prior to the exam, and class assignments. Although not specifically cumulative, you will obviously need to know concepts from previous chapters in order to answer questions in successive chapters. Each exam will be worth 20 percent of your total grade. You will have the entire class period on the day of the exam to complete the exam. We will review prior to each exam. The exam may include multiple choice, true/false, and short answer questions. Make-up exams will be considered only if notified prior to the date of the exam and are only allowed in the case of a documented family, work, and/or medical emergency.

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://web.uta.edu/aaofao/>).

Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA)*, *The Americans with Disabilities*

Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with Disabilities, (OSD)** www.uta.edu/disability or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

Counseling and Psychological Services (CAPS) www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy: *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos.*

Title IX Policy: The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. *For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.*

Academic Integrity: Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule* 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University. Additional information is available at <https://www.uta.edu/conduct/>.

Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Campus Carry: Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

Student Feedback Survey: At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey

(SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback via the SFS database is aggregated with that of other students enrolled in the course. Students' anonymity will be protected to the extent that the law allows. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: for semester-long courses, a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures: Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit, which is located at the end of the hall, south end of the building, near the stairs. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.

University Tutorial & Supplemental Instruction (Ransom Hall 205): UTSI offers a variety of academic support services for undergraduate students, including: 60 minute one-on-one tutoring sessions, Start Strong Freshman tutoring program, and Supplemental Instruction. Office hours are Monday-Friday 8:00am-5:00pm. For more information visit www.uta.edu/utsi or call 817-272-2617.

Emergency Phone Numbers: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911. Non-emergency number 817-272-3381

TENTATIVE COURSE SCHEDULE

Note: NOE ET AL. = The Noe, Hollenbeck, Gerhart, & Wright textbook displayed on page 1.

Class #	Date	Topic	Assigned Readings, Homework, and Activities
1	1/15	Course Introduction	<ul style="list-style-type: none"> Course Introduction
2	1/17	Managing Human Resources	<ul style="list-style-type: none"> NOE ET AL. Chapter 1
3	1/22	Trends in HRM	<ul style="list-style-type: none"> NOE ET AL. Chapter 2
4	1/24	Legal Environment; Diversity Management	<ul style="list-style-type: none"> NOE ET AL. Chapter 3
5	1/29	Legal Environment; Diversity Management	<ul style="list-style-type: none"> NOE ET AL. Chapter 3
6	1/31	In-class activity	<ul style="list-style-type: none"> Utilization analysis activity <u>Bring a laptop</u>
7	2/5	Job Analysis; Job Design	<ul style="list-style-type: none"> NOE ET AL. Chapter 4
8	2/7	Recruiting Candidates	<ul style="list-style-type: none"> NOE ET AL. Chapter 5
9	2/12	Exam 1 Review	<ul style="list-style-type: none"> Review Chapters 1-5 Please prepare any questions about content
10	2/14	Exam 1	<ul style="list-style-type: none"> Exam will cover chapters 1-5.
11	2/19	Exam 1 Recap; Selection	<ul style="list-style-type: none"> Recap Exam 1 and discuss future exams NOE ET AL. Chapter 6
12	2/21	Selection	<ul style="list-style-type: none"> NOE ET AL. Chapter 6
13	2/26	Training; Development	<ul style="list-style-type: none"> NOE ET AL. Chapter 7, 8
14	2/28	Employee & Employer Rights	<ul style="list-style-type: none"> See PowerPoint online
15	3/5	Performance Appraisal and Management	<ul style="list-style-type: none"> NOE ET AL. Chapter 10

16	3/7	In-Class Activity	<ul style="list-style-type: none"> • Union activity • <u>Bring a laptop</u>
3/12		NO CLASS: SPRING BREAK	
3/14		NO CLASS: SPRING BREAK	
17	3/19	Labor Relations	<ul style="list-style-type: none"> • NOE ET AL. Chapter 15
18	3/21	Exam 2 Review	<ul style="list-style-type: none"> • Review Chapters 6-10, 15 • Please prepare any questions about content
19	3/26	Exam 2	<ul style="list-style-type: none"> • Exam will cover chapters 6-10, 15.
20	3/28	Exam 2 Recap	<ul style="list-style-type: none"> • Recap Exam 2; discuss final exam; begin final exam material
21	4/2	Termination & Retention	<ul style="list-style-type: none"> • NOE ET AL. Chapter 11
22	4/4	Compensation	<ul style="list-style-type: none"> • NOE ET AL. Chapter 12
23	4/9	In-class Activity	<ul style="list-style-type: none"> • Compensation activity • <u>Bring a laptop</u>
24	4/11	In-class Activity	<ul style="list-style-type: none"> • Compensation activity • <u>Bring a laptop</u>
25	4/16	Incentives	<ul style="list-style-type: none"> • NOE ET AL. Chapter 13
26	4/18	Benefits	<ul style="list-style-type: none"> • NOE ET AL. Chapter 14
27	4/23	Benefits	<ul style="list-style-type: none"> • NOE ET AL. Chapter 14
28	4/25	Workplace Safety	<ul style="list-style-type: none"> • See PowerPoint online
29	4/30	Guest Speaker	<ul style="list-style-type: none"> • TBD
30	5/2	Exam 3 Review	<ul style="list-style-type: none"> • Review Chapters 1-14 • Please prepare any questions about content
31	5/9 8:00 AM to 10:30 PM	Exam 3 (Final exam)	<ul style="list-style-type: none"> • Exam may cover any material covered in this course, with the majority of the exam covering chapter 11-14.

As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course.

SPRING 2019 Academic Calendar

SPRING 2019

Nov. 9	-	Registration Begins for Spring Term - Regular Session	March 29	-	Last day to drop classes; submit requests to advisor prior to 4:00 pm
Jan. 1	-	New Year's Day Holiday	April 1	-	Registration begins for Summer and Fall 2019 Terms
Jan. 14	-	First day of classes	May 3	-	Last day of classes
Jan. 14	-	Late registration	May 4	-	Final exams (dept.)
Jan. 15	-	Late registration	May 6	-	Final exams
Jan. 16	-	Late registration	May 7	-	Final exams
Jan. 17	-	Late registration	May 8	-	Final exams
Jan. 21	-	Martin Luther King Jr. Day holiday	May 9	-	Commencement ceremonies
Jan. 30	-	Census date	May 9	-	Final exams
March 11	-	Spring Vacation	May 10	-	Commencement ceremonies
March 12	-	Spring Vacation	May 10	-	Final exams
March 13	-	Spring Vacation	May 11	-	Commencement ceremonies
March 14	-	Spring Vacation			
March 15	-	Spring Vacation			
March 16	-	Spring Vacation			

RESOURCES FOR STUDENTS

LIBRARY library.uta.edu

Research or General Library Help

Academic Plaza Consultation Services library.uta.edu/academic-plaza

Ask Us ask.uta.edu/

Library Tutorials library.uta.edu/how-to

Subject and Course Research Guides libguides.uta.edu

Librarians by Subject library.uta.edu/subject-librarians

Research Coaches <http://libguides.uta.edu/researchcoach>

Resources

A to Z List of Library Databases libguides.uta.edu/az.php

Course Reserves pulse.uta.edu/vwebv/enterCourseReserve.do

FabLab fablab.uta.edu/

Scholarly Communications (info about digital humanities, data management, data visualization, copyright, open educational resources, open access publishing, and more) <http://library.uta.edu/scholcomm>

Special Collections library.uta.edu/special-collections

Study Room Reservations openroom.uta.edu/

Environmental Health & Safety (<http://www.uta.edu/ehsafety>)