Department of Management and Marketing  
Texas A&M University-Corpus Christi  
College of Business  
Fall 2012

Course: MGMT 3320.001 – Concepts of Human Resource Management  
Prerequisites: MGMT 3312 and Junior Standing or above.  


Use the following website link to save money on your textbook:  
http://www.coursesmart.com/9780538474238?__professorview=false&__instructor=1615928  

You can also purchase access to the Online Study Center when you purchase your textbook. Used textbooks will not have an access key. Access to the site is not required for the course.  

Instructor: Dr. Wingfield  
Time and Location: Tuesdays OCNR 131; Thursdays online delivery  

Office: OCNR 317  
Office Hours: TR 9:15-9:30 a.m., T 10:45 a.m.-3:30 p.m., R 12:45-1:45 p.m. and available on-line in Blackboard by email during normal business hours, Monday through Friday, and randomly on the weekends; or by appointment.  

Phone: 825-5560  
Email: Preferred email – use the email/messenger function in Blackboard for this course. TAMU-CC email address is sue.wingfield@tamucc.edu  

Course Description: This course is a study of policies, procedures and strategies for human resource management. Topics include recruitment, selection and utilization of employees, human resource planning, the law and HR, employee appraisal and compensation systems, and an introduction to labor relations.  

Learning Objectives:  
Students will obtain a(n):  
- Understanding of how the Human Resource function contributes to the success of an organization.  
- Basic knowledge in the following functional areas: HR planning, recruitment, selection, appraisal, compensation and labor relations.  
- Basic understanding of the Federal legislation guiding employment practices in the work place.  
- The ability to interpret and analyze data to make decisions and form conclusions about the appropriate actions that HR should take in different situations.
**Relationship to Other Coursework:** MGMT 3320 is the introductory course in Human Resource Management for undergraduate students. It defines the field and introduces the various human resource activities and ties them to the other management content courses like organizational behavior, motivation and leadership, multinational management and administrative strategy and policy.

**Criteria for Evaluation:**

<table>
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<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>3 Exams – 220 points each</td>
<td>660</td>
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<tr>
<td>Optional Comprehensive Final Exam – (220 points)</td>
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<tr>
<td>Required Class Discussions (10 points each)</td>
<td>140</td>
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<tr>
<td>11 best out of 14 Quizzes (20 points each, one extra credit quiz)</td>
<td>200</td>
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<tr>
<td>Total</td>
<td>1000</td>
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**NOTES:** No make-up exams will be given. If a student misses an exam, he or she will be required to take the comprehensive final exam to replace the missing exam grade.

Quizzes cannot be made up. The lowest two quiz scores will be dropped. One extra quiz will be counted towards extra credit.

**Technology Issues:** Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete your quizzes and discussions in time to rectify any problems before the deadlines.

**Dropping this Course:** At some time during the course of the semester you may find it necessary to drop this course. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation in the class WILL NOT automatically result in you being dropped from the course; you will receive a grade for the course unless you initiate the drop process. The last day to drop a course with an automatic grade of “W” is 3/30/12.

**Grading Scale:** Grades will be awarded according to the following distribution:

- A ........ 90% OR ABOVE
- B ........ 80% - 89.9%
- C ........ 70% - 79.9%
- D ........ 60% – 69.9%
- F ........ 59.9% OR BELOW

**General Information:** This course will be conducted as a hybrid online course. The class will meet on campus on Tuesdays and will complete assignments online on Thursdays throughout the semester. Again, the class will not meet on campus on Thursdays. With a few exceptions exams, quizzes and discussions must be completed for each week by 10:45 a.m. on Thursdays (corresponding to the end of class time on Thursdays). The due dates are indicated in the course calendar at the end of the syllabus.
**Exams:** Three exams will be given in this course. Exams will be multiple-choice. Students are responsible for all material covered in the lecture notes posted on Blackboard, textbook, PowerPoint, and exercises. Students must complete exams during the assigned time frame.

Each exam is worth 220 points, but has 17 bonus points built into the test. **It will state in Blackboard that the test is worth 237 points. A student has the potential to score 237 out of 220 points (17 points of extra credit or over 100% on each exam).**

Exams will be delivered using Blackboard. **The tests are timed; once you begin an exam you have 90 minutes to complete it.** If you have not submitted the Exam in the allotted time Blackboard will submit the exam for you. **You cannot exit the exam and return to it at a later time.** No make-up exams will be given. **It is assumed that all exams and quizzes will be taken by the person to receive credit, and that assistance in answering questions will be neither sought nor received. Anything less than this will be considered Academic Misconduct and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog.**

No make-up exams will be provided. Students who miss an exam will take the optional final exam to replace the missing exam grade. Those who have **not** missed an exam may take the optional final in an effort to replace their lowest exam grade. This is a “no lose” option. A student’s final grade will be computed using the three highest grades on the four exams.

**It is assumed that all exams will be taken by the person to receive credit, and that assistance in answering questions will be neither sought nor received. Anything less than this will be considered Academic Misconduct and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog.**

The first quiz covers material in the syllabus, notes in Blackboard and assignment guidelines. Please read the syllabus and instructions on Blackboard prior to taking this quiz. You must pass this quiz with a score of 100%. You may take the quiz as often as necessary to accomplish this requirement. Although it shows the score, the syllabus quiz does not count in the final grade. **Once you have successfully passed the syllabus quiz you will have access to the other**
components of the course. You will not be able to take quizzes until you have successfully completed the syllabus quiz with a score of 100%

Students are required to participate in on-line class discussions for each chapter covered in the course in order to receive credit for the quiz or quizzes due for that chapter. Participation in the class discussion pertaining to the chapter being tested is required—students must provide a thoughtful, professional response to the topic AND respond to one other student’s post in order to receive credit for participation (see requirements below). Don’t forget to maintain a business style of writing.

The Total Quiz Grade will be based on the best 11 out of 14 quizzes. Each quiz is worth 20 points. Quizzes are worth 220 points total toward your final grade. One quiz grade will be considered as Extra Credit. This provides students with the opportunity to earn 240 total points (20 extra credit points) on quizzes or more than 100% on this portion of their grade.

Class Discussions: In order to receive credit for a quiz, students must participate in the on-line class discussion pertaining to the chapter being tested — students must complete the exercise and respond to the questions, providing a thoughtful, professional response AND respond to at least one other student’s post in order to earn credit for participation. Your original post must be a minimum of 200 words, you will also be required to write a minimum of a 50 word response to one other student’s post (don’t forget to maintain a business style of writing). Participation in the class discussions is mandatory. If you do not participate in the REQUIRED CLASS DISCUSSION for a particular chapter you will earn a “0” for the quiz or quizzes that were due for the chapter(s). The Required Class Discussions are also worth 10 points each.

You may also participate in the EXTRA CREDIT DISCUSSIONS to receive extra credit in the course.

Communication with Dr. Wingfield: Please use the email/messenger function in Blackboard to contact Dr. Wingfield. This is the best form of communication as it will not “get lost” in the SPAM received on campus email.

It is very important to me to be available to answer your questions and concerns. I will be available by Blackboard Message/email during normal business hours, Monday through Friday, and randomly on the weekends. On a typical weekday I will check email several times and I will do my best to answer your emails in a timely manner, however, if you do not receive a timely response please feel free to send a follow-up email after a reasonable time.

Online and In-Class Conduct: Each student is expected to maintain a professional attitude at all times. The use of foul language, discriminatory comments, or racial slurs will not be tolerated. You are required to maintain a professional attitude in all communications with students and the professor. Students who engage in disrespectful or inappropriate conduct will be reported to the Office of Student Affairs for appropriate action.

Academic Integrity/Plagiarism: Students are expected to conduct themselves in accordance with Texas A&M University - Corpus Christi standards of academic integrity and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M
University - Corpus Christi Catalog. Academic misconduct includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism (Plagiarism is the presentation of the work of another as one’s own work).

In this course there will be a ZERO tolerance for academic misconduct. At minimum, an automatic grade of zero will be given for any assignment/exam in which any element of academic misconduct has taken place, but could include all penalties appropriate under University rules as stated in the University catalog, including the receipt of an F in the course.

This course, and all other courses offered by the College of Business (COB), requires all of its students to abide by the COB Student Code of Ethics (available online at www.cob.tamucc.edu). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

**Grade Appeals:** As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamu.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

**Harassment:** Texas A&M-Corpus Christi believes that establishing a safe learning environment is necessary for an institution committed to the pursuit of excellence in instruction, research, and public service. Discrimination against, or harassment, or actions that are intended to harass, intimidate, or humiliate individuals on the basis of ethnicity, sex, religion, disability, or sexual preference is inconsistent with this institutional purpose and will not be condoned. Persons found guilty of harassment will be subject to disciplinary sanctions.

**American with Disabilities Act Compliance:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office at (361) 825-5816 or visit the office in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.
**Instructional Methodology:** Instruction will independent reading, online discussions, and experiential exercises. The emphasis will be on development of critical thinking skills through the practical application of theory.

**Oral and Written Content:** Students will be expected to have read assigned material and participate in online class discussions. Students are encouraged to ask questions and share pertinent personal experiences that relate to the material being covered. Student assignments require effective written communication.

**Technology Applications:** This course will be delivered on Blackboard. With regard to material delivered on Blackboard, you must be relatively self-sufficient in finding solutions for technical problems. The Blackboard helpdesk is an excellent resource for technical problems that you cannot solve. You must report problems immediately in order to meet your deadlines. Knowledge of word processing is necessary to complete the individual assignments. Additionally, the student must be familiar with the electronic databases available in the library as well as the Internet. E-mail communication is encouraged for routine communications; however it is discouraged for more personal, non-routine communications where face-to-face or telephone contact is more appropriate.

**Ethical Perspectives:** Human resource management and its various functions deal with how employees are treated by organizations from recruitment through termination. Many of the topics that are covered include examples of the ethical implications of managers' behavior when they interview, appraise, train, discipline, schedule, compensate, and motivate employees. Generally speaking, issues involving individual and corporate rights and responsibilities provide an opportunity to consider and critically evaluate various preventive and remedial approaches to ethics at organizational and public policy levels.

**Global Perspectives:** International examples will be used throughout the course to demonstrate the importance of the diversity of the labor force and the impact of administering the HR function in the context of the global marketplace.

**Demographic Diversity Perspectives:** Demographic diversity is a pervasive issue for this human resource management introductory course. It will be addressed throughout the semester especially in the context of examining civil rights legislation and the impact of an increasingly diverse and older labor force on human resource planning, recruitment, selection, training, performance appraisal, compensation, labor relations, employee rights, and safety and health.

**Political, Social, Legal, Regulatory, and Environmental Perspectives:** All of the subjects covered in this introductory course deal with the political, social, legal and regulatory impacts of managing people within organizations. Several chapters will deal directly with the legal and regulatory environment of HR: civil rights legislation, employee rights, and safety/health. Additionally, all major HR functions are regulated at the local, state, and federal level. In this introductory course specific federal legislation related to recruitment, selection, training, compensation, benefits, labor relations/collective bargaining, employee rights, and work scheduling, will be discussed.
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<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
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<tr>
<td>1</td>
<td>R 8/23</td>
<td>Intro to the Course</td>
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<td>Intro to the Course, The Nature of HRM</td>
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<td><strong>Requirements for Week 1</strong></td>
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<td>Read Syllabus and familiarize yourself with materials on Blackboard</td>
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<td>Read Chapter 1</td>
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<td>Attend Lecture on Thursday 8/23, Course Introduction &amp; Chapter 1</td>
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<td>Complete Syllabus Quiz with a score of 100% to open additional quizzes.</td>
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<td>Complete Quiz 1 covering Chapter 1 by 11:55 p.m. on Monday 8/27</td>
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<td>Complete Required Class Discussion for Chapter 1 by 11:55 p.m. on Monday 8/27</td>
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<td>Complete Extra Credit Discussion Chapter 1 by 11:55 p.m. on Monday 8/27</td>
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<td>T 8/28</td>
<td>The Nature of HRM</td>
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<td>R 8/30</td>
<td>The Legal Environment</td>
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<td><strong>Requirements for Week 2</strong></td>
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<td>Read Chapters 1 &amp; 2</td>
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<td>Attend Lecture on Tuesday 8/28, Chapters 1 &amp; 2</td>
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<td>Complete Quiz 2 covering Chapter 2 by 10:45 a.m. on Thursday 8/30</td>
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<td>Complete Exercise &amp; respond to Required Class Discussion - Chapter 2 by 10:45 a.m. on Thursday 8/30</td>
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<td>Complete Extra Credit Discussion - Chapter 2 by 11:55 p.m. on Monday 9/3</td>
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<td>T 9/4</td>
<td>The Legal Environment</td>
<td>2</td>
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<td>R 9/6</td>
<td>The Global Environment</td>
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<td><strong>Requirements for Week 3</strong></td>
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<td>Read Chapter 3</td>
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<td>Attend Lecture on Tuesday 9/4, Chapters 2 &amp; 3</td>
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<td>Complete Quiz 3 covering Chapter 3 by 10:45 a.m. on Thursday 9/6</td>
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<td>Complete Exercise &amp; respond to Required Class Discussion - Chapter 3 by 10:45 a.m. on Thursday 9/6</td>
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<td>Complete Extra Credit Discussion - Chapter 3 by 11:55 p.m. on Monday 9/10</td>
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<td>4</td>
<td>T 9/11</td>
<td>The Global Environment</td>
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<td>R 9/13</td>
<td>The Competitive Environment</td>
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<td>Read Chapter 4</td>
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<td>Attend Lecture on Tuesday 9/11, Chapters 3 &amp; 4</td>
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<td>Complete Quiz 4 covering Chapter 4 by 10:45 a.m. on Thursday 9/13</td>
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<td>Complete Exercise &amp; respond to Required Class Discussion - Chapter 4 by 10:45 a.m. on Thursday 9/13</td>
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<td>Complete Extra Credit Discussion - Chapter 4 by 11:55 p.m. on Monday 9/17</td>
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<td>5</td>
<td>T 9/18</td>
<td>Information for Making HR Decisions</td>
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<td>R 9/20</td>
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<td><strong>Requirements for Week 5</strong></td>
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<td>Read Chapter 5</td>
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Attend Lecture on Tuesday 9/18, Chapters 4 & 5
Complete Quiz 5 covering Chapter 5 by 10:45 a.m. on Thursday 9/20
Complete Exercise & respond to Required Class Discussion - Chapter 5 by 10:45 a.m. on Thursday 9/20
Complete Extra Credit Discussion - Chapter 5 by 11:55 p.m. on Monday 9/24

6 T 9/25 Exam # 1 – Chapters 1, 2, 3, 4, 5
R 9/27 Organization Form and Structure 6

Requirements for Week 6
Complete Exam # 1 covering Chapters 1-5 during class in Blackboard on Tuesday 9/25
Exam will be available between 9:00 a.m. and 11:00 a.m.
Read Chapter 6
Complete Quiz 6 covering Chapter 6 by 10:45 a.m. on Thursday 9/27

7 T 10/2 Organization Form and Structure 6
R 10/4 Recruitment & Selection 7

Requirements for Week 7
Read Chapters 6 & 7
Attend Lecture on Tuesday 10/2, Chapters 6 & 7
Complete Quiz 7 covering Chapter 7 by 10:45 a.m. on Thursday 10/4
Complete Exercise & respond to Required Class Discussion, Chapters 6 by 10:45 a.m. on Thursday 10/4
Complete Extra Credit Discussion Chapter 6 by 11:55 p.m. on Monday 10/8

8 T 10/9 Recruitment & Selection 7
R 10/11

Requirements for Week 8
Read Chapter 7
Attend Lecture on Tuesday 10/9, Chapter 7
Complete Quiz 7 covering Chapter 7 by 10:45 a.m. on Thursday 10/11
Complete Exercise & respond to Required Class Discussion, Chapter 7 by 10:45 a.m. on Thursday 10/11
Complete Extra Credit Discussion, Chapter 7 by 11:55 p.m. on Monday 10/15

9 T 10/16 Managing the Diverse Workforce 8
R 10/18 Compensation 9

Requirements for Week 9
Read Chapters 8 & 9
Attend Lecture on Tuesday 10/16, Chapters 8 & 9
Complete Quiz 8 covering Chapter 8 by 10:45 a.m. on Thursday 10/18
Complete Exercise & respond to Required Class Discussion Chapter 8 by 10:45 a.m. on Thursday 10/18
Complete Extra Credit Discussion Chapter 8 by 11:55 p.m. on Monday 10/22

10 T 10/23 Compensation 9
R 10/25

Requirements for Week 10
Read Chapter 9
Attend Lecture on Tuesday 10/23, Chapter 9
Complete Quiz 9 covering Chapter 9 by 10:45 a.m. on Thursday 10/25
Complete Exercise & respond to Required Class Discussion, Chapter 9 by 10:45 a.m. on Thursday 10/25
Complete Extra Credit Discussion Chapter 9 by 11:55 p.m. on Monday 10/29

11 T 10/30 Exam # 2 – Chapters 6, 7, 8, 9
R 11/1 Performance Appraisal and Career Management 10
3/30/12 Last Day to Drop a course with a grade of “W”
Requirements for Week 11
Complete Exam # 2 covering Chapters 6-9 during class in Blackboard on Tuesday 10/30
Exam will be available between 9:00 a.m. and 11:00 a.m.
Read Chapter 10
Complete Quiz 10 covering Chapter 10 by 10:45 a.m. on Thursday 11/1

12 T 11/6 Performance Appraisal and Career Management 10
R 11/8 Requirements for Week 12
Read Chapter 10
Attend Lecture on Tuesday 11/6, Chapter 10
Complete Exercise & respond to Required Class Discussion Chapter 10 by 10:45 a.m. on Thursday 11/8
Complete Extra Credit Discussion Chapter 10 by 11:55 p.m. on Monday 11/12

13 T 11/13 Managing Labor Relations 11
R 11/15 Requirements for Week 13
Read Chapter 11
Attend Lecture on Tuesday 11/13, Chapter 11
Complete Quiz 11 covering Chapter 11 by 10:45 a.m. on Thursday 11/15
Complete Exercises & respond to Required Class Discussion Chapter 11 by 10:45 a.m. on Thursday 11/15
Complete Extra Credit Discussion Chapter 11 by 11:55 p.m. on Monday 11/19

R 11/22 11/22-11/23 Thanksgiving Holiday
Requirements for Week 14
Read Chapter 12
Attend Lecture on Tuesday 11/20, Chapter 12
Complete Quiz 12 covering Chapter 12 by 11:55 p.m. on Monday 11/26
Complete Exercise & respond to Required Class Discussion Chapter 12 by 11:55 p.m. on Monday 11/26
Complete Extra Credit Discussion Chapter 12 by 11:55 p.m. on Monday 11/26

15 T 11/27 Performance Management 13
R 11/29 Performance Enhancement Techniques 14
Requirements for Week 15
Read Chapters 13&14
Attend Lecture on Tuesday 11/27, Chapters 13&14
Complete Quizzes 13 & 14 covering Chapters 13&14 by 10:45 a.m. on Thursday 11/29
Complete Exercises & respond to Required Class Discussions Chapters 13&14 by 10:45 a.m. on Thursday 11/29
Complete Extra Credit Discussions, Chapters 13&14 by 11:55 p.m. on Monday 12/3

16  T 12/4    Exam # 3 – Chapters 10, 11, 12, 14
T 12/11    Optional Comprehensive Final

Requirements for Week 16
Complete Exam # 3 covering Chapters 10-12 & 14 during class in Blackboard on Tuesday 10/30
Exam will be available between 9:00 a.m. and 11:00 a.m.
Complete Optional Final Exam by 10:30 a.m. on 12/11.
Final Exam will be available from 12/4 through 10:30 a.m. on 12/11

Final Notes: The course calendar above will provide a guideline for the course scheduling. However, certain changes in assignments and/or due dates may be made, as the instructor deems necessary. Such changes will be posted on Blackboard and will represent an amendment to the schedule.

Students are responsible for all material covered in the textbooks, exercises, PowerPoint slides and lecture notes. It is the student’s responsibility to check Blackboard for important announcements with regard to this class and to keep up with due dates for all discussions, quizzes, exams, and assignments.