CONCEPTS OF HUMAN RESOURCE MANAGEMENT
MGMT 3320
Fall 2019

Instructor: Ryan Terry, Ph.D.
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Office Hours: Tuesday: 2:00 – 2:30 PM  
             Thursday: 2:00 – 2:30 PM

COURSE TIME AND LOCATION
Day: Tuesday & Thursday
Time: 12:30 PM – 1:45 PM
Location: OCNR 131

Course Description:
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.

Course Prerequisites:
Junior standing or above.

Learning Objectives:
By the end of this course, the students will have a/an:

1. Understanding of how the Human Resource function contributes to the success of an organization. (BBA, G1O1)
2. Basic knowledge in the following functional areas: HR planning, recruitment, selection, appraisal, compensation and labor relations. (BBA, G2O1)
3. Basic understanding of the Federal legislation guiding employment practices in the work place. (BBA, G2O1)
4. The ability to interpret and analyze data to make decisions and form conclusions about the appropriate actions that HR should take in different situations. (BBA, G2O3 & G3O1)

Required Materials:
**Major Field Test (MFT)**
The MFT is required for all students pursuing the Bachelor of Business Administration degree. Students register for the MFT in BUSI0088, Major Field Test in Business. To prepare for this test, business majors are advised to retain their class notes, textbooks, and other relevant materials from their business core courses in the areas referenced below. Completion of all College of Business core courses except MGMT 4388 is required. BUSI 0088 is CR/NC.

As an integral part of the College of Business’ Assurance of Learning program, the Major Field Test (MFT) is a nationally-normed, standardized multiple-choice test developed by the Educational Testing Service and administered to senior-level business students at many AACSB International accredited institutions in the United States. It is designed to measure students’ academic achievement through demonstration of their basic knowledge and understanding of key concepts, theories, and analytical methods in the functional areas of business. This test covers the areas of accounting, economics, finance, international issues, legal and social environment of business, management, marketing, quantitative business analysis, and information systems.

**Websites Used:**
This class is up on Blackboard (https://bb9.tamucc.edu/). Please check Blackboard often. There you will be able to access class material as well as your grades.

Blackboard Mobile App – Mobile Learn

**COURSE REQUIREMENTS**

1. You are required to complete any and all assigned readings prior to class and be prepared to answer questions and contribute to class discussions. Please arrive to class on time.
2. Attendance and active participation will be necessary to succeed in the class.
3. You are expected to keep track of your performance throughout the semester and seek guidance from available sources (including the instructor) if your performance drops below satisfactory levels.

**POINT AND GRADE ALLOCATION:**

| POINT DISTRIBUTION |  
|---------------------|---
| Quizzes            | 100  
| Assignments        | 100  
| Case study         | 100  
| Exams              | 200  
| **TOTAL**          | **500**  

| GRADE ALLOCATION |  
|------------------|---
| A     | 90-100% | 450-500  
| B     | 80-89.99% | 400-449  
| C     | 70-79.99% | 350-399  
| D     | 60-69.99% | 300-349  
| F     | 50-59.99% | 250-299  

**QUIZZES (100 pts)**
Throughout the semester, there will be a total of 10 quizzes. Quizzes will be unannounced and administered either in-class or through Blackboard. Make-up quizzes will not be allowed.

**ASSIGNMENTS (100 pts)**
Most assignments will be given in class and are experiential which allow students to understand the material in the course on a personal level. If you are absent, you will not have the opportunity to earn points for the activities. Take-home assignments must be turned in as a hard copy; email submissions will not be accepted. Your name and class number (I will give this to you at the beginning of the semester) must be on all submitted documents. No credit will be given for assignments without this information.

**CASE ANALYSIS (100 pts)**
Case analyses may be done individually or in groups of your choosing. You or your group will choose one case study from the approved cases at the end of the chapters in the textbook. Each case is designed to tap into a specific topic. You or your group may choose from one of the cases below:

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Case</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Zynga</td>
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<tr>
<td>2</td>
<td>2</td>
<td>Netflix</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>Sawmill Hotel</td>
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<tr>
<td>4</td>
<td>2</td>
<td>Honeywell</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>GM</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>LinkedIn</td>
</tr>
<tr>
<td>6</td>
<td>2</td>
<td>Facebook</td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>Google</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>Amazon</td>
</tr>
<tr>
<td>11</td>
<td>2</td>
<td>CVS</td>
</tr>
<tr>
<td>12</td>
<td>2</td>
<td>Barclays</td>
</tr>
<tr>
<td>13</td>
<td>2</td>
<td>Google</td>
</tr>
<tr>
<td>14</td>
<td>2</td>
<td>Nike</td>
</tr>
<tr>
<td>16</td>
<td>1</td>
<td>HSBC</td>
</tr>
</tbody>
</table>

Since cases are based on actual companies, you are expected to do reasonable research on the organization/people and give updated information on them. You are expected to explicitly answer the questions at the end of the case. The group will provide me with a typed report providing company background information and your discussion question answers (5-10 pages). Your team grade will be based on the following criteria:

- Demonstrates knowledge of the organization/people and summarizes issues in the case (beyond just what is described in text)
- Applies course material from the chapter to the case and explicitly/adequately answers discussion questions
• Provides a creative, professional-looking, savvy report with correct grammar, spelling, no typos, etc. I am very strict about writing. Please visit the writing center if needed. At a minimum, have someone (classmate, colleague, family member, etc.) proofread it for you prior to submission.

• References (minimum 2 in addition to the text book) are correct and in APA format

Note: If you have never performed a case analysis, you should seek outside information on how to do this appropriately. YouTube is a good resource with several lectures on how to conduct a quality case analysis.

Alternate case option: Kansas Athletics: Fumbling on Football:
The Kansas Athletics case analysis may be done individually or in groups. If students decide to work in groups, all are expected to contribute and all will share one final grade (I will not intervene in the case of intragroup conflict). Analyze the case, Kansas Athletics: Fumbling on Football (available on Blackboard). The case analysis should focus on your assessment of Kansas Athletics using the analytical tools covered in the class and the facts from the case to support your arguments. Use the following questions to guide your analysis and the organization of your paper:

1. Provide an analysis of the competitive position of the University of Kansas within the landscape of collegiate athletics.
2. Examining person-job and person-organization fit, provide your assessment of the head coach personnel decisions made by Kansas Athletics beginning with Turner Gill.
3. Do you think David Beaty earned the raise and contract extension given to him in 2017? How about Sheahon Zenger? Justify your answer.
4. Assume that the University of Kansas has hired your group as consultants. Provide recommendations to Dr. Girod on what to do about Kansas Athletics as he begins his tenure as chancellor.

Format Guidelines for case analysis paper:
• Typed, Times New Roman, 12pt, double-spaced. Staple the pages. Do not use clips, covers, or binders. Must submit a hard copy.
• Provide a cover page, indicating the title of the paper, the course number and title, your name(s), email address(s), and the date.
• Do not include any author-identifying information on subsequent pages (i.e., do not include your names in a header or footer).
• Number the pages correctly.
• Include charts, tables and graphs, as appropriate.
• Cite your sources of information using a standard format, preferably APA. Style guides are available in the library or on the web
• Proofread carefully. Avoid spelling and grammar mistakes. I am very strict about writing. Please visit the writing center if needed. At a minimum, have someone (classmate, colleague, family member, etc.) proofread it for you prior to submitting it.

Note: Good business papers typically start with an introduction section, include several short sections, and end with a conclusion or summary. Each section should be short and preceded by a header in bold font and/or underlined.
**EXAMS (200pts)**
There will be four exams during the semester totaling 200 points. Exams will be made up of multiple choice, true/false, short answer and/or essay questions. You will need a scantron.

**ELECTRONIC DEVICES IN CLASS POLICY**
Please be responsible in your use of electronic devices. Your cell phones must be silenced during class. Emailing, instant messaging, texting, and Internet surfing are strictly prohibited (unless these activities are part of class participation/discussion). Because these activities are distracting and disrespectful to your classmates and your instructor, I reserve the right to request you to put your device away or leave the class.

I understand that some of you may be juggling several responsibilities in addition to this class. If you are on call for work, family situations, etc, please let me know before class. If you need to take a call for one of these reasons, please excuse yourself from the room and rejoin us when you can.

**LATE WORK/EXAM POLICY**
Assignments must be turned in according to the assignment instructions and late submissions will not be accepted. There will be no make-up exams, quizzes, or assignments. The only exception to this will be excused absences as defined by University policy: https://registrar.tamucc.edu/Academic%20Policies/index.html#Class_Attendance
Please be sure to tell me about any excused absence in advance so there is no misunderstanding.
HELPFUL STUDENT RESOURCES

Division of Student Engagement and Success (SEAS): The SEAS Division offers activities, programs, and a variety of student support services. Please visit their office or follow the link in you’re interested in anything below: http://falcon.tamucc.edu/~students/

- Aloha Days
- Intramurals
- Student Government
- Recreational Sports
- Islander Housing
- Student Activities
- Career Services
- Disability Services
- Student Conduct and Community Standards
- University Counseling Center
- University Health Center
- Student Resources
- Parent Resources
- Emergency Resources

Writing Center: https://casa.tamucc.edu/tutoring_learning_services/writing_center/index.html

Mary and Jeff Bell Library: https://library.tamucc.edu

Society for Human Resource Management (SHRM): If you’re interested in a career in HR or just interested in the profession and would like to get more information, SHRM is a great resource: https://www.shrm.org/pages/default.aspx
UNIVERSITY POLICIES

Academic Integrity/Plagiarism
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a zero the first time and failing the course for any additional offence.

Dropping a Class
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course. 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 WILL NOT automatically result in your being dropped from the class. (November 8, 2019) is the last day to drop a class with an automatic grade of “W” this term.

Classroom/professional behavior
Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

Grade Appeals
As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, 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 Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.
**Disabilities Accommodations**
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 call or visit Disability Services at (361) 825-5816 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.

**Statement of Academic Continuity**
In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
# MGMT 3320 FALL 2019 COURSE CALENDAR

The following table provides a tentative schedule of topics, required readings, and assignments for the course. This calendar is meant as a guideline; therefore, some modifications may be necessary. *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 class. Ryan Terry*

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3-Sep 5-Sep</td>
<td>Strategy-Driven Human Resource Management</td>
<td>(T) Read Ch 2 (TR) Read Having trouble with your strategy? Then map it Submit Map it assignment</td>
</tr>
<tr>
<td>3</td>
<td>10-Sep 12-Sep</td>
<td>The Legal Environment and Diversity Management</td>
<td>(T) Read Ch 3 (TR) Article/case</td>
</tr>
<tr>
<td>4</td>
<td>17-Sep 19-Sep</td>
<td>Exam 1 Job analysis and job design</td>
<td>(T) Exam 1 (TR) Read Ch 4</td>
</tr>
<tr>
<td>5</td>
<td>24-Sep 26-Sep</td>
<td>Job analysis and job design Recruitment and careers</td>
<td>(T) Read Ch 4 (TR) Read Ch 5</td>
</tr>
<tr>
<td>6</td>
<td>1-Oct 3-Oct</td>
<td>Recruitment and careers Employee selection</td>
<td>(T) Read Ch 5 (TR) Read Ch 6</td>
</tr>
<tr>
<td>7</td>
<td>8-Oct 10-Oct</td>
<td>Employee selection</td>
<td>(T) Read Ch 6 (TR) In-class activity</td>
</tr>
<tr>
<td>8</td>
<td>15-Oct 17-Oct</td>
<td>Exam 2 Training and development</td>
<td>(T) Exam 2 (TR) Read Ch 7</td>
</tr>
<tr>
<td>9</td>
<td>22-Oct 24-Oct</td>
<td>Training and development Performance management</td>
<td>(T) Read Ch 7 (TR) Read Ch 8</td>
</tr>
<tr>
<td>10</td>
<td>29-Oct 31-Oct</td>
<td>Performance management Exam 3</td>
<td>(T) Article (TR) Exam 3</td>
</tr>
<tr>
<td>11</td>
<td>5-Nov 7-Nov</td>
<td>Managing compensation</td>
<td>(T) Read Ch 11 (TR) Bring laptop</td>
</tr>
<tr>
<td>12</td>
<td>12-Nov 14-Nov</td>
<td>Pay-for-performance: Incentive rewards</td>
<td>(T) Read Ch 12 (TR) Article</td>
</tr>
<tr>
<td>13</td>
<td>19-Nov 21-Nov</td>
<td>Talent management</td>
<td>(T) <strong>Case analysis due;</strong> Read TBD (TR) In-class activity</td>
</tr>
<tr>
<td>14</td>
<td>26-Nov 28-Nov</td>
<td>Benefits Thanksgiving</td>
<td>(T) Read Ch 13</td>
</tr>
<tr>
<td>15</td>
<td>3-Dec 5-Dec</td>
<td>Global Issues for HRM <strong>Reading Day—No class</strong></td>
<td>(T) Read Ch 16</td>
</tr>
<tr>
<td>16</td>
<td>10-Dec</td>
<td>EXAM 4</td>
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