THE UNIVERSITY OF TEXAS AT EL PASO

Introduction to Human Resource Management

Fall 2022

MGMT 3311, CRN 11343
MGMT 3311, CRN 11531

PROFESSOR INFORMATION

Instructor: Dr. Cynthia Halliday, Ph.D.
Contact: Via Blackboard course messages
Office: COBA 211
Office Hours: Mondays and Wednesdays, 3:00pm - 4:15 pm MST, in the office
                Thursdays, 10:00am - 2:00pm MST, virtually via Zoom

COURSE DESCRIPTION

The goal of this course is to provide you with an overview of current methods and practices used in human resource management (HRM). This course will provide you with an opportunity to explore topics related to the human resource function, such as recruitment, selection, training, performance evaluation, compensation, appraisal, retention, and other legal and global concepts of HRM. This course requires approximately nine hours per week of study time for optimal learning. Your focus, dedication and commitment are required to maximize the benefits of our 15-week journey covering HRM topics that form one of the cornerstones of your business education.

COURSE OBJECTIVES

In this course, you will be able to conduct a comprehensive analysis of the HRM. This course aims to provide you with the tools to develop and apply HR practices that conform to commonly accepted professional standards and are legally sustainable, apply lessons learned and information obtained to critically analyze topics of importance to the HR function, and develop and apply labor-management practices that foster a productive work environment.

TEACHING METHODOLOGY

The method of study for this course combines lectures and discussions, outside research, projects, and online assignments. This is a face-to-face course in which the instructional materials and activities are delivered in the classroom and online through Blackboard. The course will consist of readings, lectures, in-class iClicker quizzes, videos, discussion boards, exams, individual assignments, and group assignments.

All lectures and assignments are available on Blackboard. No pictures are allowed in class.

COURSE LEARNING OUTCOMES

LEARNING OUTCOMES	ACTIVITIES	ASSESSMENT
1. Understand and describe the importance and leadership role of human resources in shaping the future of organizations.	Lectures & Readings (Ch. 1, 3) DB Readings Video	DB 8/24 Exam 1
2. Understand human capital trends and how they affect individuals and organizations.	Lectures & Readings (Ch. 1, 2, 17, 18) DB Readings Exercise Videos	DB 9/21 DB 10/12 DB 11/9 DB 11/28 Exams 1, 5
3. Understand labor laws and demonstrate competence in applying ethical and social considerations when implementing workplace procedures or addressing matters related to discrimination, sexual harassment, safety, among others.	Lectures & Readings (Ch. 2, 4-13, 16) DB Readings Exercise Videos	Project 8/24 DB 8/31 DB 9/21 DB 10/3 DB 10/19 DB 11/28 Exams 1-5
4. Understand and apply the tools and processes related to the basic functions of human resource management such as workforce planning, recruitment and selection, training and development, compensation and benefits, performance appraisal, employee relations, safety and health management, and other related topics.	Lectures & Readings (Ch. 4-14, 16) DB Readings Video Exercise	Project 9/14 Project 10/3 DB 10/12 DB 10/19 DB 10/31 DB 11/28 Exams 2-5

REQUIRED TEXTBOOK
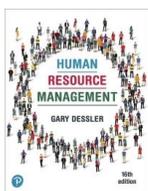
Human Resource Management, 16th edition (2020)
Author: Gary Dessler
Publisher: Pearson

eText: ISBN-13: 9780135174470
Includes: A *digital* version of the text you can personalize and read online or offline.

Rental Edition: ISBN-13: 9780135172780
Includes: A bound printed text you can rent, fulfilled by Chegg. At the end of the rental period, you can choose to keep the text for a flat fee.

COURSE ASSIGNMENTS

It is your responsibility to make sure your computer meets the minimum hardware requirements. **Assessments in this course are not compatible with mobile devices nor tablets** and you will not be able to complete your assignments through a mobile phone or a tablet. If you need further assistance, please contact UTEP Technology Support.

Syllabus Quiz
There will be one syllabus quiz in the first week of class. For this quiz, you will need to use **Respondus LockDown Browser** and a **Webcam**. The purpose of the syllabus quiz is to encourage you to read the syllabus and to get your computer ready for future exams. The syllabus quiz is worth *up to one point* in your final grade. You have up to two attempts.

In-class iClicker Quizzes
There will be several in-class iClicker quizzes. Quizzes will be given during class via iClicker. iClicker Quizzes will be about the topics covered in the classroom. You will be able to view your score immediately after submission. The purpose of the iClicker quizzes is to help you retain the concepts taught during class.

Group Projects
I will assign you to a group in the first week of class. You will work with your group during class to complete your group projects and group discussion boards, as explained in more detail below.

Videos
There will be several videos you will be asked to watch. After you watch each video, you should meet with your group in class and develop, as a group, a discussion board post for the respective video (see details below under Discussion Boards).

Discussion Boards (DB)
There are three types of discussion boards that you will participate. In addition to your group posts, you will need to make individual comments on two other posts from your classmates. Your group post should have at least 200 words (unless otherwise noted) and your individual comments on your classmates' posts should have at least 75 words each. Group posts will be available at the end of class.

Discussion Board Tips: I expect you to discuss, demonstrate, and connect your understanding of the assigned readings and media. Discussion board postings are not a summary of course materials, debates, or your opinion. They are critical analysis and academic discussions among students.

- Keep your messages concise and clearly written. Most ideas can be stated in a couple of paragraphs, although sometimes a longer message may be needed to develop your thoughts adequately. Keep in mind that people are more apt to read and digest shorter messages than long ones.

- Be respectful of other's ideas, opinions, and beliefs. It is fine to disagree with someone, but please respect their right to think differently (see Netiquette section).

- Avoid posting simple two- or three-word statements such as "I agree" or Good point." If you think someone has made an especially strong point and you want to say so, *explain why* by adding a few sentences describing your response or adding to the original point.

Exams
There will be five exams over the course of the semester.
        Exam 1: Chapters 1, 2, 3
        Exam 2: Chapters 4, 5, 6, 7
        Exam 3: Chapters 8, 9, 10
        Exam 4: Chapters 11, 12, 13
        Exam 5: Chapters 14, 16, 17, 18

Exams will be available on Blackboard during the class time assigned for the respective exam. **You must take the exam in the classroom** using your computer on the dates/times assigned. **Your computer must have Respondus LockDown Browser and a webcam installed before you can start the exam.** You cannot start your exam using a different browser. If you do not have a computer, you can check out a computer with a Respondus LockDown Browser from COBA Room 101 or from the library. If you need to check out a computer, please contact UTEP Technology Support in the beginning of the semester to learn how you can check out a computer. If you have questions about Respondus LockDown Browser and/or webcam, please contact UTEP Technology Support in advance.

You will also need to show your UTEP ID to the webcam at the beginning of your online exams. Make sure you read the document *Remote Exam Guidelines* (available on Blackboard) at least a day before you start your exam so you can be ready.

Each exam will be a closed-book exam (that is, no books, cell phones, notes, etc. will be allowed during the exam) and will have about 40-50 multiple-choice and/or true-false questions. You will have 45 minutes to complete and submit each exam. You will be able to view your score immediately after submission. If you are late, your exam time will decrease accordingly. Refer to your Course Calendar for the specific availability dates/times for each exam.

GRADING

Assignments	Weight
Exams	60%
In-class iClicker Quizzes	15%
Discussion Boards	15%
Group Assignments	9%
Syllabus Quiz	1%
Total	**100%**

Range	Letter Grade
90-100	A
80-89	B
70-79	C
60-69	D
< 60	F

TECHNICAL REQUIREMENTS/SKILLS

Technology Checklist
As you prepare to take a course at UTEP, we want to share with you some basic information about technology to make this a successful experience. Having your computer requirements checked and all software up to date is essential to access course content. Please take some time to read through this section and ensure you have the information you need to get successfully started.

Supported Browsers
- **For a PC or Mac:** Firefox and Chrome

Browser performance hints include:
- Clear browser cache
- Allow pop-ups

Check Your Java
1. Go to http://java.com
2. Click on "Do I Have Java?"
3. Click on "Verify Java Version."
4. Update Java if needed.

Additional Technical Requirements
You will need the following technical requirements/skills for this class:

Computer & Internet Access: You will need a computer (no tablets or cell phones) and a reliable internet connection to take quizzes and exams, watch videos, participate in discussion boards, and submit your individual and group assignments. If you do not have a computer to use in the classroom for your exams and group assignments, you can check it out from COBA Room 101 or from the library. Make sure you contact the library in advance. If you cannot get access to a computer for the exam, contact your professor in advance.

Respondus LockDown Browser: You will need to install Respondus LockDown Browser in your computer prior to taking your exam. To avoid issues during your exam, make sure you install it in the first week of class. Go to Student Services on Blackboard to download the Browser. Respondus Lockdown Browser will require that all internet tabs are closed prior to the start of the test.

Respondus Monitor (Webcam): Respondus Monitor requires a webcam. You will be required to show the webcam your student ID prior to the start of the test. **Your face should be completely visible during the test.** Blocking the camera or moving your face outside of the camera view will disable the test. No notes or textbook materials are permitted during exams. Respondus Monitor requires you to take a video of your surrounding area (desk, chair, walls, etc.), however since you will be taking the exam in the classroom, you will not need to complete this step. You should not have

conversations with other people and/or leave and return to the classroom during the test. Make sure your Webcam is working properly prior to the exam. If you are borrowing a computer from the library, tell the help desk person that you need to borrow a computer with a Respondus LockDown Browser and a Webcam.

iClicker: We will use iClicker in almost every class session. iClicker will be used to check attendance and assess your understanding of the material covered. Please follow the instructions posted on Blackboard to register for iClicker and install the software in your computer and/or mobile.

If you need help with any of the above technical requirements, please contact UTEP Technology Support at (915) 747-4357 or at helpdesk@utep.edu.

EXPECTATIONS FOR THIS COURSE

The course calendar at the end of this syllabus lists the main topics that we will cover each week. In addition, when you open a new weekly folder on Blackboard, you will be able to see the list of assignments due on that week on the top of the page. You should pace you learning according to the posted course assignments.

You should:
- Review the Get Started information located in the course content
- Ensure that your computer is compatible with Blackboard
- Ensure that you have the technical requirements listed above
- Comply with the University's policy on academic integrity and scholastic dishonesty
- Review and follow the course calendar
- Log in to the course at least 3 times per week
- Respond to messages within 48 hours
- Submit assignments by the corresponding deadline
- Follow netiquette rules

If there are any changes to the syllabus, I will notify all the students in the class through Blackboard Announcements and Blackboard Email.

COURSE COMMUNICATION

(N)etiquette
When communicating electronically, many of the feelings or impressions that are transmitted via body language in face-to-face communications are lost. Consequently, interpreting emotions and innuendos is much more difficult. Only what is written, or drawn, carries the message. Often, excitement can be misinterpreted as anger or insult. It is important that we all keep this in mind as we communicate. Words in print may seem harmless, but they could emotionally injure us when working at a distance. Hence, it is vitally important that we are conscious of how we communicate while working at a distance.

For example, avoid the use of caps in your electronic messages, as wording in caps comes across as shouting. The standard practice ("Netiquette") for participation in networked discussion requires that all participation be focused on the topic at hand, not become personalized, and be substantive in nature. (Translation: you may certainly disagree with others, but you must do so respectfully; you may express strong beliefs or emotions, but you may not get so carried away that you lose all perspective on the course itself.)

Communicating Effectively
It is everyone's responsibility to participate as fully as they can so everyone can get the most from the experience. Here are some simple tips to follow to ensure your participation and engagement in the learning process:

Ask questions: If you do not know the answer, someone else will.

Reach out to others: Offer a fact, article, link, or other item that can help others learn something you can share.

Be appropriate: The online platform is not the place for insulting or insensitive comments, attacks, or venting. Be careful when using sarcasm and humor. Without face-to-face communication, your joke may be viewed as criticism. Respect and courtesy must be provided to fellow classmates and the instructor at all times, and in all contexts. No harassment or inappropriate postings will be tolerated. Inappropriate behavior will usually be subjected to disciplinary action, as well.

Be diplomatic: When sending messages on emotionally charged topics, make sure you write the message and then walk away for at least an hour before re-reading the message and then sending it. Re-reading emotionally charged messages ensures that they are constructive instead of destructive. Think of the person at the other end. When reacting to someone else's message, address and focus on the ideas, not the person who posted them.

Stay focused: Stay on topic to increase the efficiency of your learning. Be professional and careful in what you say about others.

Blackboard Email
Communication in this course will take place via Blackboard. Blackboard Email is a private and secure text-based communication that occurs within a Course and among Course members. Users must log on to Blackboard to send/receive/read messages. Check your messages and announcements routinely to ensure up-to-date communication.

Office Time
I have set some time for office hours (see in the first part of the syllabus). I will be available during those times in my office or via Zoom, as described in the first page of this syllabus. If you cannot meet at the time listed in the syllabus, contact me and we can schedule an appointment at a different time.

Make-up Work
Make-up work will be given *only* in the case of a *documented emergency*. Note that make-up work may be in a different format than the original work, may require more intensive preparation, and may be graded with penalty points. If you miss an assignment and the reason is not considered excusable, you will receive a zero. It is therefore important to reach out to me—in advance, if at all possible—and explain with proper documentation why you missed a given course requirement. Once a deadline has been established for make-up work, no further extensions or exceptions will be granted.

ACADEMIC INTEGRITY

The International Center for Academic Integrity, comprised of a consortium of universities worldwide, defines academic integrity as "a commitment to fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behavior that enable academic communities to translate ideals into action." As they relate to students, these values can be defined as follows:

> **Honesty:** "adhering to standards of truthfulness and integrity"
>
> **Trust:** participating in "an environment of confidence"
>
> **Fairness:** abiding by the "standards, practices, and procedures" outlined by your instructors and institution
>
> **Respect:** "encouraging a wide range of opinions and ideas"
>
> **Responsibility:** assuming personal accountability and accepting sanctions in cases of misconduct.

Students are responsible for adhering to the above standards in all academic activities and refraining from all forms of academic dishonesty. According to the UTEP Handbook of Operating Procedures, academic dishonesty includes committing (or attempting to commit) the following:

> **Plagiarism:** taking credit for work that is not your own (e.g., copying and pasting from the internet, failing to cite sources of information, failing to attribute direct quotes to their original author, or submitting your work from another course without prior permission). Some of your course work and assessments may be submitted to SafeAssign, a plagiarism detecting software. SafeAssign is used to review assignment submissions for originality and will help you learn how to properly attribute sources rather than paraphrase.
>
> **Cheating:** This includes copying another student's work during an exam; using notes, books, or electronic devices during an exam without prior permission; taking an exam for another student; and communicating with or helping another student during an exam.

Collusion: any collaboration with another student without the permission of the instructor.

Students are required to comply with the University's policy on academic integrity and scholastic dishonesty. For detailed information, please visit: http://sa.utep.edu/osccr/academic-integrity/

Students should become aware of and committed to the academic values of honesty, trust, fairness, respect, and responsibility. Students should understand the consequences of scholastic dishonesty, which includes, but is not limited to, cheating, plagiarism, and collusion. **Students who are suspected of academic dishonesty,** *either by engaging or facilitating other students to engage in scholastic dishonesty***, will be referred to the Office of Student Conduct and Conflict Resolution-Division of Student Affairs, without prior notification.**

ASSURANCE OF LEARNING, ACCESSIBILITY AND ACCOMODATION

The College of Business Administration cares about the quality of your education. If you have or believe you have a disability that may impact your ability to succeed in a class, whether it be online or face-to-face, you may wish to contact the Center for Accommodations and Support Services (CASS) to show documentation of a disability or to register for testing and services. Students who have been designated as disabled must reactivate their standing with the CASS yearly.

For assistance with special accommodations for this course, please contact:

The Center for Accommodations and Support Services
Union Building East, Room 106
(915) 747-5148
cass@utep.edu
http://sa.utep.edu/cass/student-resources/
Office Hours: Mondays through Fridays, from 8:00am to 5:00pm

COURSE CALENDAR

*** See <u>list of weekly assignments</u> on the top of the page <u>inside of each weekly folder</u> ***

- Comments on posts are due on <u>Saturday</u> at 11:59pm.
- DB = Discussion Board Assignments

Week	Day	Weekly Topics
SECTION 1: INTRODUCTION		
1	Mon, 8/22	1. Introduction of Human Resource Management 3. HRM Strategy and Analysis
	Wed, 8/24	DB: Strategic HR Group Project (Implicit Bias)
2	Mon, 8/29	2. Equal Opportunity and the Law
	Wed, 8/31	DB: Sexual Harassment DB: Hiring People with Autism
3	Mon, 9/5	**LABOR DAY (no class)**
	Wed, 9/7	**Exam 1 (Chapters 1, 2, 3)**
SECTION 2: RECRUITMENT, PLACEMENT, AND TALENT MANAGEMENT		
4	Mon, 9/12	4. Job Analysis & Talent Management Process
	Wed, 9/14	Group Project (Job Analysis)
5	Mon, 9/19	5. Personnel Planning and Recruiting
	Wed, 9/21	DB: Artificial Intelligence
6	Mon, 9/26	6. Employment Testing and Selection
	Wed, 9/28	7. Interviewing Candidates
7	Mon, 10/3	Group Project (Interviewing) DB: Religious Discrimination
	Wed, 10/5	**Exam 2 (Chapters 4, 5, 6, 7)**
SECTION 3: TRAINING AND DEVELOPMENT		

	Mon, 10/10	8. Training and Developing Employees
8	Wed, 10/12	DB: Virtual Reality
9	Mon, 10/17	9. Performance Management and Appraisal 10. Managing Careers and Retention
	Wed, 10/19	DB: Real Life Termination
10	Mon, 10/24	**Exam 3 (Chapters 8, 9, 10)**
SECTION 4: COMPENSATION		
10 (cont.)	Wed, 10/26	11. Establishing Strategic Pay Plans
11	Mon, 10/31	DB: Strategic Pay Plans
	Wed, 11/2	12. Pay for Performance and Financial Incentives
12	Mon, 11/7	13. Benefits and Service
	Wed, 11/9	DB: Organizational Culture DB: HR in the News (Weeks 1 to 12)
13	Mon, 11/14	**Exam 4 (Chapters 11, 12, 13)**
SECTION 5: ENRICHMENT TOPICS IN HUMAN RESOURCE MANAGEMENT		
13 (cont.)	Wed, 11/16	14. Building Positive Employee Relations 16. Safety, Health, and Risk Management
14	Mon, 11/21	17. Managing Global Human Resources 18. Managing HR in Small and Entrepreneurial Firms
	Wed, 11/23	**NO CLASS** (for MGMT 3311 only)
15	Mon, 11/28	DB: Apple Chinese Factories DB: Interview with John Doerr
	Wed, 11/30	**Exam 5 (Chapters 14, 16, 17, 18)** **Last Day of Class**