

**KENT STATE UNIVERSITY**  
**HUMAN RESOURCE MANAGEMENT**  
**MI&S 34180—SPRING 2016—Section #003—Call #15629**  
**ON-LINE COURSE**

**Instructor:** Deborah Knapp, PhD  
**Office:** College of Business Administration  
Department of Management & Information Systems  
BSA A424  
**Telephone:** 330.283.6081 (MOBILE—please use this number to contact me)  
330.672.1147 (OFFICE)  
**E-mail:** [dknapp1@kent.edu](mailto:dknapp1@kent.edu) —the best way to get a quick response!  
**Office Hours:** (ON-LINE) Mons 12p-4p, Tues 2p-6p, Weds 4p-8p, Thurs 8p-midnight  
(IN OFFICE) Tuesdays and Thursdays 1:45p-4:15p or by appointment

**COURSE MATERIALS**

**Text:** Noe, R. A., Hollenbeck, J. A., Gerhart, B., & Wright, P. M. (2015). *Human Resource Management: Gaining A Competitive Advantage (9<sup>th</sup> Edition)*. McGraw-Hill/Irwin: New York, NY.

**Connect PLUS internet site by McGraw-Hill:** You **MUST** sign up for Connect PLUS or Connect (e.g., if you purchase a used text) for this class. Registration information is available on Blackboard. You may go to McGraw-Hill's site by clicking on the link found in "Tools" on Blackboard. Then click on "McGraw-Hill Higher Education," then on "Go to My Connect Section." From there you simply follow the registration instructions.

**Information from the publisher on purchasing the text and Connect PLUS:**

For the online purchase, students can purchase Connect PLUS. To do that, as they register, they are given 3 options:

- **BUY ONLINE:** Students who wish to purchase an on-line book [i.e., do not want a print book] can click on the BUY ONLINE option, and select Connect Plus.
- **Purchase Paper Copy:** If you purchase a new paper copy from the bookstore, enter the code that comes with the book to access Connect PLUS. Also, if you purchase a paper copy (from the publisher or another source) but do not want to wait to receive the book to get started, you may sign up for the **Free Trial** (click on the free trial option) which will give you access to the on-line text until your book arrives. I am told by the publisher that if you purchase a used book, you only need to sign up for Connect (I'm not sure of the cost, but I believe it's approximately \$75).

**Course Materials Available on Blackboard:** course syllabus, course notes, course lectures, PowerPoint slides for book chapters, access to McGraw-Hill Connect, examples of internet assignments, the e-mail addresses of all classmates and your professor, and various utilities (i.e., discussion boards, journals, etc.). You can access Blackboard from your FlashLine account: once you log in, the link is in the upper right hand corner. You can also go directly to Blackboard and log in (with your KSU FlashLine ID and password) at [learn.kent.edu](http://learn.kent.edu).

**COURSE DESCRIPTION**

This course is designed to provide students with detailed knowledge of the human resource management function in modern organizational settings. Emphasis is placed on techniques and approaches that are currently being applied to solve human resource problems in business organizations. Through lecture, readings, and various exercises, we shall consider the contribution of human resource management to short- and long-term organizational functioning. Moreover, the course will provide a basis for understanding how properly applying human resource management techniques assist in moving an organization toward its goals.

**LEARNING OBJECTIVES**

1. The fundamental purpose of this course is to provide the student with an increased understanding of the content, processes, and technology involved in the management of human resources.
2. Students should leave the course with an understanding of the HR management needs of organizations.
3. Students should also develop an understanding of various HR functions within an organization.
4. Upon completion of the course, a student should understand and be able to assess and suggest solutions to human resource-related problems.

## COURSE OVERVIEW

The mission of this course is to assist you in the process of learning about human resource management. Part of that learning process is required course work: e.g., reading assigned material, completing assignments, and reflecting on your work and reporting those reflections to me via examinations, quizzes, and various assignments.

## COURSE ADMINISTRATION AND TIME MANAGEMENT

Most of the **Class Schedule** dates are *my suggestions* concerning how you might manage your time. For the most part, you may complete the required readings and listen to lectures at your convenience. However, there are solid deadlines for all course **requirements**, such as quizzes, tests, and assignments (described in the next section). Assignments, tests, quizzes, etc. may be completed at any time up until their respective deadlines. A word of warning: quizzes and tests are timed assignments, so be sure you begin them well before the deadline hours.

## COURSE REQUIREMENTS

### **ORIENTATION EXAM (taken on Blackboard)**

Your first exam will be based on your understanding of course requirements. The purpose of this exam is to ensure that students have a clear understanding of the requirements of the course, a solid grasp of the instructions concerning the submission of course work, the guidelines governing group activities (if any), and the rules/regulations for contacting the professor. The importance of following class rules and guidelines cannot be understated: for example, if the guidelines and rules are not followed, questions that can easily be answered by consulting the syllabus can overwhelm the system, making it difficult for students with substantive content questions or emergencies to receive rapid and thorough responses. Please see the section on **COURSE PROCEDURES AND GUIDELINES** for the rules governing class activity. The orientation exam is worth **10% of your grade**.

### **EXAMS (taken on McGraw-Hill Connect)**

**Two on-line** exams are scheduled for the semester. Exams will cover any readings, handouts, audio/visual media, on-line class interactions, and lecture material. The format of the exams may include multiple-choice, matching, and/or short answer type questions. Each exam accounts for **25% of your grade for a total of 50%**.

### **PRACTICE EXAMS (taken on McGraw-Hill Connect)**

Two **on-line** practice exams covering questions from the book will be scheduled before each EXAM. These practice exams will help you study for the two exams. You may take each practice exam three times. While the grades you receive on the practice exams will not affect your final grade, completing the exams will. You must take each practice exam once to receive credit. Practice exams will account for **5% of your grade** (e.g., if you take both exams, regardless of the number of questions you answer correctly, you will receive full credit. If you only take one exam, you will receive only 2.5%. Finally, if you take neither practice exam, five percentage points will be deducted from your final grade).

### **QUIZZES (taken on McGraw-Hill Connect)**

There will be **four on-line** quizzes throughout the semester that will cover questions from the text. Each quiz may include multiple choice, matching, short answer essay, and/or fill-in-the-blank type questions. You **MUST** complete each quiz at the prescribed time and during the time allotted. Make-up quizzes will not be offered. Each quiz **accounts for 5% of your grade for a total of 20%**.

### **CASES AND EXPERIENTIAL EXERCISES (completed on McGraw-Hill Connect)**

Experiential exercises and cases provide an opportunity for students to apply many of the concepts covered in this course. Your case/exercise grade depends on the quality and quantity of five cases/exercises you complete during the semester. Cases and experiential exercises account for **10%** of your total grade and are graded on a pass/fail basis (each exercise/case is worth 2%; e.g., if you complete only three, you will receive only 6%).

**INTERNET ASSIGNMENT (completed on McGraw-Hill Connect;** an example of a past internet assignment is available on Blackboard)

Students will be expected to find one website that relates to the course (any website that addresses human resource management concerns and issues are acceptable) and summarize the information they find at the site. You may use simple internet searches to find a website or select a website of which you are already aware. Students are to prepare a one-to-two paragraph summary about the website and complete the assignment as indicated on the McGraw-Hill Connect site. The content of your assignment should describe the website and may include **any or all** of the following: a) *what* information can be found on the website, b) *who* might find the website useful and/or c) *how* the information on the website might be used.

**Submission/formatting internet assignment:** Please include at the top of each paper (must be in WORD or equivalent word processing file): 1) your first and last name; 2) "Internet Assignment;" and 3) the URL of the website (the web address; this is so I may visit the site you chose)

The internet assignment will account for **5% of your final grade** (the internet assignment is pass/fail; if you complete it on time, you will receive the full 5%, if you do not, 5 percentage points will be deducted from your grade).

### GRADES

Grades will be calculated according to performance on the orientation exam (10%), the two exams (25% each for a total of 50%), the four quizzes (5% each for a total of 20%), the two practice exams (2.5% each for a total of 5%), cases/exercises (10%), and the internet assignment (5%). Final grades will be assigned as follows:

A	A-	B+	B	B-	C+	C	C-	D+	D	F
90% ↑	87 - 89%	83 - 86%	80 - 82%	77- 79%	73- 76%	70-72%	67- 69%	63- 66%	60- 62%	0- 59%

### UNIVERSITY REQUIREMENTS

#### REGISTRATION

Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Student Tools on FlashLine) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until **Sunday, January 24, 2016** to correct the error. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

**Course Withdrawal Deadline: Sunday, April 3, 2016.**

#### GRADUATION

If you are eligible to graduate, it is your responsibility to apply for graduation before the set deadline (**May Graduation: Apply before September 15<sup>th</sup> August Graduation: Apply before December 15<sup>th</sup> December Graduation: Apply before March 15<sup>th</sup>**) If you apply after the deadline you will be assessed a \$200 late fee. Please see your academic advisor as soon as possible if you are uncertain as to your progress toward graduation. To apply for graduation complete the following steps: Log onto your FlashLine account (1) Click on the Student Tools tab (2) Look in the Graduation Planning Tool Box (3) Click on Application for Graduation. If an error message appears, you must contact your advisor.

## POLICY ON ACADEMIC HONESTY

Academic honesty: Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. In addition, it is considered to be cheating when one cooperates with someone else in any such misrepresentation. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

## STUDENTS WITH DISABILITIES

University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these accommodations through Student Accessibility Services (contact 330-672-3391 or visit <http://www.kent.edu/sas/index.cfm> for more information on registration procedures).

## CLASS PROCEDURES

1. Students may **e-mail the professor** with questions and concerns **only during office hours** (as indicated on page one of the syllabus). E-mails sent at other times will not be addressed or receive a response. Managing electronic messages for on-line classes is important to class and student success. Therefore, I ask that you please carefully follow the rules for e-mail etiquette for this course. Having e-mails occur at particular times will facilitate speedy responses and the timely grading of assignments. Don't forget, you also have access to all your fellow classmates on Blackboard. You may "blast" an e-mail to all your classmates/groupmates with your questions or you may wish post a question on the discussion board available on Blackboard.
2. If you have what you believe to be an **urgent matter** to discuss and my on-line office hours are not convenient for you, may call/e-mail/text me at any time. **You must indicate in the subject line that the message is urgent.** In addition, the most efficient way to communicate with me is via e-mail. I strongly encourage you to take advantage of the electronic messaging capabilities made available to you by the university!
3. You may complete assignments any time before the assignment deadline. **Assignments submitted after the deadline will receive a grade of zero. NO EXCEPTIONS WITHOUT A UNIVERSITY EXCUSE!**
4. You **MAY NOT** send an e-mail with a question that can be easily answered by consulting the course syllabus. If you send such an email, you will receive the following response: "The answer to your question/concern can be found in the syllabus." Of course, if you do not *understand* a portion of the syllabus and require clarification, I will attempt to answer your question.
5. No student will be penalized for technological problems that may keep them from completing assignments. If you encounter such a problem and cannot e-mail me, please feel free to call or text me **when it occurs**. Doing so will ensure that no questions exist concerning the veracity of the technological problem.
6. If you have a problem that you believe may compromise your ability to complete this course, please discuss it with me while there is still time to do something about it (illnesses, personal issues, etc.)! You may call (on my mobile—do not be shy about calling, texting, or e-mailing me). If you wish to use Skype, please do! You may be my first! Also, I can meet with you at most anytime and place and if I can find a way to assist you, I will.
7. Each student must turn in an original piece of work; copies of the work of others will not be accepted.

8. **ASSIGNMENTS/TESTS/QUIZZES RECIEVED AFTER THE SUBMISSION DEADLINE WILL NOT BE ACCEPTED UNLESS ACCOMPANIED BY A UNIVERSITY EXCUSE. NO EXCEPTIONS.**
9. You must use the internet, your **FlashLine** account, Blackboard, and the World Wide Web to communicate with me and receive an acceptable grade. You ***must use*** your **KSU FlashLine** account to send and receive e-mails. **NO EXCEPTIONS**. Please don't send an e-mail from other than your **KSU FlashLine** account. Sending e-mails via other ISPs (e.g., gmail) renders student identification difficult and also introduces difficulty in determining to which of my classes you are assigned.
10. When you **send an e-mail**, please be certain to **include the course number (34180)** so that identification of the course to which you are registered is easily and expeditiously determined.
11. You will receive the grade ***you earn*** in this class. This means that only graded assignments as indicated in the syllabus will **determine** your grade. While effort and time spent completing assignments and examinations are commendable, they are also ***expected*** and carry no weight toward your grade. Moreover, **NO EXTRA CREDIT** or substitution of assignments will be provided.
12. If you wish to challenge a test question, you must provide evidence (e.g., page number) and an explanation as to why you believe your assertion (answer) is correct. However, if I find that you are wrong (e.g., you did not do enough research or didn't understand the concept), you will have an additional point removed from your test. So if you want to challenge me, perform your due diligence!
13. **A note on on-line classes:** Were this not an on-line class, we would be meeting face-to-face for two hours and 45 minutes per week for the semester. As you know, class meeting time does not include the hours spent outside of class studying for exams or completing assignments. On-line classes require exceptional time management, hard work, and dedication to completing course requirements. Accordingly, on-line classes can be demanding and you must be up to the challenge. This means that your assignments must be completed on time, regardless of the time constraints that you (and I) face. Excuses such as "I didn't have time because..." (e.g. "I had to work" or "I'm taking other classes") are not acceptable. **As previously indicated, only a university excuse will be considered for late assignments.**
14. **A few words on the cultural climate of our class:** I expect class members to treat their fellow classmates with courtesy, civility, and respect. I have attempted to create a course that will be both fun and informative. However, please do not mistake the levity that will characterize class interactions as an indication that this is not a meaningful, important course or that I don't take my responsibility as your professor seriously.

**Class Schedule (subject to change)**  
You are responsible for any changes made

Date	Assigned Reading/Activity
Tuesday, January 19 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Course Introduction</li> <li>• Class orientation: on-line lecture</li> </ul>
Tuesday, January 26 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>Orientation Exam: Due by 11:59p (this exam requires the Respondus Lockdown Browser. However, you may wish to attempt to open the test before you download the Browser because you may have it available and not know it. If you have problems, please contact the help desk. Unfortunately I am unable to any solve technical problems you experience).</b> <ul style="list-style-type: none"> <li>○ Materials covered include: a) orientation lecture and b) syllabus</li> </ul> </li> </ul>
Tuesday, February 2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• Read: <ul style="list-style-type: none"> <li>○ Chapter 1. Human Resource Management: Gaining a Competitive Advantage</li> <li>○ Chapter 2. Strategic Human Resource Management</li> <li>○ Chapter 3. The Legal Environment: Equal Employment Opportunity and Safety</li> </ul> </li> <li>• On-line employment law lecture (accompanying notes on Blackboard)</li> <li>• <b>Exercise 1: questions from chapter 3 (assignment is on the MH website). Due by 11:59p</b></li> </ul>
Tuesday, February 9 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>QUIZ ONE: Due by 11:59p</b> <ul style="list-style-type: none"> <li>○ covers chapters 1, 2, and 3 (questions from the book only)</li> </ul> </li> </ul>
Tuesday, February 16 <sup>th</sup>	<ul style="list-style-type: none"> <li>• On-line employment law lecture (accompanying notes on Blackboard)</li> </ul>
Tuesday, February 23 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Read: <ul style="list-style-type: none"> <li>○ Chapter 4. The Analysis and Design of Work</li> <li>○ Chapter 5. Human Resource Planning and Recruitment</li> </ul> </li> <li>• <b>Exercise 2: questions from chapter 5 (assignment is on the MH website). Due by 11:59p</b></li> </ul>
Tuesday, March 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• On-line job analysis lecture (accompanying notes on Blackboard)</li> </ul>
Tuesday, March 8 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>QUIZ TWO: Due by 11:59p</b> <ul style="list-style-type: none"> <li>○ covers chapters 4 and 5 (questions from the book only)</li> </ul> </li> <li>• <b>Begin taking practice exam</b> (you may want to use your three times over a period of a few days) <b><i>YOU MUST FINISH PRACTICE EXAM BY 11:00p on Tuesday, March 15<sup>th</sup></i></b></li> </ul>

Tuesday, March 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>INTERNET ASSIGNMENTS DUE by 11:59p</b></li> <li>• <b>EXAM ONE: Due by 11:59p</b></li> <li>• covers all chapters (1-5), lectures, and accompanying notes covered up to this point</li> </ul>
Tuesday, March 22 <sup>nd</sup>	<ul style="list-style-type: none"> <li>• <b>SPRING BREAK! Mar 21-27</b></li> </ul>
Tuesday, March 29 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Read: <ul style="list-style-type: none"> <li>○ Chapter 6. Selection and Placement</li> <li>○ Chapter 7. Training</li> <li>○ Chapter 8. Performance Management</li> </ul> </li> <li>• <b>Exercise 3: questions from chapter 7 (assignment is on the MH website). Due by 11:59p</b></li> </ul>
Tuesday, April 5 <sup>th</sup>	<ul style="list-style-type: none"> <li>• On-line selection lecture (accompanying notes on Blackboard)</li> <li>• On-line training lecture (accompanying notes on Blackboard)</li> <li>• On-line performance appraisal lecture (accompanying notes on Blackboard)</li> </ul>
Tuesday, April 12 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>QUIZ THREE: Due by 11:59p</b> <ul style="list-style-type: none"> <li>○ covers chapters 6, 7, and 8 (questions from the book only)</li> </ul> </li> <li>• On-line pay systems lecture (accompanying notes on Blackboard)</li> <li>• <b>Exercise 4: questions from chapter 8 (assignment is on the MH website). Due by 11:59p</b></li> </ul>
Tuesday, April 19 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Read: <ul style="list-style-type: none"> <li>○ Chapter 11. Pay Structure Decisions</li> <li>○ Chapter 12. Recognizing Employee Contributions with Pay</li> <li>○ Chapter 15. Managing Human Resources Globally</li> </ul> </li> <li>• <b>Exercise 5: questions from chapter 15 (assignment is on the MH website). Due by 11:59p</b></li> </ul>
Tuesday, April 26 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>QUIZ FOUR: Due by 11:59p</b> <ul style="list-style-type: none"> <li>○ covers chapters 11, 12, and 15 (questions from the book only)</li> </ul> </li> </ul>
Tuesday, May 3 <sup>rd</sup>	<ul style="list-style-type: none"> <li>• <b>Begin taking practice exam</b></li> <li>• <b><u>YOU MUST FINISH PRACTICE EXAM by Friday, May 13<sup>th</sup> at 11:00p</u></b></li> </ul>
Friday, May 13 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>FINAL EXAM: Due by 11:59p</b> <ul style="list-style-type: none"> <li>○ includes all chapters (6-8, 11, 12, 15), lectures, and accompanying notes covered since the last exam</li> </ul> </li> </ul>