



Management of Human Resources

BUS 455

Spring, 2018

Academic Requirements Fulfilled: Completion of BUS 400

Class Meeting: Mondays 9:00-11:45am

Term Start and End Dates: Jan 29 – May 14

Instructor name: Kelly Kilcrease, Ph.D.; Associate Professor of Business

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Room: 512

Office Hours: Mondays 1:00-3:00pm; other times by appointment

Course Overview

This course emphasizes the development of skills for dealing with selected aspects of human resource management. It aims to enhance the students' ability to apply theoretical concepts and alternative approaches for dealing with common issues concerning the human side of the enterprise. The course is geared to serve the needs of line and staff administrators in supervisory positions. Thus, it strives to train students and facilitate the development of better understanding of human resources issues as they relate to other managerial functions, organizational behavior, and the ability of managers and the organization to achieve prescribed goals.

This course will be conducted face-to-face each week. However, through the Canvas site you can access your grading for the course, power point notes, and the course syllabus.

Textbook (required)

Noe, Hollenbeck, Gerhart, & Wright (2015). Human Resource Management: Gaining and competitive advantage (10th Edition). McGraw-Hill: New York.

Learning Objectives

This course is designed to provide an overview of Human Resource Management. There will be an emphasis on application throughout the course. The course title implies that human capital is a “resource” that can add economic value to an organization. Indeed, human capital is the largest investment of most organizations and arguably the most important resource of any organization. Successful management of human capital helps organizations maintain competitive advantage. Therefore, we will cover topics such as recruitment, selection, training, performance management, compensation and benefits, the legal environment, and the strategic role of HRM in organizations.

Course Structure

Students should bring copies of the power notes (or look off from your computer) for each class to reduce the amount of note taking (these will be available by Sunday evening for download).

Because this course will be taught as a seminar, it is vital that all readings are completed before the start of class so that you may apply the contents of theory in the class. Classes will require you to discuss what was learned from the readings, answer case study questions, and answer application questions. The textbook is where all of the readings for the course will be used. Further, in class assignments, current event cases, and your personal assessment of HR elements will also be derived from the text.

Course Policies

- 1.** No late work will be accepted and a grade of zero will be recorded. The assignments are posted and can be completed at any time before the due date. It is imperative you stay ahead of schedule if necessary to avoid any unexpected situations.
- 2.** All course work is to be submitted via Canvas.
- 3.** Please contact me if you have any concerns or can foresee some need for special consideration or unusual circumstances. You are responsible for being in class when exams are given. **Missed exams may not be made-up or rescheduled.**
- 4.** Make sure **ALL CELL PHONES ARE TURNED OFF AND THERE IS NO TEXT MESSAGING DURING ANYTIME THE CLASS IS IN SESSION.** Not following this policy will severely drop your final grade.

Style and Citation Format

Formal APA rules of scholarship and style (*Publication Manual of the American Psychological Association*, latest edition) will apply to all assignments. All quoted material should be enclosed in quotation marks, or, if more than three lines, indented and single spaced (blocked). Quotations must be accompanied by a reference to the source. All material that is paraphrased (i.e. ideas from a source transcribed into the student's words) must be accompanied by a reference note as well. I expect you to exhibit ethical and honest work habits at all times. **All papers that use the text and other sources MUST be referenced.**

Academic Conduct

The Business Program at UNH Manchester holds a **Zero Tolerance** policy with respect to academic misconduct or misrepresentation. At a minimum, any confirmed violation of academic integrity will result in a failing grade for this class and may lead to expulsion from the Business major and/or dismissal from the university. If you are at all uncertain about the definition of misconduct, plagiarism, "cheating" or "academic dishonesty" please refer to the student handbook or the university website for a full description (at: <http://www.unh.edu/student/rights/rrr0506.pdf>). Please be aware that this issue is extremely serious and any confirmed incidents will be referred to the appropriate university administrator for additional disciplinary action, including the possibility of dismissal from the university EVEN FOR A FIRST OFFENSE!



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Center for Academic Excellence

CAE: All students should be able to fully participate in this course. Students with disabilities needing academic accommodations should register with and provide documentation to Jenessa Zurek (641-4383) or jenessa.zurek@unh.edu located in the Academic Counseling Office.

Weather Cancellations

If the college is closed for any reason on a class date (on-line or face-to-face) all work that is due for the class session is still due by 9:00 am. If an exam is cancelled due to the weather you will receive an e-mail on how the exam will be made-up.

Assignments and Grading

You will be given many opportunities to exhibit your knowledge and understanding of the material presented in the text and class lectures. This will be accomplished through three current event case studies, two examinations, a personal assessment of leadership (with presentation), a leadership biography, and participation. Grades will be determined as follows:

<u>Percent of Grade</u>	
Discussion Questions (3)	15%
Exams (2) –Mid-term & Final	30%
Managing People (3)	15%
HR Project	30%
Participation	<u>10%</u>
	100%

Grades (including final grades) are based on the following distribution. Please note that final grades must be .5 of higher to be rounded up.

A+ = 97-100	B+ = 87-89	C+ = 77-79	D+ = 67-69	F = below 60
A = 93-96	B = 83-86	C = 73-76	D = 63-66	
A- = 90-92	B- = 80-82	C- = 70-72	D- = 60-62	

Assignment Details

Below is a description on all of the assignments that are due. All work associated with the case studies and application assignments should be uploaded on Canvas and these will be graded and posted on Canvas (Please make sure you view your grades on Canvas consistently to ensure

their accuracy and to obtain your current grade percentage in the class). Assignments will be returned to you by the next class session. Please make sure your last name, name of the course, and title of the assignment is on a cover page. All assignments have to be double spaced, follow APA citations/references, be in 11 font, and have page numbers.

Discussion Questions

Discussion questions are found at the end of the chapter. Simply type the corresponding number and provide your answer. The assignment should be approximately 2 to 2 ½ pages long and include a cover page. The assignment is due via Canvas no later than 9:00am. Be prepared to discuss your results to the class.

Managing People

This assignment examines current event issues in HR relative to the content from the applicable chapter. After reading the section provide the question number and answer the question. The assignment should be approximately 2 to 2 ½ pages long and include a cover page. The assignment is due via Canvas no later than 9:00am. Be prepared to discuss your results to the class.

Examinations

The mid-term and the final examinations will consist of multiple choice and short answer/essay questions. The exams will be based on the text readings and class discussions. A complete review of the “vital” material will be given on the class before the exam. The exams are non-cumulative.

HR Project

The bedrock foundation for all HR practices is a job analysis. Perhaps most importantly, selection and performance management is based on job analysis information. Therefore, I want you to have hands-on experience in conducting a legally defensible job analysis, identify and design a selection system, and develop a performance management system. This will be a semester-long project in which you will work individually to complete the project (i.e. you cannot wait until the end to throw this together). You will search and partner with a real company and identify a particular job to analyze with the topic proposal and signed permission form due no later than September 26. Each deliverable (including the final technical report) will be presented in written form and graded in terms of (1) organization, (2) content, and (3) grammar and syntax. The project is due on November 28th. The project will have the following sections:

1. Written permission from a company/employee to work with (due by Feb 19th, hard copy in class)
2. Job analysis (description) of the position
3. Selection system for the position
4. Pay structure determination for the position
5. Training process for the position
6. Performance appraisal system for the position
7. Comments from the business partner on your final report (one paragraph)



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Participation

Participation will be based on your work during in-class exercises. Each class meeting will have an exercise or case that will be completed individually and in teams. These exercises will be handed in to receive participation credit.

Course Outline and Assignments

<u>Date</u>	<u>Assignment Due</u>
Jan 29	(Module 1) Review of syllabus; Chapter 1
Feb 5	(Module 2) Chapter 2; Discussion Questions #1 due by 9:00am on Canvas, p. 95 (#2, 4, 5, and 6) ; Discussion of Project; in class assignment
Feb 12	(Module 3) Chapter 3; Managing People #1 due by 9:00am on Canvas, pp 140-142 (1-3) ; in class assignment
Feb 19	(Module 4) Chapter 4; Written permission from company to work with for HR Project ; in class assignment
Feb 26	(Module 5) Chapter 5; Discussion Questions #2 due by 9:00am on Canvas, p. 215 (#1, 2, and 4) in class assignment
Mar 5	(Module 6) Chapter 6; in class assignment; Managing People #2 due by 9:00am on Canvas, pp. 256-257 (1-2) ; in class assignment
Mar 12	NO CLASS – SPRING BREAK
Mar 19	NO IN CLASS SESSION PROFESSOR AT ENACTUS COMPETITIONS: ON LINE RECORDED LECTURE (Module 7) Chapter 7; review for mid-term exam
Mar 26	(Module 8) Mid-term exam (Chapters 1, 2, 3, 4, 5, 6, and 7)
Apr 2	(Module 9) Chapter 8; Discussion Questions #3 due by 9:00am on Canvas, p. 369 (#3, 9, 10, and 11) ; in class assignment.

- Apr 9 (Module 10) Chapter 9; **Managing People #3 due by 9:00am on Canvas, pp. 413-414 (1-2)**; in class assignment
- Apr 16 (Module 11) Chapter 10; in class assignment
- Apr 23 (Module 12) Chapter 11; in class assignment
- Apr 30 (Module 13) Chapter 12; in class assignment; **turn in HR project (hard copy in class)**
- May 7 (Module 14) Chapter 13; review for final exam
- May 14 (Module 15) **Final Exam (chapters 8, 9, 10, 11, 12, and 13)**