STEPHEN F. AUSTIN STATE UNIVERSITY
COURSE SYLLABUS
FALL 2021

MGMT 3373 – Human Resource Management
(Formerly known at MGT 373)
Section 001 – Monday/Wednesday 11:00 a.m. – 12:15 p.m.; BUSI 161
Section 002 – Monday/Wednesday 2:30 p.m. – 3:45 p.m.; BUSI 127

INSTRUCTOR INFORMATION
Instructor: Dr. Marcus Cox
Office: 403-M in McGee Business Building
Office Phone: 936-468-3830 (will roll automatically to my cell phone)
Dept. Phone: 936-468-4103
Email: Primary email: Via Desire2Learn (D2L)
Secondary email: mccox@sfasu.edu
Office hours: Monday – 12:55 to 2:25pm; 3:50 to 4:50pm (in person in office or via Zoom)
Tuesday – 9:20am to noon. (Online by appointment).
Wednesday – 12:55 to 2:25; 3:50 to 4:50pm (in person in office or via Zoom)
Thursday – 1:00pm to 3:20pm (in person in office or via Zoom)
Other times by appointment. Will be glad to answer questions via email, phone or Zoom. *Students need to arrange Zoom meetings with professor ahead of time.
Department: Management and Marketing
College: The Rusche College of Business

COMMUNICATION
The primary means of communication outside of class is D2L. Students should check for emails, announcements, and posted material at a minimum 24 hours before each Monday/Wednesday class. Ideally, students should check D2L daily.

PERSONAL HEALTH and SAFETY
Gov. Greg Abbott recommends you wear a face mask and get vaccinated for the coronavirus, but it is not required. Frequent hand washing and social distancing indoors are also encouraged.

If you are not feeling well or have symptoms of a cold, flu, or virus, please consider NOT coming to class. Your instructor will work with you to help you catch up on class content.

If you take a test for COVID-19 and test positive you should report the results to the university. Please see your MySFA portal for instructions.
If you are impacted by any type of illness this semester, please let me know and I will do all I can reasonably do to assist you with catching up on missed lectures and assignments.
Exams
Exams will be administered using D2L/Brightspace and will be proctored utilizing the Proctorio proctoring service. There is NO additional fee you have to pay for this service as it is being provided by the university.

Students must have access to a laptop or desktop computer with a webcam and microphone in order to take the online exam through D2L/Brightspace. If you do not have access to a computer with the required equipment, then you will need to travel to campus to take the exam in the classroom. The professor will reserve the mobile laptop cart or a computer lab on the day of the exams.

COURSE DESCRIPTION:
Introduction to human resource management; employment, placement, and human resource planning; training and development; compensation and benefits; employee and labor relations; health, safety, and security; human resource research. Prerequisite: junior standing.

PROGRAM LEARNING OUTCOMES:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses at http://www.sfasu.edu/cob/ug-plo.asp.

STUDENT LEARNING OUTCOMES:
To increase student knowledge of theories and practices in human resource management. The focus is on people in the work environment and the interventions employers use to attract, retain and motivate them. Upon completion, students should be able to identify, describe, and apply human resource management practices when necessary for applicable situations. Specifically, the student should be able to analyze organizational conditions, articulate appropriate human resource actions where interventions are necessary, and employ the practices where appropriate.
TEXTBOOK
The required textbook for this course is:


Supplemental resource: Students interested in careers and resources in the field of Human Resource Management should visit SHRM’s web site: [http://www.shrm.org](http://www.shrm.org)

GRADING COMPONENTS

<table>
<thead>
<tr>
<th>Components</th>
<th>Overall value</th>
<th>Total Grade Percentage</th>
<th>Final grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (3 @ 100 points each)</td>
<td>300</td>
<td>.900 to 1.00</td>
<td>A</td>
</tr>
<tr>
<td>Comprehensive Final Exam*</td>
<td>100</td>
<td>.800 to .899</td>
<td>B</td>
</tr>
<tr>
<td>Quizzes (3 @ 5 points each)</td>
<td>15</td>
<td>.700 to .799</td>
<td>C</td>
</tr>
<tr>
<td>Discussion Board Assignments (4 @ 5 points each)</td>
<td>20</td>
<td>.600 to .699</td>
<td>D</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>5</td>
<td>0.00 to .599</td>
<td>F</td>
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<tr>
<td><strong>Total possible points</strong></td>
<td><strong>440</strong></td>
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</table>

GRADING (Continued)
Your grade will be determined by the total points you accumulate throughout the semester. The assignments and their possible point values are listed above.

All out of class assignments are due by the due date on the assignment, unless otherwise noted. A penalty of 10% of the total point value will be deducted for each day the assignment is late. If the assignment is turned in later in the day than it is due, it is still late and will receive a penalty. Additionally, other cases/reading assignments may be assigned during the semester to facilitate the lecture and class discussion but these will not be graded.

EXAMS, CASE QUIZZES, AND IN-CLASS ACTIVITIES

Exams
Three exams will be given during the semester to ensure students understand the course-related material and to serve as a measure of their performance in the course. Exams will consist of 50 multiple choice questions.
Exams will consist of material covered in class lectures/discussion as well as information from the textbook, handouts, power point slides, cases, videos, articles, and any other course-related material.

Exams will be delivered online via D2L/Brightspace and proctored using the Proctorio proctoring service. Students will need a computer (desktop or laptop) with a webcam and microphone or they will need to take their exam on campus in the classroom or computer lab.

*A modified comprehensive exam will be administered during finals week. The exam is mandatory of all students and will consist of 50 multiple choice and true/false questions valued at 2 points per question. Selected material from the semester will be targeted on the final. The instructor will provide you with a review sheet two weeks prior to the exam and will host one, optional review session.

Students may drop their lowest exam grade and replace it with the comprehensive, final exam grade – so long as the final exam grade is higher than the lowest exam grade. Students may replace only one exam score with the final exam. In the event that the final exam grade is the lowest exam grade, then all four exam scores are counted.

**Quizzes**
There will be three quizzes administered via D2L that will cover material related to upcoming exams. Students will be given specific, written instructions for each quiz in advance of the quiz. The quizzes will consist of five questions valued at one point each. The time to complete the quiz will be limited to ensure that students prepare in advance of taking the quiz.

Students will need internet access to D2L and should allow sufficient time to complete the assignment. Students should ensure, well in advance, that they have access to D2L via their personal computer or allow time to travel to campus to complete the assignment.

**Discussion Board Activities**
The professor will assign four discussion board activities and each will be worth 5 points. Students who follow the instructions and make meaningful contributions will receive the full five points. Students who don’t follow directions, or who simply give a brief answer with little application of the material, or fail to put forth much effort in answering the discussion item will have their score lowered accordingly.

**PROFESSOR COX’S “BUMP” POLICY**
Your grade will be calculated based on the total points you have earned throughout the semester. You will have the opportunity to earn up to 5 bonus points throughout the course of the semester. These bonus points are intended to help you improve your grade and/or make up for a quiz or in-class activity you may have missed. Students should not expect any “bump” to their grade.
outside of these points. It is in the students’ best interest to be in class each day, complete all assignments, and take full advantage of all bonus point opportunities.

MAKE-UP POLICY:
Students may make up a missed exam if they will contact the professor prior to the exam (when possible). Students may make up a quiz, discussion board item, or participation activity so long as it due to an illness, school activity, family emergency, or similar life event. The assignment must be made up within one week of returning to class. Simply forgetting to do an assignment is not a valid excuse.

DESIRE2LEARN AND ONLINE ACCESS:
The course materials for MGT 373 will be posted on D2L/Brightspace. Although the course is taught in the classroom, this website will be used to support the course, communicate with students, and disseminate information and grades. Our primary means of communication will be through D2L, in the form of Announcements and Emails. Students are strongly urged to check D2L at least once every 24 hours. Additionally, course materials and quizzes will be distributed via D2L.

If you experience difficulty accessing the course, please contact the Help Desk /Tech Support at (936) 468-1919 from 8:00am to 5:00pm or via email at d2l@sfasu.edu.
SFA ACADEMIC INTEGRITY POLICY:

Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

**Definition of Academic Dishonesty**
Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one's own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one's paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/student_academic_dishonesty.pdf](http://www.sfasu.edu/policies/student_academic_dishonesty.pdf)

If you engage in academic dishonesty related to this class, you will receive a grade of zero on the test or assignment. The professor reserves the right to assign the student a **failing grade in the course**. In addition, the case will be referred to the Dean of Student Affairs for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

**STUDENTS WITH DISABILITIES**

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to [http://www.sfasu.edu/disabilityservices/](http://www.sfasu.edu/disabilityservices/).

**WITHHELD GRADE POLICY**

At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F,
except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at http://www.sfasu.edu/policies/course-grades.pdf.

ATTENDANCE
Attendance will be taken each class period. Students who enter class 15 minutes or later after the start of class will not be considered present. It is the student’s responsibility to make sure they are marked as present. There is no penalty for missing class other than missing the content of the lectures or missing points for an in-class activity.

PROFESSIONAL CONDUCT
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf.) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

Additional information on professional conduct:
Students will be treated as professional, mature adults and are expected to behave in this manner during class. Students who engage in unprofessional behavior will be warned first, and if the problem persists they will be asked to leave the classroom. Unprofessional conduct includes excessive talking among class members during class, sleeping during class, working on activities unrelated to class, showing a lack of respect for the rights of others (classmates, guest speakers, teacher), excessive tardiness, consistently leaving class early, and disruptive behavior during exams. Students who continue to engage in unprofessional behavior will be permanently removed from the class with a grade of “F”.
OTHER

The instructor reserves the right to amend the syllabus as necessary due to unforeseen circumstances. In the event the syllabus is amended, students will be appropriately notified.

Continued enrollment in this course constitutes student’s acceptance of the policies in this syllabus.

REVISED: AUGUST 18, 2021
# TENTATIVE COURSE SCHEDULE**
## FALL 2021

<table>
<thead>
<tr>
<th>Date</th>
<th>Chapters and/or Assignments</th>
<th>Topics</th>
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<tbody>
<tr>
<td>August 23</td>
<td>Course Introduction&lt;br&gt;Assign Syllabus Quiz and article</td>
<td>• Discuss syllabus&lt;br&gt;• Provide overview of course content&lt;br&gt;• Discuss Syllabus Quiz assignment and article</td>
</tr>
<tr>
<td>August 25</td>
<td>Chapter 1 – Managing Human Resources</td>
<td>• Define HRM and explain the responsibilities of HR departments&lt;br&gt;• Discuss ethical issues in HRM&lt;br&gt;• Describe careers in HRM</td>
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<tr>
<td>August 30</td>
<td>Chapter 2 – Trends in Human Resource Management</td>
<td>• Discuss trends in U.S. labor market&lt;br&gt;• Evaluate the dynamic employment relationship</td>
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<tr>
<td>September 1</td>
<td>Chapter 2 – Trends in Human Resource Management</td>
<td>• Discuss trends in U.S. labor market&lt;br&gt;• Evaluate the dynamic employment relationship</td>
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<tr>
<td>September 6</td>
<td>Chapter 3 – Providing Equal Employment Opportunity and a Safe Workplace&lt;br&gt;Assign Quiz 1&lt;br&gt;Syllabus Quiz due by 11:59pm on Sept. 6th.</td>
<td>• Summarize the major federal regulations impacting HRM&lt;br&gt;• Identify federal agencies that enforce workplace laws&lt;br&gt;• Explain sexual harassment and worker safety, and how to manage</td>
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<tr>
<td>September 8</td>
<td>Video case in class&lt;br&gt;Finish lecture on Chapter 3</td>
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<tr>
<td>September 13</td>
<td>Chapter 4 – Analyzing Work and Designing Jobs</td>
<td>• Identify elements of work flow analysis&lt;br&gt;• Examine organization structure and work flow&lt;br&gt;• Steps in conducting a job analysis</td>
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<tr>
<td>September 15</td>
<td>Chapter 4 – Finish chapter 4 lecture.&lt;br&gt;Chapter 5 – Planning for and Recruiting Human Resources&lt;br&gt;Possible Guest Speaker&lt;br&gt;Quiz 1 due by 11:59pm.</td>
<td>• The strategic HR process&lt;br&gt;• Forecasting employment needs to execute strategy&lt;br&gt;• Describe recruitment policies and techniques</td>
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<tr>
<td>Date</td>
<td>Chapter/Assignment</td>
<td>Lecture/Activity</td>
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<td>September 20</td>
<td>Chapter 5 – Finish chapter 5 lecture.</td>
<td>Review for Exam 1 if time permits.</td>
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<td>September 22</td>
<td>Exam 1 - 50 Multiple choice questions; 2 pts per question. Chapters: 1, 2, 3, 4, 5; articles, videos, and class lecture material.</td>
<td>The exam will be administered via D2L/Brightspace and proctored using Proctorio. Students will need access to a computer with a microphone and camera. If students do not have access to a computer they should notify the professor and he can reserve the laptop cart or computer lab.</td>
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<tr>
<td>September 27</td>
<td>Chapter 6 – Selecting Employees and Placing Them in Jobs</td>
<td>Identify the elements of the selection process.</td>
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<tr>
<td>September 29</td>
<td>Chapter 7 – Training Employees</td>
<td>Explain how to link employee training to organizational needs.</td>
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<tr>
<td>October 4</td>
<td>Chapter 8 – Developing Employees for Future Success</td>
<td>Identify the methods organizations use for employee development</td>
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<td>Assign Quiz 2</td>
<td>Summarize principles of successful mentoring programs</td>
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<td>Discuss how managers and peers develop employees through coaching</td>
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<td>October 6</td>
<td>Chapter 8 – Finish Chapter 8 lecture, if needed.</td>
<td>Discuss the purposes of performance management systems</td>
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<td>Chapter 10 – Managing Employees’ Performance</td>
<td>Define five criteria for measuring the effectiveness of a performance management system</td>
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<td>Compare the major methods for measuring performance</td>
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<td></td>
<td>Explain how to provide</td>
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<tr>
<td>Date</td>
<td>Assignment/Activity</td>
<td>Notes</td>
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<tr>
<td>October 11</td>
<td>Finish Chapter 10</td>
<td>Quiz 2 due by 11:59pm.</td>
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</tbody>
</table>
| October 13 | Chapter 11- Separating and Retaining Employees                                       | - Distinguish between voluntary and involuntary turnover, and describe their effects on the organization  
- Discuss the concept of employee fairness  
- Identify legal requirements for employee discipline  
- Explain how job dissatisfaction affects employee behavior |
| October 18 | Chapter 11 – Finish Chapter 11 lecture.                                              | Review for Exam 2 if time permits.                                   |
| October 20 | **Exam 2 - 50 Multiple choice questions; 2 pts per question. Chapters: 6, 7, 8, 10, 11; articles, videos, and class lecture material.**  
*Note: cell phones must be turn off and stored out of sight while exam is in your possession.* | The exam will be administered via D2L/Brightspace and proctored using Proctorio. Students will need access to a computer with a microphone and camera. If students do not have access to a computer they should notify the professor and he can reserve the laptop cart or computer lab. |
| October 25 | Chapter 12 – Establishing a Pay Structure                                             | - Identify the kinds of decisions involved in establishing a pay structure  
- Summarize legal requirements for pay policies  
- Discuss how economic forces influence decisions about pay |
| October 27 | Chapter 13 – Recognizing Employee Contributions with Pay                              | - Discuss the connection between incentive pay and employee performance  
- Describe how organizations recognize individual performance  
- Identify ways to recognize group performance |
| November 1 | Chapter 14 – Proving Employee Benefits | • Discuss the importance of benefits as a component of employee compensation  
• Identify the types of employee benefits required by law  
• Discuss typical insurance and retirement plans offered by employers  
• Explain how to choose the contents of an employee benefits package |
| November 3 | Chapter 14 – Finish Chapter 13 lecture. Assign Quiz 3 | |
| November 8 | Chapter 15 – Collective Bargaining and Labor Relations | • Define unions and labor relations and their role in organizations  
• Summarize laws and regulations that affect labor relations  
• Explain how management and unions negotiate contracts |
| November 10 | Chapter 16 – Managing Human Resources Globally  
Chapter 9 – Creating and Maintaining High Performance Organizations (select topics from this chapter: HPWS, Learning Organizations, HRM technology, HR analytics)  
**Quiz 3 due by 11:59pm.** | • Summarize how the growth in international business activity affects HRM  
• Discuss how differences among countries affect HR planning at organizations with international operations  
• Discuss challenges related to managing performance and compensating employees from other countries. |
<p>| November 15 | Finish Chapter 15 lecture. Review for Exam 3 if time permits. | |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Notes</th>
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</table>
| November 17   | **Exam 3 - 50 Multiple choice questions; 2 pts per question. Chapters: 12, 13, 14, 15, parts of 9; articles, videos, and class lecture material.**  
*Note: cell phones must be turn off and stored out of sight while exam is in your possession.* | The exam will be administered via D2L/Brightspace and proctored using Proctorio. Students will need access to a computer with a microphone and camera. If students do not have access to a computer they should notify the professor and he can reserve the laptop cart or computer lab. |
| November 20-28| **Holiday – Thanksgiving (No Classes)**                               |                                                                                                                                                                                                       |
| November 29   | • Hand out semester grade sheets.  
• Hand out grade calculation sheets.  
• Discuss review sheet.               |                                                                                                                                                                                                       |
| December 1    | Optional review day in class. Attendance not taken.                   |                                                                                                                                                                                                       |
| December 8    | **Semi-Comprehensive Final Exam**  
• Section 001 – Exam 10:30am to 12:30pm                                           | The exam will open on Tuesday, December 7 at 6:00am and close at 11:59pm on Wednesday, December 8. You may take at any time during this window.  
The exam will be administered via D2L/Brightspace and proctored using Proctorio. |
| December 10   | **Semi-Comprehensive Final Exam**  
• Section 002 – Exam 8:00am to 10:00am*  
• *Optional time earlier in week will be offered                                          | The exam will open on Tuesday, December 7 at 6:00am and close at 11:59pm on Wednesday, December 8. You may take at any time during this window.  
Or you may wait and take the exam on Friday, December 10 between 6:00am and 11:59pm.  
The exam will be administered via D2L/Brightspace and proctored using Proctorio. |

**The instructor reserves the right to amend the course content and schedule as needed.**