

MGMT 3241-002 Acquiring & Maintaining Talent (Human Resource Management)

Instructor:	George C. Banks	Telephone: (704) 687-8412
Office:	Friday 250A	E-mail: gbanks3@uncc.edu
Office Hours:	By appointment	Class meetings: MW 2-3:15pm
Class location:	Friday 106	

To respect your time and to accommodate your schedule I will try to return your email messages during the semester generally within 24 hours.

Management (MGMT)

A program of study in the Department of Management leads to a Bachelor of Science in Business Administration (B.S.B.A.) degree with a major in Management. This major is designed to teach students to plan, organize, lead, and control business activities in both the public and private sectors. Students develop skills in decision making, leadership, motivation, problem solving, and teamwork.

Course Description *UNC Charlotte 2016-2017 Undergraduate Catalog*

MGMT 3241. Acquiring and Maintaining Talent. (3) Prerequisite: MGMT 3140 with grade of C or above. Concepts, methods, and issues used in effectively managing human resources in contemporary organizations with a focus on workforce planning, recruitment and selection, organizational entry, socialization, diversity, and the legal environment. Experience in developing and utilizing behavioral science research methods to assess effectiveness.

Required Text Book

Human Resource Management: Gaining a Competitive Advantage

Authors Noe, Hollenbeck, Gerhart, Wright, 9th edition
ISBN 9780078112768 Copyright 2015; Publisher McGraw Hill

Students: This textbook was selected for you based on its quality, and current, relevant material. It includes industry standard best practices, legal requirements, facts and information based on the Society for Human Resource Management (SHRM) guidelines. I hope it becomes an effective learning tool for you in class, and a professional resource you will keep and refer to as you start your management career.

Human Resource Management Applications, 7th edition (case book)

Author: Nkomo; ISBN 13: 139780538468077

COURSE OBJECTIVES

1. Enable you to explain how effective administration of human resources
 - a. Contributes to organizational effectiveness
 - b. Directly affects the profitability of the firm
 - c. Ensures compliance with legal requirements

2. Expose you to key
 - a. Concepts
 - b. Principles
 - c. Best practices for managing and enhancing human resources through planning, recruitment, selection, and organizational entry.

3. Provide a forum for you to discuss personal experiences as they relate to human resources management in organizations.

4. Provide you with an opportunity to apply the knowledge acquired in class to special issues facing human resources management in workforce socialization, diversity and the legal environment.

5. Assist in the development of your leadership and interpersonal skills through
 - a. Experiential exercise
 - b. Leading discussions

Electronic devices in class

Try to remember to turn your cell phone on silent (or turn it off) before coming to class. Unless it is an emergency, please do not answer calls either in class or by stepping out into the hall. Do not send text messages during class. Also, please do not use your laptops during class for anything other than note taking. Students who use their laptops for other purposes will be asked to put their laptop away.

Course grade breakdown: Exams=60%; Class participation=10%; HR-in-the-news presentation=5%; Final paper=20%; Final presentation=5%

Exams

There will be three (3) in-class exams each worth twenty percent of your total grade (3 x 20% = **60%**). These exams serve to ensure understanding of the principles and vital components of the HRM. In other words, the purpose of the exams is to make sure that when it comes to the final paper, you understand the concepts so that it can be applied to the topic.

Recommendations for doing well on exams

Buy the book.

Read the chapters before the corresponding lectures.

Read the chapters as many times as needed to understand fully all the technical vocabulary.

Attend class.

Study all of the lectures and assigned readings.

Start studying for the first exam on the first day of class spending several hours each week studying.

Ask questions when you do not understand something.

Make-up exam (optional)

There is only one make-up exam given each semester, at the end of the semester. If you miss an exam, you may take the optional make-up exam at the end of the semester. The make-up exam will be comprehensive. You may take the make-up exam to replace a grade on one of the other three exams or to replace a missed exam. The optional make-up exam cannot be used to replace the term paper grade.

Class participation

Students should come to class prepared and ready to discuss the topic at hand. Engage the material, instructor, and other students. Many of you have had some kind of work/organizational experience, and I strongly encourage you to volunteer comments whenever you see a connection between course material and your own experience. Your willingness to share your experiences makes the course more interesting and enjoyable for everyone.

Students are expected to attend all classes. Students should notify the instructor if they plan to be absent from class so as to make-up any missed assignments. In-class assignments will be given periodically. In the event that a student misses class, they will have seven days to make-up any missed assignments or a zero will be assigned for the grade.

Students' responses to each question in-class assignment will be scored on a scale of 1-10 based on the following considerations derived from Bloom's Taxonomy of Learning:

The student answered the question thoroughly and provided sufficient detail. The student's answer suggests that the student not only (1) remembers knowledge (i.e., remembers previously learned information) and (2) understands the material (i.e., demonstrates an understanding of the facts), but is able to (3) apply it (apply knowledge to actual situations), (4) analyze it (i.e., break down objects or ideas into simpler parts and find evidence to support generalizations), (5) synthesize it (i.e., compile component ideas into a new whole or propose alternative solutions), and (6) evaluate it (i.e., make and defend judgments based on internal evidence or external criteria) as is appropriate for the prompt.

“HR in the news” team presentation

To increase class discussion and help you see the “real-world” applications of HR topics, you must contribute to the discussion with 1 “HR in the news” presentation during the semester. The “HR in the news” articles must come from established online and/or printed outlets and **must be HR-related** (such as Business Week, Fortune, The New York Times, Washington Post, or Wall Street Journal). Students will be asked to give a short presentation describing/discussing the article in class.

To complete the assignment, students must submit power point slides to the professor via email at least one class period in advance of the day they are to present, and include a bibliographic citation and URL (when applicable). In class discussion and your summary you must explicitly state how the story **relates to course concepts currently being covered** (i.e., the specific chapter we’re on in class). Presentation grades will largely depend on the delivery of the content (e.g., the speaker has good voice control, volume, eye contact, and physical demeanor) as well as the actual content delivered (e.g., the topic is explained in appropriate detail, the speaker demonstrates an understanding of the topic and effectively communicates that knowledge to the audience).

The aim of this assignment is to (1) help students see the real world application of HR topics and (2) to practice oral presentation skills. Students will be assigned specific days to present which will be announced in advance. A rubric and example presentation will be posted online. More details will be provided on a separate handout.

****Presentations must be submitted via email the night before they are to be presented. Grades for presentations submitted the day of will be reduced by 10%.****

Final paper and presentation: Subject Matter Expert (SME) Reports. It is important that you be able to communicate your understanding of HR issues to others. Toward that end, you will do a SME report on a HR topic. You will be required to research a topic and conduct interviews with HR professionals and prepare a written report on that topic. This assignment will account for 25% of your course grade. Reports will be done in teams of two. More details will be provided on a separate handout.

Expectations

The course policies described above require that you take responsibility for your own performance. I expect you to be professional, to stay informed about the progress of this class, and to complete assignments in a timely fashion. My commitment is to provide you with a useful experience and to give each student a fair opportunity to perform well in this course. If at any time you have concerns about your progress in this course, please see me. You are expected to read the book. I suggest that you read the assigned chapters multiple times. All lecture notes will be posted on Canvas. I suggest that you bring them to class.

University Center for Academic Excellence: At, http://ucae.uncc.edu/ucae/ucae_aboutus.html, or the 3rd floor of the Fretwell building, you will find, “The UCAE consists of six units working in conjunction to attain a singular objective - to provide services, programs, materials, and academic support for students in order to satisfy, retain, and graduate them. Our units are: Tutorial Services, Supplemental Instruction, Building Educational Strengths & Talents (B.E.S.T.), Structured Study Groups, The Learning Lab, Students Obtaining Success (S.O.S.)”

UNC Charlotte Writing Resource Center: At, <http://wrc.uncc.edu/>, or at Fretwell 220 and Atkins Library 109 you will find, “**Mission:** Based on the view that knowledge is fundamentally social, the WRC fosters an environment of active, collaborative learning outside the classroom. The WRC provides one-to-one writing instruction to students, faculty, and staff from first-year to graduate in any discipline. Our goal is not to fix papers, but to develop better writers.”

Counseling Center at UNC Charlotte: At, <http://www.counselingcenter.uncc.edu/>, or at 158 Atkins Building, the Counseling Center, “supports the academic, personal, and interpersonal development of UNC Charlotte students by providing short-term individual and group counseling, psychological assessment, consultation for faculty, staff, parents, and students, and educational programs to the campus community.” And they “assist students with concerns of a personal nature by helping them develop better coping strategies, resolve conflicts and handle crisis situations. Typical concerns are depression, anxiety and stress, relationship issues, identity development, substance use problems, eating and body image issues.”

J. Murrey Atkins Library. Business Librarian: Mrs. Nicole Spoor E-mail: dspoor1@uncc.edu
Phone: 704-687-1163 Office: Atkins 138 E

Office of Disability Services. The Office of Disability Services (DS) is responsible for ensuring access to academic programs and campus facilities for individuals with disabilities. Registration with DS is required for students who wish to receive accommodations. Registration is simple. Learn more about utilizing the support of the Office of Disability Services at: The Office of Disability Services is part of Academic Services. Academic Services at UNC Charlotte enriches the academic community by offering a broad range of initiatives promoting student success, ensuring access, and enhancing the educational experience of all students. Students or visitors to campus who need accommodations for a public campus event should contact the Office of Disability Services.
<http://ds.uncc.edu/> .

If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services in the beginning of the semester. For more information regarding accommodations, please contact the Office of Disability Services at 704-687-4355 or stop by their office in 230 Fretwell.

Veteran Student Services Office. The mission of the Veteran Student Services Office is the successful transition and retention of veteran students through outreach and advocacy. The Veteran Student Services Office strives to be a one-stop-shop for students utilizing Veterans Affairs benefits and any student with prior US Military service. The combining of the tactical responsibilities of the VA certification process with the strategic initiatives related to academic and individual support, advances UNC Charlotte's historical, and present-day, commitment to our military veterans. UNC Charlotte veterans are served by the Veterans Student Services Office (VSSO) in Barnard 103. The VSSO is part of the Dean of Students Office and joins the Veterans Affairs certification process and the outreach and advocacy functions conducted by the Dean of Students Office. Across the hall from Veteran Student Services is the Veterans Lounge in Barnard 108. <http://unccdsync.com/org/veteranstudentservices>

What is NinerCare? <https://ninerCare.uncc.edu/>

NinerCare is a network designed to bring together information in order to identify students who have demonstrated behavior of concern to members of the UNC Charlotte community. This network also allows UNC Charlotte staff and faculty to investigate and then determine if an identified student poses a potential threat to self, others, or the UNC Charlotte community. *NinerCare* helps to develop an objective, coordinated action plan to collect information, assist the student and protect the University community.

How Do I Tell Someone?

- If a student exhibits behavior that indicates an IMMEDIATE DANGER to self or others, call 911 or UNC Charlotte Police and Public Safety at 704-687-2200.
- If a student exhibits disturbing behavior or is disruptive, contact the Dean of Students Office at incidentreport.uncc.edu or 704-687-0345.
- If a student is exhibiting behavior that suggests psychological problems and you seek guidance on how to understand or respond to the behavior, contact the Counseling Center at 704-687-0311.

Diversity and inclusion

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

This is a learning environment in which differing opinions are often based on differing experiences, upbringing and beliefs. We can learn from each other as you prepare to be part of a global workforce; take advantage now in the classroom on in your campus experience to see all sides of an issue, meet all types of people, even if it means you must move out of your comfort zone to do so. Sometimes the best way to do this is to listen rather than speak, open your mind, observe, and consider all that you can absorb.

Academic Integrity

Students are responsible to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty.

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work of another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type; and grades in this course will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNCC. The normal penalty for a first offense is zero credit on the work involving dishonesty and further reduction of the course grade. In almost all cases, the course grade is reduced to F.

UNC Charlotte’s Religious Accommodation Policy will be respected and adhered to: “UNC

Charlotte must authorize a minimum of two excused absences each academic year for religious observances required by the faith of a student. UNC Charlotte must provide students the opportunity to make up any tests or other work missed due to an excused absence for a religious observance. A “Request for Religious Observances” form that must be filled out by a requesting student and submitted to the instructor for approval prior to the census date for that semester. Please refer to: <http://legal.uncc.edu/policies/ps-134.html>.”

Weather

Weather: POLICY STATEMENT #13: CAMPUS OPERATION IN ADVERSE WEATHER DURING OTHER UNUSUAL CONDITIONS: The University will operate on its normal schedules unless the Chancellor (or the Vice Chancellor delegate as described herein) publicly announces otherwise. Students, faculty members, and other employees will observe normal schedules unless the University is closed or classes are cancelled by such announcement. When no formal announcement has been made that the University will be closed or classes cancelled, but an individual student, faculty member, or other employee determines that observing the normal schedule would require hazardous travel, and acts on that determination, the following policies shall apply: a. Students may be allowed to make up the absences, at the discretion of the instructor;

The University Police and Public Safety will be notified to activate a recorded message for inquiries regarding the status of campus weather conditions. Telephone number **704/687-2877**; local media sources for closing information is posted on the website cited earlier in this section. *(The entire weather policy and related media sources for information is available at: <http://www.legal.uncc.edu/policies/ps-13.html>)*

Important dates to remember (subject to change):

Date	Topic	Assignment*
Jan. 9	Introduction	
Jan. 11	Gaining a competitive advantage	Chapter 1
Jan. 16	MLK Day-University closed	
Jan. 18	Gaining a competitive advantage	Chapter 1
Jan. 23	Gaining a competitive advantage	Chapter 1
Jan. 25	Strategic Human Resource Management	Chapter 2
Jan. 30	Strategic Human Resource Management	Chapter 2
Feb. 1	Strategic Human Resource Management	Chapter 2
Feb. 6	Legal Environment-Equal Opportunity & Safety	Chapter 3
Feb. 8	Library day (Atkins 125)	Chapter 3
Feb. 13	Legal Environment-Equal Opportunity & Safety	Chapter 3
Feb. 15	Legal Environment-Equal Opportunity & Safety	Chapter 3
Feb. 20	Exam 1	
Feb. 22	The Analysis and Design of Work	Chapter 4
Feb. 27	The Analysis and Design of Work	Chapter 4
Mar. 1	The Analysis and Design of Work	Chapter 4
Mar. 6	Spring break	
Mar. 8	Spring break	
Mar. 13	Human Resource Planning and Recruitment	Chapter 5
Mar. 15	Human Resource Planning and Recruitment	Chapter 5
Mar. 20	Human Resource Planning and Recruitment	Chapter 5
Mar. 22	Exam 2	
Mar. 27	Selection & Replacement	Chapter 6
Mar. 29	Selection & Replacement	Chapter 6
April 3	Selection & Replacement	Chapter 6
April 5	Training	Chapter 7
April 10	Training	Chapter 7
April 12	Training	Chapter 7
April 17	Exam 3	
April 19	Class presentations	
April 24	Class presentations	
April 26	Class presentations	Final papers due by 2pm
May 1	Review day	
May 8	Make-up exam: 2pm	

* Additional (reading) assignments will be announced in class and/or posted on Canvas.