



MGMT 6150-U01
Managing Talent for Strategic Advantage
Fall 2019

Instructor:	V. Natasha W. Randle, Ph.D., SPHR, SHRM-SCP
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Office Hours:	2:00 pm – 5:00 pm Thursdays (247 Friday) Immediately before and after class and other times by appointment
Class Meetings:	9:30 am – 12:15 pm Wednesdays in Center City 604
Required Text:	Human Resource Management. 15th edition. Gary Dessler. Pearson Publishing. ISBN: 9780134237510
Other Materials:	Instructor Articles – access on Canvas Wall Street Journal or other Business News Sources

Please check UNCC Canvas for regular updates of readings, assignments, and lecture notes.

This syllabus contains the policies and expectations I have established for MGMT 6150. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students.

Course Description

Human resource management plays an important role in creating and sustaining competitive advantage. This course focuses on the manager's role in attracting, developing, and retaining talent in organizations. Contemporary issues such as globalization, outsourcing, workforce diversity, mergers and acquisitions, downsizing, and occupational health, safety, and security are explored in terms of their strategic value.

Course Overview and Objectives

This course provides detailed analysis of human resource management and how it can contribute to the overall success of the organization. Students will:

1. gain knowledge of talent management in business
2. develop a deeper understanding of HR through experiential learning
3. gain knowledge of the strategic implications of talent management on the organization
4. be exposed to practical HR experiences via interactions with HR practitioners
5. gain awareness of HR certification opportunities
6. prepare for careers in HR

Participation

Class participation is highly encouraged. However, it is quality participation that is encouraged. Quality participation is an informed contribution that fits into the flow of conversation while enlightening others about the issues and ideas. Your learning experience and accomplishments will be commensurate with your efforts. Being present and prepared each class meeting is a significant part of participation. RESPECT is extremely important in this course, as there will be differences of opinion and challenging discussions.

Poll Everywhere is a polling application that will be used in this course to assess student learning and (during some class periods) to evaluate participation. You must have a Wi-Fi enabled device to be able to use Poll Everywhere. This can be a laptop computer, tablet, or smartphone. If you do not have such a device, you have several options to secure one. The simplest option may be to buy an inexpensive tablet or you can use a Wi-Fi-only (unactivated) smart phone. Another option includes checking out a laptop or tablet from the library on a daily basis.

Visit: <https://www.polleverywhere.com/> to log in with your uncc.edu email address. You may also download the app on your smart phone (<https://www.polleverywhere.com/mobile>).

NOTE: Be sure to use the university's Wi-Fi service which is [EduRoam](#) when accessing Poll Everywhere in class.

You must be physically present during class and bring a Wi-Fi enabled device (i.e. smartphone, tablet, laptop) to answer and earn participation points (if given). The questions will focus on the materials covered in the course and the difficulty level will vary. Students should not convey answers to polling questions to their classmates who are absent from class. Violation of this policy will result in the **loss of all polling points for the semester for any and all offending students**. This behavior represents collusion among students, thus a violation of [UNC Charlotte's Code of Student Academic Integrity](#).

Attendance

Class attendance is imperative for this course, as group participation and exercises are an important aspect of the instructional approach. Some tested material will only be disseminated in class. If you must miss class, consult with a trusted classmate regarding the material missed. A 5-point final course grade penalty for 3 absences and a letter grade penalty for 4 or more absences during the semester may be applied.

Speakers

Invited speakers will visit class and share experiences related to current HR topics. Dates will be announced prior to guest visits. Students are expected to be present and engaged. Content from speaker discussions may be included on class exams.

Assignments

Some assignments are noted in the schedule below. Others will be indicated in class and via Canvas. Professional quality work is expected, and grades will be assigned accordingly. Appropriate citations must be used where appropriate (APA style). All written assignments must be typed double-spaced using 12-point Times New Roman font with a cover page (unless specified otherwise). Your name should not appear anywhere on the paper other than the cover page. A general grading rubric is provided in Canvas. Assignment specific guidance will be provided.

All assignments are due on the dates and times indicated and must be turned in on time to receive credit for the assignment, even if the student is absent during that class meeting. If no time is indicated, the assignment is due at the beginning of the class period. NO late assignments will be accepted.

Note: Problems associated with late assignments resulting from special circumstances such as hospitalization or other unusual situations such as military deployment should be discussed with the instructor prior to the missed assignment.

HR Professional Interview. This assignment requires you to verbally interview an HR professional with global or multi-state responsibilities. The interview should include at least 8 thoughtful questions that you craft. Note: the questions should be in depth, inquisitive, and helpful in gaining information about talent management in practice. One of the questions should be related to your aspirant career.

Submit a written summary of your questions and the answers, including the sections specified below.

Section 1 of the assignment should be **interviewee information** (name, job title, company, email address/contact information, length of time in the position, previous relevant work experience, education, training, certifications relevant to human resources, and any other personal/professional information about the interviewee).

Section 2 of the assignment should include the actual **interview questions/responses**: 1.) the 8 or more questions you created and asked the interviewee, 2.) the interviewee's responses, and 3.) your integration of the question topics with course material. Discuss the course concepts and material related to each question/response.

Section 3 of the assignment should include your thoughtful analysis of the information gained from the interview.

Case analysis and presentation. In groups of approximately 3 persons, you will prepare a written case analysis. Each case analysis should address issues and analysis discussed in class and the text, along with other research. Evaluation will focus on the thoroughness and logic of your analysis and the quality and clarity of your writing. Each group will make a 15-minute presentation with Q&A. Groups and cases will be assigned. The case analysis instructions can be found in Canvas.

Oral Presentations will be evaluated on:

- Content-thorough presentation of material
- Delivery-verbal and nonverbal delivery, time limits, evidence of preparation
- Mastery-responses to questions, understanding of topic, research
- Creativity-uniqueness
- Visual Aids-use and effective use

Note: In lieu of a case analysis, students may choose an HR topic research paper and presentation.

Examinations/Quizzes

Three exams will be administered for this course. Dates are noted in the schedule of classes. The exams may include questions related to the chapters being tested as well as questions related to cases, articles, class discussions, and assignments. Exams will typically include essay/short answer and multiple choice questions. You are expected to take exams when scheduled. Exams not taken as scheduled will result in a grade of zero, unless previous arrangements have been made and approved. **You will not be allowed to take an exam if arriving more than 5 minutes after the exam begins. You are not allowed to leave the room during the testing period.** Extenuating circumstances should be discussed with Dr. Randle.

Previously announced and pop quizzes may be administered in class and via Canvas.

Course Grade Components	
Assignments	15%
Exams	60%
Case Analysis and Presentation	15%
Participation/Quizzes	10%
Total	100%

Grading Scale

A = 90 - 100% B = 80 - 89% C = 70 - 79% D = 60 - 69% F = 59 and below

Final course grades are rounded to the nearest whole percentage. For example, 89.5 equals a grade of A, 79.4 equals a grade of C, etc.

Code of Student Academic Integrity

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Student violations include:

- 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 acknowledgement 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.

Examples are presented in the Code. The Code is available from the Dean of Students office or online.

Technology

Only respectful and non-disruptive use of technology is allowed in this class. Students are permitted to use computers during class for note-taking and other class-related work ONLY. Those using computers during class for work and activity not related to that class must leave the classroom for the remainder of the class period and will be considered absent for the entire class meeting. The use of cell phones, smart phones, or other mobile communication devices is disruptive, and is therefore prohibited during class. Except in emergencies, those using such devices must leave the classroom for the remainder of the class period and will be considered absent for the entire class meeting.

Cell phones, smart phones, smart watches, and other mobile communication devices MUST be stored away during exams and quizzes. Any failure to do this will be interpreted as a violation of the UNC Charlotte Code of Student Academic Integrity and will result in disciplinary action.

VeriCite

All required papers may be subject to submission for textual similarity review to VeriCite for the detection of plagiarism. All submitted papers will be included as source documents in the VeriCite reference database solely for the purpose of detecting plagiarism of such papers. No student papers will be submitted to VeriCite without a student's consent and permission. If a student does not provide such consent and permission, the cover page and first cited page of each reference source MUST be photocopied and SUBMITTED with the final paper.

Disability and Accommodation

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please send me your accommodation letter as early as possible. You are encouraged to meet with me to discuss the accommodations outlined in your letter. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 (Fretwell 230).

Diversity

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.

Reasonable Accommodations for Religious Obligations

Reasonable accommodations for students' religious obligations will be made in accordance with University Policy 409, Religious Accommodation for Students. UNC Charlotte authorizes a minimum of two excused absences each academic year for religious observances as required by the faith of a student and provides students the opportunity to make up any missed work.

Title IX Reporting Obligations

UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents UNC Charlotte has staff members trained to support you.

UNC Charlotte employees, including all faculty members, are considered Responsible Employees who are required to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must report the information to the Title IX Coordinator. Although I have to report the situation, you will still have options about how your case will

be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact any of the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center (counselingcenter.uncc.edu, 7-0311); (2) Student Health Center (studenthealth.uncc.edu, 7-7400); or (3) Center for Wellness Promotion (wellness.uncc.edu, 7-7407). Additional information about your options is also available at titleix.uncc.edu under the “Students” tab.

Schedule of Classes (Subject to Change)

Date	Theme/Chapter(s)	Assignment
Aug. 21	Course Overview Syllabus Pre-test	Aspirant Career
Aug. 28	Chapter 1: Introduction to HRM	Read: Why We Love to Hate HR...and What HR Can Do About It
Sep. 4	Chapter 3: HRM Strategy and Analysis	Read: Question for your HR chief: Are we using our people data to create value? Read: Bringing HR and Finance Together with Analytics.
Sep. 11	Chapter 2: Equal Opportunity and the Law	
Sept. 18	Chapter 4: Job Analysis and the Talent Management Process	Read: EEO Case
Sept. 25	Exam 1 (Chapters 1-4)	
Oct. 2	Chapter 5: Personnel Planning and Recruiting	
Oct. 9	Chapter 6: Employee Testing and Selection	
Oct. 16	Chapter 9: Performance Management and Appraisal	Read: Performance Appraisal Case Read: Performance Reviews Are Dead. Here's What You Should Do Instead
Oct. 21	<i>Last day to withdraw from course(s); grade subject to Withdrawal Policy Fall 2019</i>	
Oct. 23	EXAM 2 (Chapters 5, 6, and 9)	

Oct. 30	Chapter 12: Pay for Performance and Financial Incentives	
Nov. 6	Chapter 13: Benefits and Services	HR Interview Due
Nov. 13	Chapter 10: Managing Careers and Retention Chapter 14: Building Positive Employee Relations	
Nov. 20	Case Analysis/Paper Presentations	Case Analysis/Paper Due
Nov. 27	Thanksgiving Break – NO CLASS	
Dec. 4	Case Analysis/Paper Presentations HR Certifications <i>Last Day of class</i>	
Dec. 11	Final Exam (Chapters 10, 12, 13, and 14)	

** Note: 1.) Additional assignments and readings will be shared in class and on Canvas. 2.) This course schedule may change based on unanticipated events and the pace of course progression and student learning.