



**ORG 3310:
INTRODUCTION TO THE
MANAGEMENT OF HUMAN RESOURCES
(WINTER 2018)
OAKLAND UNIVERSITY
SCHOOL OF BUSINESS ADMINISTRATION**

COURSE TITLE: ORG 3310: Introduction to the Management of Human Resources
CRN: 11595
CLASS TIME: Wednesdays, 6:30 – 9:20pm
CLASS LOCATION: 205 Varner Hall
CREDITS: 3.00

PROFESSOR: Dr. Caitlin Demsky
EMAIL: cademsky@oakland.edu (best way to reach me)
OFFICE: 345 Elliott Hall
OFFICE HOURS: Fridays 11:00am – 12:00pm, before class, and by appointment

COURSE DESCRIPTION:

Examination of applied issues relevant to the management of human resources including recruitment, selection, performance appraisal, introduction to applied research, international human resources management, and organizational development. Projects applying course concepts are required.

Prerequisite(s): ORG 3300 with a minimum grade of 2.0, junior standing, and students without major standing in the SBA must have a cumulative GPA of 2.6 or better to take this class.

LEARNING OUTCOMES:

By the end of the semester, students will be able to...

1. Conduct job analyses for a variety of occupations.
2. Recruit and select employees.
3. Conduct performance appraisals and give constructive feedback.
4. Develop trainings for a variety of topics related to HRM.
5. Describe how jobs are placed into compensation systems.
6. Describe laws that are relevant to HRM.
7. Evaluate the role of occupational safety and health in HRM.

REQUIRED TEXT:

- Dessler, G. *Fundamentals of Human Resource Management*, 4th edition. Pearson Education. ISBN: 9780133972894
 - **Note:** We will be using the online component for this book to prepare for lectures and exams, so it is critical you purchase access to MyManagementLab (which will also give you access to an electronic copy of the textbook).

- Three (3) Scantron Form 882-E
- Additional articles/cases provided by the Professor throughout the semester.

COURSE WEBSITE: Moodle will be our primary source of information and communication: <https://moodle.oakland.edu/my/> Announcements, lecture slides, assignments, and grades will all be posted here, so please be sure to regularly check in.

For the MyManagementLab component, you will need to register on the Pearson site at: <http://pearsonmylab.com>. You can either use the activation code that came with your textbook (if you purchased it through the OU Bookstore), or you can purchase an e-copy of the textbook at this website. The following information will be required to complete your registration:

Course Name: ORG 3310 - 11595
Course ID: demsky80369

GRADING:

Grading is based on three (3) tests of 75 points each, one (1) large project worth 90 points, three (3) smaller projects worth 45 points each, and a minimum of ten (10) online quizzes worth 5 points each for a total of 500 points. Grades will be assigned by the following percentages of total points:

4	100 - 97.5	3.4	88 - 87	2.9	79	2.4	74	1.9	69	1.4	64
3.9	97 - 96	3.3	86 - 85	2.8	78	2.3	73	1.8	68	1.3	63
3.8	95 - 94	3.2	84 - 83	2.7	77	2.2	72	1.7	67	1.2	62
3.7	93 - 92	3.1	82 - 81	2.6	76	2.1	71	1.6	66	1.1	61
3.6	91 - 90	3	80	2.5	75	2	70	1.5	65	1	60
3.5	89										

COURSE ASSIGNMENTS & ACTIVITIES: *See course schedule for due dates

- 1. Tests (45%):** There will be three in-class exams (each worth 15% of your grade). The final exam will be held during finals week and will not be cumulative. Each exam will consist of both multiple choice items and short answer questions. Test questions will cover class lectures, material from the textbook, and material from in-class activities.
- 2. Projects (45%):** In this course, you will be asked to complete one group project and three individual projects. Please see pages 8-10 of the syllabus for details on each of the following assignments.
 - a. Job Analysis (90 points)**
 - b. The New Manager (45 points)**
 - c. EEOC Report Write-Up (45 points)**
 - d. HRM Training (45 points)**
- 3. Online Quizzes (10%):** To reinforce class discussions and prepare you for exams, we will be utilizing the online component of your Dessler textbook (<http://pearsonmylab.com>). These quizzes will be due by **6:30pm on Tuesday** each week. Each completed quiz will be worth **5 points**, up to a maximum of **50 points**. As there will be 13 quizzes throughout the semester, you can miss up to three quizzes and still receive full credit for this portion of the class.

- a. **Note: No late quizzes** will be accepted, so please be sure to stay on top of these during the semester!
- b. Completing all 13 of the quizzes will earn you 5 points of extra credit.

Late Projects: Projects (See #2 above) that are submitted late will not receive full credit, and will be graded per the following policy:

	Points Deducted
Not Submitted by Date/Time Due	20% of total points possible
Not Submitted by 6:30PM of Next Day	50% of total points possible
Not Submitted by 11:59PM of Next Day	Assignment Not Accepted

CLASS POLICIES:

Class Participation: Attending class and participating in class discussions and activities will go a long way in helping you to be successful in class this semester. We will be participating in activities and class discussions during class that will help deepen your understanding of the HRM topics covered in the course textbook. While I will not be keeping track of attendance this semester, you are still responsible for keeping track of what you miss in class. I encourage you to “buddy up” with a classmate early on, as I will not send written notes or summaries of class content via email for classes you’ve missed.

Technology: Technology malfunctions or lack of internet access will not be an acceptable excuse for failing to turn assignments in on time. This class will require you to submit assignments via Moodle and regularly take online quizzes using MyManagementLab. It is your responsibility to have access to the internet and a device capable of connecting to the internet. There are computer labs on campus that you can access if you do not have an internet-enabled device. I encourage you to develop a back-up plan early in the semester in case you lose internet access while completing an assignment (e.g., a neighbor’s house you can go to, a coffee shop with free wifi, coming to campus to use the computer labs).

Academic Integrity: Academic dishonesty *will not be tolerated*. **Any student found to have engaged in academic dishonesty will receive a zero for the assignment in question.** All members of the academic community at Oakland University are expected to practice and uphold standards of academic integrity and honesty. Academic integrity means representing oneself and one’s work honestly. Following are some examples of academic dishonesty:

- **Cheating on examinations.** This includes using materials such as books and/or notes when not authorized by the instructor, copying from someone else’s paper, helping someone else copy work, substituting another’s work as one’s own, theft of exam copies, or other forms of misconduct on exams.
- **Plagiarizing the work of others.** Plagiarism is using someone else’s work or ideas without giving that person credit; by doing this, students are, in effect, claiming credit for someone else’s thinking. Whether students have read or heard the information used, they must document the source of information. When dealing with written sources, a clear distinction should be made

between quotations (which reproduce information from the source word-for-word within quotation marks) and paraphrases (which digest the source of information and produce it in the student's own words). Both direct quotations and paraphrases must be documented. Even if students rephrase, condense or select from another person's work, the ideas are still the other person's, and failure to give credit constitutes misrepresentation of the student's actual work and plagiarism of another's ideas. Buying a paper or using information from the Internet without attribution and handing it in as one's own work is plagiarism.

- **Unauthorized collaboration** on computer assignments and unauthorized access to and use of computer programs, including modifying computer files created by others and representing that work as one's own.

Excused Absence & Make-Up Policy: If an emergency arises that prevents you from taking an exam, you must notify me in advance and in writing. Note that make-up exams will differ in format from the original exam (short answers or essay questions, instead of multiple choice). There are no make-up opportunities for in-class activities. You are responsible for all material covered in classes that you miss, even when your absence is excused.

Accommodations: Students with disabilities who may require special accommodations should make an appointment with campus Disability Support Services (DSS), 106 North Foundation Hall, phone 248-370-3266. Students should also bring their needs to the attention of the instructor as soon as possible by providing the "Letter of Accommodations" created by DSS. DSS provides support for a wide variety of needs and disabilities – if you think you may need extra assistance, please don't hesitate to contact them. I aim to provide an inclusive and welcoming classroom environment, and am available to discuss your individual needs, though I may not be able to accommodate all requests unless formally arranged through DSS. For academic help, such as study and reading skills, contact the Academic Skills/Tutoring Center, 103 North Foundation Hall, phone 248-370-4215.

Classroom Etiquette: Students are expected to:

- Arrive to class on-time and stay for the duration of the whole session.
- Be respectful of others.
- Participate in classroom activities and discussions.
- Refrain from conversations during lectures.
- Refrain from distracting others during lectures.
- Refrain from using mobile phones during lectures (unless they are required for an activity).

Written Assignments: All papers should be typed using double-spaced, 12-point Times New Roman font with one-inch margins. Please number all pages, and use a title page. Spell check and proofread documents before submission. Points will be deducted for poor readability, grammar, and spelling.

Team Member Interventions: Working in teams can be beneficial and rewarding, though at times also frustrating. As a team, discuss early on how you will deal with team member performance problems and/or dysfunctional dynamics within the team. Create a plan for different levels of intervention, ranging from initial interventions to more serious interventions. If these initial interventions do not work, your group should report the issue to me. At that point, I will work with your group to mediate the identified issue.

Class Schedule Changes: Changes to the class schedule may occur, and will be announced both in class and via email. It is your responsibility to stay current on any changes.

Emails: If you have questions about course material or concerns about your performance in class, please contact me as soon as possible. Please email me at cademsky@oakland.edu, and be sure to include your name and class section in your message. I will make every effort to return your email within 48 hours (note that if you email me over the weekend, this time window will be longer). For your part, please make sure to regularly check your Oakland.edu email inbox (or ensure that it is forwarded to your preferred email account) and Moodle.

Add/Drops: The university policy will be explicitly followed. It is the student's responsibility to be aware of deadline dates for dropping courses.

Additional On-Campus Resources: There are many other resources that are available to you on campus. If you are aware of any additional resources that should be included here, please do let me know. Resources include, but are not limited to:

- **Tutoring Center** (103 North Foundation Hall; oakland.edu/tutoring; 248-370-4215; tutoring@oakland.edu)
- **Oakland University Writing Center** (212 Kresge Library; Oakland.edu/ouwc; 248-370-3120; OUWC@oakland.edu)
- **Disability Support Services** (DSS; 103A North Foundation Hall; Oakland.edu/dss; 248-370-3266; dss@oakland.edu)
- **Graham Health and Counseling Center** (Graham Health Center, East Wing; Oakland.edu/oucc; 248-370-3465)
- **Veteran Support Services** (116 North Foundation Hall; Oakland.edu/veterans; 248-370-2010; vss@oakland.edu)
- **Gender & Sexuality Center** (Oakland Center, Room 49D; <https://oakland.edu/gsc>; 248-370-4336; gsc@oakland.edu)

Emergency Preparedness: In the event of an emergency on campus, I will notify you of actions that may be required to ensure your safety. It is the responsibility of each student to understand the evacuation and "lockdown" guidelines to follow when an emergency is declared. These simple steps are a good place to start:

- OU uses an emergency notification system through text, email, and landline. These notifications include campus closures, evacuation, lockdowns and other emergencies. **Register for these notifications at oakland.edu/uts/emergencynotification**
- If an emergency arises on campus, call the OUPD at **248-370-3331**. Save this number in your phone, and put it in an easy-to-find spot in your contacts.
- Review protocol for evacuation, lockdown, and other emergencies via the classroom's red books (hanging on the wall) and oakland.edu/prepared.

COURSE SCHEDULE

Week	Date	Topic	Reading	MyManagementLab Quiz Due (by Tuesday 6:30pm)	Assignments Due (via Moodle Before Class)	In-Class*
1	1/3	Introduction to HRM	Ch. 1			
2	1/10	Equal Opportunity & Diversity	Ch. 2	Chapter 1		<i>Simulation – HR & Diversity</i>
3	1/17	Job Analysis	Ch. 4	Chapter 2		
4	1/24	Recruitment	Ch. 5	Chapter 4		
5	1/31	Selection	Ch. 6	Chapter 5		<i>Simulation – Individual Behavior</i>
6	2/7	Exam 1		Chapter 6	Project #1 Due – Job Analysis	
7	2/14	Training	Ch. 7			<i>Simulation – Change</i>
8	2/21	NO CLASS – WINTER BREAK				
9	2/28	Performance Appraisal	Ch. 8	Chapter 7		
10	3/7	Compensation & Benefits	Ch. 10 & 11	Chapter 8	Project #2 Due – The New Manager	<i>Simulation - Motivation</i>
11	3/14	Exam 2		Chapters 10 & 11		
12	3/21	Career Planning	Ch. 9			<i>Simulation – Managing Your Career</i>
13	3/28	Labor Relations	Ch. 12 & 13	Chapter 9		
14	4/4	Occupational Safety & Health International HRM	Ch. 14 Module A	Chapters 12 & 13	Project #3: EEOC Report Write-Up	

15	4/11	<i>HRM Training Presentations</i> Final Exam Review		Chapter 14	Project #4: Presentations	
16	4/18	NO CLASS – STUDY DAY				
17	4/25	Exam 3 – 7:00 – 10:00PM			Team Feedback Due by 7:00PM	

**On days where a simulation is listed as occurring under our “In-Class” column, please bring a laptop, tablet, or other mobile device capable of logging into our MyManagementLab site. We will be working individually and in groups throughout the semester to complete simulations in class which will help you practice engaging in various HRM activities.*

Course Assignments

1. **Job Analysis (90 points):** For this assignment, you will conduct a job analysis on a position that is of interest to you (e.g., accountant, HR specialist, etc. – it need not be an OB/HRM field), and prepare a written report of your analysis (5-7 double-spaced pages). This is due by **6:30PM on Wednesday, February 7th.**

Your analysis should draw on information from either <http://www.onetonline.org/> or <http://www.bls.gov> and at least one of the following sources:

- a. Interview(s) with employee(s) or a supervisor
- b. Questionnaires
- c. Observations
- d. Participant diaries/logs

Your written report of your job analysis should contain the following sections:

- i. A detailed paragraph describing why you chose this position.
- ii. A detailed description of the methods used to collect data for your job analysis.
- iii. A description of the following (for examples, see O*Net: <http://www.onetonline.org/>):
 - i. Employment Outlook
 - ii. Tasks
 - iii. Tools and Technology
 - iv. Knowledge, Skills, & Abilities
 - v. Education Requirements
 - vi. Optional: Other facts of interest
- iv. A conclusion discussing any surprising information you found while conducting the job analysis and whether you're still interested in the position knowing what you now know.

2. **The New Manager (45 points):** Managers are often required to engage in a number of HR-related functions – from hiring, to training, to performance management and beyond. Even if you do not plan on pursuing an HR-related career, it is likely that you will have to conduct HR functions if you plan to manage people during your career. For this assignment, you will need to interview a manager to learn how management jobs differ from non-management jobs, and how managers implement HR. The manager you interview can be someone you know personally or someone you work with, but it **cannot** be yourself. This is due by **6:30PM on Wednesday, March 7th.**

Use the following list of questions for your interview, and **develop two additional questions of your own**. In 3-4 double-spaced pages (longer is fine), report your findings, and **make at least three links between what you found to what you have learned in this class.** *You should ask **all** of the questions below – if your interviewee fails to answer a question or is unclear, please make note of that in your final submission.

- a. What new things did you have to learn to do in your management job that you had not done in your previous non-managements jobs?
- b. What did the organization do to prepare you for your management role?

- c. Divide up 100 points to indicate how you spend your day (i.e., tasks, activities, etc.)
 - d. Divide up 100 points to indicate whom you interact with during your day (i.e., customers, employees, supervisors, etc.).
 - e. What are you doing now to prepare yourself for your next position?
 - f. What are you doing now to prepare your replacement to do your job?
 - g. What is the best thing about your job?
 - h. What is the worst thing about your job?
3. **EEOC Report Write-Up (45 points):** In June 2016, the EEOC released a report on harassment in the workplace (see supplemental document under Week 14). For this assignment, please review the following passages from this report, and submit your answers to the following questions via Moodle under Week 14 (typed, double-spaced, 12-point font). Sufficient responses will likely be 2-4 pages long. This is due by **6:30PM on Wednesday, April 4th**.

A. Read/review the following sections:

- 1. Executive Summary (pages iv – vi).
- 2. Part 2.D: The Business Case for Stopping and Preventing Sexual Harassment (pages 17 – 24).
- 3. Part 4: Summary of Recommendations (pages 66 – 71).

B. Respond to the following questions/prompts:

- 1. In 1-2 paragraphs, and in your own words, summarize the main takeaways of the Taskforce’s findings as described in the Executive Summary.
 - 2. What are some of the sources of direct financial and indirect costs associated with sexual harassment?
 - 3. Considering the EEOC’s recommendations, what **three** actions would you suggest HR professionals implement to address harassment in the workplace? Explain your reasoning for choosing the three actions you did.
4. **HRM Training (45 points):** This assignment is meant to familiarize you with HRM topics that we may not have time to cover in-depth throughout the semester. A secondary goal of this presentation is to help you practice presentation skills in the context of learning how to “train” your classmates. Early in the semester, I will ask you to take a short Moodle survey to indicate your interest in the presentation topics listed below. While it may not be possible to assign you to your top choice topic, I will do my best to base team assignments on your chosen topic.

Your team will develop and deliver a **10-minute presentation** on a topic from the list below. Topics will be first-come-first-serve, so that each team has a different topic. Create a 6-slide Powerpoint (or Prezi) presentation to use in training the employees (i.e., students) in the other teams. Your presentation should be developed according to the following guidelines: Slide 1: Title Slide – Topic, Team Name, Team Members; Slides 2 – 4: Training; Slide 5: Summary, Learning Points, Takeaways, Slide 6: References. The presentation may include a short video (you can make one yourselves or get one from the Internet – be sure to cite your source!). Better

presentations will include more than just what you have already learned in the class. Presentations will be given in class **Wednesday, April 11th**.

As a part of this assignment, you will also be asked to **provide feedback** on your own performance as well as those of your teammates. Being consistently rated poorly by your teammates is grounds for having your grade lowered for this assignment. The team feedback form can be found on our Moodle page under Week 15 and is due via Moodle by **7:00PM on Wednesday, April 25th (at the start of our final exam time)**.

The topics your team may choose from are as follows:

- i. *Sexual Harassment*. What is sexual harassment? What should you do if you are a victim? What should you do if one of your employees is a victim? What can an organization do to prevent sexual harassment?
- ii. *Age Discrimination*. What is age discrimination? What should you do if you are a victim? What should you do if one of your employees is a victim? What can an organization do to prevent age discrimination?
- iii. *Career Planning*. What is career planning? What should you do to plan your own career? What should you do to help one of your employees do career planning? What can an organization do to help employees do career planning?
- iv. *Positive Discipline*. What is progressive discipline? How is positive discipline different from progressive discipline? What are the steps you would go through with an employee when doing positive discipline?
- v. *Interviewing Applicants*. What types of questions should you ask applicants during a selection interview? What types of questions should you NOT ask applicants during a selection interview (i.e., illegal pre-employment inquiries)?
- vi. *Repetitive Motion Injuries*. What are repetitive motion injuries, and what are the most common causes? What are the costs of repetitive motion injuries? What can an organization do to prevent repetitive motion injuries?
- vii. *Retirement Readiness*. How do you sign up for your 401(k) plan? How do you decide which funds to put money into? How do you decide how much of each paycheck to invest?
- viii. *Preparing for an International Assignment in London*. The employee will not have a car, how will they get to work? How much will it cost? How long will it take? What can the organization do to prepare the employee for the assignment?