

MGT 421: Human Resource Management
Fall 2023 (Version 2)
Monday and Wednesday 3:00 – 4:15 pm
Broome Library Room 2330

This course is designed to provide you with an understanding of human resource (HR) management. In addition to providing you with knowledge of HR management issues addressed by most managers, we will examine these issues from a broader organizational perspective. That is, we will consider how the various HR functions play an integral role in organizational competitiveness. I want you to acquire knowledge of “what” HR is and also “why” HR is important. This perspective should prove useful to your careers, whatever path you end up pursuing. Even if you do not work in an HR department, all employees are involved in multiple HR procedures, and every manager and business owner needs basic HR skills in order to function effectively.

Instructor: Dr. Dylan Cooper
Office: Martin V. Smith Hall room 2104
Office hours: M/W 4:30 – 6:00 pm



How to contact me

- Use the Canvas Inbox function
- Email dylan.cooper@csuci.edu
- Office hours and link to schedule a time to visit are on CI Learn.
- I do not use my office phone.

Details about contacting me

I generally answer email as soon as I see it. However, teaching and office hours take up large chunks of my time, so it may be several hours before I am able to reply. Also, I sometimes take a day off from working, usually Fridays, so messages on those days may have delayed replies.

Email not sent through the Canvas inbox must be sent from your CI email account, so that I know that it came from you. **Please do not use a private account (e.g., gmail).** This allows me to maintain your privacy and conform to federal laws protecting your rights as a student. I strongly suggest checking your CSUCI email several times a day.

Course format

This class will meet in person. Much of the content will be provided in CI Learn (aka Canvas), while class meetings will primarily be used for summaries of that information, activities, and discussion. It is possible that some classes will be switched to Zoom. **If this happens, I will post a course announcement.** Look at the course homepage in CI Learn for the Zoom URL and passcode.

Course description

Examines principles, methods and procedures in the management of human resources. Topics include developing planning objectives for HR management, legal compliance, job analysis, recruiting, selection, training, compensation, and employee relations.

Learning objectives

Students who complete this course will be able to:

1. Describe orally and in writing the fundamentals of human resources management within domestic and global enterprises (1, 2, 3, 5)
2. Write analyses of complex cases related to human resources management and organizational behavior principles (1, 5)
3. Formulate and execute human resources management policies, strategies, plans, and procedures (1, 5)

*Aligns with program learning goals for: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct/Ethics, 5) Competencies in discipline, 6) Collaboration

Course outline

This course has eight modules that you will complete on CI Learn. The first module will be completed in one week. The other modules will have two weeks each. See the late work policy below to ensure that you finish assignments on time.

Weeks of Semester	Module	Topic
Week 1	1	Welcome to Strategic Human Resource Management
Weeks 2 & 3	2	Job Analysis
Weeks 4 & 5	3	Staffing 1 (Labor Forecasting and Recruitment)
Weeks 6 & 7	4	Staffing 2 (Selection Processes)
Weeks 8 & 9	5	Staffing 3 (Selection Measures)
Weeks 10 & 11	6	Total Rewards 1 (Base Pay)
Weeks 12 & 13	7	Total Rewards 2 (Incentives and Benefits)
Weeks 14 & 15	8	Performance Management

Required textbook

Fundamentals of Human Resource Management by Noe, Hollenbeck, Gerhart, and Wright. I will be using the 6th edition. However, the different editions are similar enough that you can use any edition; you will just need to work with me to figure out exactly which pages to read. It is available at www.amazon.com, www.chegg.com, www.textbooks.com, etc. Try using www.studentrate.com to find deals at other websites. There is also a copy on reserve at the CSUCI library. In addition, I have a couple extra copies of different versions and can lend them to you for free.

Grading

Each module has a Major Assignment. This is marked clearly in CI Learn. Major Assignments are meant to assess your performance in (1) applying the concepts from the module and (2) delivering quality work. Major Assignments will be graded in detail and will be subject to the strict grammar policy described below. Earning high grades on these assignments will require investing time and effort to create a quality response. Your grades on the Major Assignments will make up the vast majority of your final grade for the course.

Each module also has helper assignments that are meant to prepare you to do the Major Assignments well and additional assignments that ask you to write something about an important idea from the module and respond to other students' comments. These will be graded (primarily) on whether you completed the assignment. It should be relatively easy to earn a high grade on these assignments, but they only count for a very small part of your final grade.

You can track your current grades on CI Learn at any time. Final letter grades will be assigned according to the following scale:

100 – 97% = A+	96.99 – 93% = A	92.99 – 90% = A-
89.99 – 87% = B+	86.99 – 83% = B	82.99 – 80% = B-
79.99 – 77% = C+	76.99 – 73% = C	72.99 – 70% = C-
69.99 – 67% = D+	66.99 – 63% = D	62.99 – 60% = D-

Strict grammar policy

Job applicants and employees are often judged on their writing. For example, many employers discard all resumes with a typo or grammatical error. In addition, HR tasks often require substantial amounts of writing, e.g., writing employee handbooks, documenting performance reviews, creating procedures and policies. To help you do well in your jobs, I want you to be able to produce writing without major grammatical errors. Being able to do this takes practice, so I have a strict grammar policy in this class for all Major Assignments. **If your Major Assignment breaks the policy, it will be returned with a zero. You will have two weeks to fix the grammar and return it and it will count as a late assignment.** Check the “Writing in This Class” module on CI Learn for more information.

Late work policy

I accept work **up to two weeks late**, but it is penalized one letter grade (10% of total possible score) for being late. This means that turning the assignment in on time is a much better plan. If something particularly large is going on in your life and you know that your assignments will be late, **let me know in advance**. We may be able to work out new deadlines without any penalty. Examples of such situations from previous semesters include a student's parent being deported, a student having a medical operation, and a student who was fighting depression. In such cases, other priorities will often take precedence over course work.

Tips for effectively participating in this class

These tips are meant to help you be successful in this class.

- When working on an assignment, approach it as if you were doing the task as an employee of a real organization's HR department. Think about what would be necessary to make the task successful in real life. If you do this, you will likely do very well in this class.
- Be a learner. Don't forget that the reason for taking classes is to learn new things.
- At the start of each module, plan out when you will complete your work. Be realistic about how much time each part of the module will take.
- Always run all your written work through the Microsoft Word spelling and grammar checker before turning it in. Consider installing Grammarly, which is a free grammar-checking software.
- Consider yourself a member of a community. A community is a group of individuals who work together to support a common goal or interest. We are working together to support the successful achievement of our learning outcomes.
- Contribute regularly to class discussions. The contributions of each individual play a role in building a complete picture of what we are talking about because everyone has had different experiences and HR needs to take everyone into account.
- Ask for help when you need it and assist others when possible.

Ground rules for productive discussions

Occasionally class discussions become counter-productive due to people showing a lack of respect for each other. This has been rare in my experience at CI. However, we all need to think about it to keep the class discussions on track. Here are ground rules outlining the behaviors we all (students and instructor) are expected to follow:

- honoring the right of everyone to their opinions;
- respecting the right of each person to disagree with others;
- recognizing that opinions that are supported by evidence are more likely to be considered valid;
- accepting that comfort and safety are not the same thing and that other people's opinions may make you uncomfortable;
- being prepared to clarify statements that might be misunderstood by others;
- responding honestly but thoughtfully and respectfully, using language that others will not consider foul or abusive;
- respecting your own privacy and the privacy of others by not revealing information you deem private and that you feel might embarrass you or others;
- being constructive in your responses to others in the class;
- resisting the temptation to troll, even when there is a perfect setup.

If, at any time, you feel that any of these ground rules has been violated by a member of our community, you are encouraged to bring your concern directly and immediately to me. In your message, clearly identify which ground rule has been violated and include specific evidence of the violation in your email. Your concerns will be addressed promptly and in an individualized manner.

Writing, oral presentations, and the multiliteracy center

The Writing & Multiliteracy Center (WMC) provides all CSUCI students with free support services and programs that help them address the 21st Century challenges of creatively thinking about and composing in written, oral, visual, and digital forms of communication. Peer consultants help students at any stage of the composition process via one-to-one or group consultations, online consultations, and workshops. Students can make an appointment to work with a consultant or learn more by visiting the [WMC webpage](#).

Notice to students with disabilities

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall, or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of need. You can [apply for DASS services here](#). Faculty, students and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

Academic dishonesty

Academic Dishonesty occurs whenever any action or attempted action is pursued that creates an unfair academic advantage or disadvantage for you and/or any member or members of the academic community. *All forms of academic dishonesty are subject to sanctions under the Policy on Academic Dishonesty.* Sanctions include the following: oral warning, failing grade for work involved, and failing grade in the course. Various forms of academic dishonesty include, but are not limited to cheating, fabrication of information or citations, plagiarism, and/or facilitating academic dishonesty.

Extra note on plagiarism: plagiarism is attempting to pass off someone else's work or ideas as your own. If you copy words (e.g., part of a sentence) from another source, you have to (1) put those words quotes and (2) provide a reference saying where you copied the words from. In addition, if you reword or paraphrase ideas from another source, you have to provide a reference. Academics do not make things; all we have is our ideas. So if you try to pass off someone's ideas as your own, academics see that as theft.

Extra note on ChatGPT and other AI tools: until I saw otherwise, you are allowed to use ChatGPT or other AI tools in your assignments. However, if you use such a tool, you must (1) identify all text that was created by the tool and (2) describe your overall approach to using the tool, e.g., used it to create section A and B and then edited those sections to fit your organization. Not doing this these two things will count as plagiarism.

Emergency intervention and basic needs statement

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g., sleeping in a car, couch surfing,

staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries, and basic necessities for current CI students. For additional assistance, please contact the Dean of Students Office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up to date information on the [Basic Needs Program](#).

Counseling and psychological services (CAPS)

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support); students can also email CAPS at caps@csuci.edu or visit the CAPS [website](#).

Title IX and inclusion

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSUCI prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating, and domestic violence, and stalking. For more information regarding CSUCI's commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit the [Title IX webpage](#).

Additional notes

I suggest meeting with me in-person or by Zoom during office hours if you have questions, are unsure about how to approach an assignment, have something going on in your life that I should know about, etc. I am always happy to meet with you. If you cannot make it during office hours, send me an email at dylan.cooper@csuci.edu to set up a different time.

Although I intend to teach this course as described here, I reserve the right to change any part of this syllabus.