MGT 421: Human Resource Management
Fall 2024 (Version 2)
Tuesday and Thursday 4:30– 5:45 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: T/Th 3 – 4 pm. To reserve a time: https://calendly.com/dylan-ci/class-office-hours-30-min

How to contact me
- Use the Canvas Inbox function
- Email dylan.cooper@csuci.edu
- I do not use my office phone.

Details about contacting me

I generally answer email as soon as I see it. However, teaching and advising 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 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. Prerequisite: MGT 307, BUS/COMM/POLS 333, or COMM 442.

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 nine modules that you will complete on CI Learn. Each module is 1.5 weeks, aka three class meetings long. This means the major assignments due at the end of each module will alternate between being due on the weekend and being due in the middle of the week. Check Canvas for the due dates.

Class Days	Module	Topic
Aug 27		Introduction
Aug 29, Sep 3 & 5	1	Strategic Human Resource Management
Sep 10, 12, & 17	2	Job Analysis
Sep 19, 24, & 26	3	Staffing 1: Labor Forecasting and Recruitment
Oct 1, 3, & 8	4	Staffing 2: Selection
Oct 10, 12, & 17	5	Total Rewards 1: Base Pay
Oct 22, 24, & 29	6	Total Rewards 2: Incentives and Benefits
Oct 31, Nov 5 & 7	7	Training and Development
Nov 12, 14, & 19	8	Performance Management
Nov 21, 26, & 28	9	Employee relations
Dec 3 & 5		Wrap Up

All items and dates on this syllabus are subject to change at my discretion.

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. Because some of the major assignments are important for later ones, I *may* ask you to improve a major assignment and resubmit it for an improved grade.

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 count for only 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 – 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 – 60% = D	59.99 – 0% = F	

Attendance policy

If you miss more than seven (7) class meetings this semester, you will automatically fail the class! If all class meetings are held as scheduled, missing more than seven class meetings means you will have missed more than 25% of the class.

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.

Use of Generative Artificial Intelligence

We will discuss the use of generative Artificial Intelligence (AI) programs like ChatGPT in class. In general, you are allowed to use AI for assignments with some caveats:

- You must add a note identifying which AI application(s) you used, e.g., ChatGPT or CoPilot. In this note, explain each different task that you used AI for and how you used it for that task. Make sure to explain the input you gave the AI and how you modified its output.
- You must save and submit the conversation that you had with the AI tool while working on the assignment. The two easiest ways to save the conversation in ChatGPT are to use the ChatGPT Chat SAVE Chrome extension (https://chromewebstore.google.com/detail/chatgpt-chat-save) or to use the browser print function to save the conversation to a PDF (https://contentatscale.ai/blog/how-to-save-chatgpt-conversation/).
- Keep in mind that AI tools often create false information. It is your responsibility to double-check all information created by AI tools.
- AI tools often create very bad writing style. I strongly suggest editing all output from AI tools to make it sound more like you and less generic.
- Finally, you may NOT use AI when asked to provide personal examples, define a concept in your own words, or give an opinion. The point of those questions is for you to think about how the topic applies to your own life, but AI applications do not know you.

Late work policy

I accept work **up to one week 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: we will use ChatGPT in class and you are encouraged to use it on your homework. Expectations around AI usage will be discussed in class.

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.

Syllabus version tracking

Version 1 – original version published on Canvas.

Version 2 – added class prerequisites and added section Use of Generative Artificial Intelligence.