

## MGMT 337: MANAGING HUMAN CAPITAL

### FALL 2011 - SYLLABUS

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### COURSE OBJECTIVES AND STRATEGY

Building on prior coursework, this course will provide students with advanced human resource concepts and practices as well as practical experience in how human resources should be managed in successful businesses. Student teams will address HR issues in local organizations to diagnose, analyze, and make recommendations regarding effective programs in staffing, developing, rewarding, motivating, and managing its personnel. Prerequisite: MGT 330.

Course objectives are as follows:

- Understanding the importance of human capital in the maintenance, growth, and success of organizations
- Be able to explain the importance of how talent sourcing, attraction, selection, and retention can be maximized and how they contribute to successful organizations
- Be able to identify and explain HR policies and practices that create workers who are engaged in organizational activities
- Be able to discuss avenues by which an organization can become an employer of choice through maintaining strong working relationships and healthy workplace environments

### STUDENTS WILL ACHIEVE THE COURSE OBJECTIVES THROUGH APPLICATION OF

- Diagnosing strategic and practical HR issues in cases
- Active classroom discussion of topics and cases
- Working in teams in testing and case analysis
- Completion of a team research project analyzing a local organization's HR practices
- Other assignments throughout the semester as may be assigned

### SOME IMPORTANT POINTS ABOUT THIS COURSE:

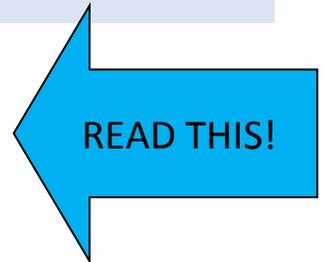
- You will team with one or two other students, identify an organization in which you're interested, conduct "live" research with this organization, and write a report describing and analyzing its HR policies and practices.
- In order to be successful in this course, you will need to diligently keep up with the material, study for the tests ahead of time, and make sure your case analyses are underway and on schedule.
- My job as instructor is to organize, disseminate and make information available to you. As students, your job is to be responsible for your own learning. This means that you need to come to class prepared, pull your weight in team projects, participate seriously and thoroughly in the cases and actively participate in class discussions.
- The testing system used is Individual-Team Tests (ITTs). These are designed not only to assess learning, but also to serve as a tool to continue and enhance your learning. There will be three such tests, one of which will be a comprehensive final, and each will be taken individually and in teams.

## REQUIRED READINGS

- The primary text will be Noe, Hollenbeck, Gerhart and Wright: *Fundamentals of Human Resource Management* 4<sup>th</sup> edition, plus the Connect online learning system (please see below).
- We will also have outside readings that you can obtain at the course Blackboard site in “course contents,” “documents for class.”

## TEXTBOOK AND CONNECT

**Please note that if you don't buy a new copy of the textbook with the exact ISBN number listed below, you will need to purchase an access code for Connect, McGraw Hill's online learning system.** If you buy a new hardcopy of the text with the correct ISBN number, or an e-book, it comes free of charge. See below for purchasing methods. You can access an e-book with Connect for a 21 day free trial at the website (see below) if you're unsure about the class.



Connect assignments are designed to ensure that everyone keeps up with the reading. Please watch the schedule so you don't miss one (you won't be able to submit them past the due date).

You can purchase the textbook and its accompanying access code for Connect in three ways.

1. **New hardback textbook with Connect Plus** – this is the new hardcopy text with Connect Homework and an e-book. This is the priciest version, but one some of you may prefer. You may purchase the text through the UMKC bookstore; if you purchase a hardcopy online elsewhere make sure your book price includes a Connect access code that will work for the summer.
  - **CORRECT ISBN FOR HARDBACK: 0077477634/ 9780077477639**
2. **E-textbook with Connect Plus** – this is an e-book and Connect Homework (approximately 55% of the cost of the first option). This is for the student who is or wants to become comfortable with e-books. This can be purchased from the [Connect site](#) (see below).
  - **CORRECT ISBN FOR E-BOOK: 0077439805/ 9780077439804**
3. **Connect Access Code Stand Alone** – this is the Connect access code only for students that may have purchased a used copy of the text or a Coursesmart.com version. Purchase this from the Connect site.
  - **CORRECT ISBN FOR CONNECT ACCESS CODE STAND ALONE: 0077439783/ 9780077439781**

## CONNECTING TO CONNECT

You can find McGraw Hill's Connect by googling it or clicking here: [Connect for MGT 337](#); your access code allows you to register, or you can purchase the access code and e-book here. There is a helpful video on the site with instructions.

If you have technical problems with Connect, their toll-free number is 800-331-5094. They have over 200 tech support people to help you.

**I urge you to start the first project as soon as you can so you can be sure you understand how the system works.** The first assignment allows you three tries; the following assignments allow only one try. As you're completing the assignments, you can always "save and exit" and come back later to finish your work.

## HOW PERFORMANCE WILL BE EVALUATED

Your grade will be based on the following, which sums to a total of 700 points. Please see the chart below for how grades will be assigned. There will be no "curving" of the final scores. Also, please note the list below of other things that will affect your grade.

Activity	Points
Individual grades on 15 Connect assignments (Assignments 2 – 16; 10 points each)	150
Individual grades on each of two Individual-Team Tests (ITTs; 100 points each)	200
Team grades on each of two ITTs (25 points each)	50
An individual comprehensive final examination	100
A team comprehensive final examination	25
A team case paper (100 points)	100
Final presentation of team project (jointly assessed by instructor (60%) and students (40%))	25
Instructor's assessment of your participation	50
<b>TOTAL</b>	<b>700</b>

% of Total Points Received	Grade
92% - 100%	A
90% - 91%	A-
87% - 89%	B+
83% - 86%	B
80% - 82%	B-
77% - 79%	C+
73% - 76%	C
70% - 72%	C-
67% - 69%	D+
63% - 66%	D
60% - 62%	D-
Below 60%	F

## OTHER THINGS THAT WILL AFFECT YOUR GRADE

### PARTICIPATION AND ATTENDANCE

- Each student may be absent for two classes<sup>1</sup> without penalty. On the third and subsequent class period absent, a student will have **10 points subtracted from his/her final grade for each “extra” class session missed**. No absences will be “excused” beyond these two, except for students who have written evidence showing a University athletic obligation. This will work like a typical HR policy, “paid time off.”
- I will take attendance immediately after the class period begins. If you arrive after I have completed taking attendance, it is **up to you** to let me know you are present.
- **If you leave early, before 9:45, or before I dismiss class, you will be counted absent for the entire night.**
- Students arriving more than 10 minutes late may be counted absent for that day.

**THIS SYLLABUS MAY CHANGE THROUGHOUT THE SEMESTER, THUS CURRENTLY ENROLLED STUDENTS SHOULD ACCESS THE SYLLABUS FROM BLACKBOARD.**

### LATE ASSIGNMENTS

- Connect assignments must be completed by the due date and time or you will lose the points.
- Turn in reports or assignments at the date and time when they are due. Unless you make prior arrangements with me, grades for late assignments will be lowered by 5 percent per day late.

### COMMUNICATION WITH THE CLASS

- Your UMKC email account will be used to send messages and class information. You are responsible for receiving and responding to these messages as appropriate. So please either check your UMKC email account regularly or have it forwarded to your preferred email provider (see the folks in the Computer Lab for help).

### BLOCH SCHOOL COMMUNICATION CENTER & TEAM PAPERS

- You will receive a three-point premium if someone in your team takes a draft of your paper to the Bloch School’s Communication Center for help and evaluation (you must bring me the verification slip).

### INDIVIDUAL-TEAM TESTS

- These tests will be given to students first individually, as in a traditional class, and then the teams will take the same test.
- Both the individual and the team test will be closed-book.
- These tests are difficult, so you should study a lot and thoroughly understand the material. Make sure you ask questions if you don’t understand concepts or ideas.
- The tests will be multiple-choice and true-false. The first two (noncomprehensive) will have about 50 questions per test. The final will have the same format, include about 100 questions, and will cover all course content.
- All students must take the individual ITTs. Students who have **excused** absences may make up the test, but they must take it before the following class session. For their team ITT score, students who are absent during the time

<sup>1</sup> Please note that if you downloaded the syllabus before 8-23-11, this absence limit is now changed to TWO “excused” absences for the semester. The third absence is **not** excused.

the ITT is given will receive 95% of the score the other members of the team earned. Students must schedule make-up exams at the convenience of the Business Administration administrative staff, which is during normal business hours. To schedule a makeup exam, first check with the instructor and then contact Ms. Susan Mott (816-235-2896 or [motts@umkc.edu](mailto:motts@umkc.edu)).

## TEAM CASE PAPERS

The class will be divided into two- or three-person teams. Each team will choose and organization. Students will learn about their target organization in these ways:

- Conduct background library and internet research on the organization.
- Conduct in-depth interviews with mid- to upper-level HR managers.
- Using information you're learning from the course, describe and analyze the HR policies and practices.

The paper should be written and presented professionally, thus be concise, clear and easy to read. The papers should be conceptualized as report from a consulting company (yours) to the person representing the live case organization. Remember that as consultants you are trying to sell your services by your ***clear and insightful understanding of both the company needs as well as your own expertise in the field of human resources.***

Your paper will be evaluated on specific ***grading standards*** (in "course documents" under "live case documents" in Blackboard). It is highly recommended that you study these standards before you start working on your paper, and before you conduct your interviews. See the "Team Case Papers" document in Blackboard for more details.

## TEAM GUIDELINES

Upon formation, each team should discuss and agree upon what constitutes acceptable and superior performance. Here are some you might consider.

1. Comes to team activities adequately prepared, including completing the required readings, thinking about the cases and studying for tests
2. Takes initiative in completing team work and volunteering for presenting team ideas to the class
3. Actively participates in all team discussions and activities
4. Effectively and actively listens to other team members
5. Values the diversity if other team members' points of view, communication styles and work styles; attempts to capitalize on the particular strengths of each team member
6. Is a supportive team player who demonstrates cooperation and flexibility in meeting the team goals

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## "FIRING" A TEAM MEMBER

For three-person teams: If at any time during the semester, a team determines that a member is not performing up to standards, it may "fire" him or her. To do this, it must have first informed that member in writing so that s/he has an opportunity to improve performance. If after a reasonable interval, his/her performance has not improved, the team must state the reasons for the "termination" briefly in writing and have it approved by the professor. Any student fired from the team will have to join another team in order to receive ITT team grades and complete the team project.

For two-person teams: If a two-person team decides that it is dysfunctional to the point of ineffectiveness, the team must consult with the instructor. No individual projects will be accepted unless approved by the instructor.

## EXPECTED PROFESSIONAL BEHAVIOR

I expect your classroom behavior to conform to that expected in a professional business meeting. **Anything for which your boss would give you a dirty look should not be done.** Things for which your boss would give you an approving nod *should* be done.

- **Be on time.** Do not leave early unless you have told the instructor that you must because you have a good reason.
- **Your cell phone should NOT be used in class for voice or TEXT messaging.**
- Turn off your phone when class starts. If you forget and your phone rings, do not answer it. Just turn it off. ***Cell phone usage is absolutely prohibited during testing.***
- **Participate in classroom discussions.** Ask questions. Be actively involved. This is critical, since part of your grade will be based on your participation. You will also learn more, and maybe even find more enjoyment in the class experience. It will also help you stay awake during class.
- During class, **laptop computers should be used only for work immediately related to what is happening in class.** You should not be surfing the Internet (unless directly related to something happening in class at that moment), checking emails, working on other class projects or other course work. If this rule is abused, then laptops may be banned from the classroom for all students.
- **Not talk inappropriately in class.** Do not carry on conversations with other students during a formal class session. Not only is this disruptive to other students around you, it is disrespectful.
- Concentrate on the class activities. **Do not work on assignments for other classes, read the paper, or otherwise focus your attention on things other than this course.** If you do any of these things, you will be asked to leave. **Do not sleep in class.** If you are too tired to stay awake, you should start participating more.
- Communicate professionally. We will have guests from the business community in our class. Also, business school classes are an introduction to your career, and you are expected to exhibit professional demeanor with fellow students, guest speakers, and the instructor, whether via email, phone, or in person.
  - When people help you, thank them for their time, respond to any inquiries they make of you in an accepted time period (general business practice is to respond to email or voicemail messages within 24 business hours, not counting the weekends). Be polite, courteous and attentive.
  - It is particularly important to take care with emails.

Emails should not include incomplete sentences, misspellings, and punctuation and grammatical errors. Although organizations vary to the degree that they accept these errors, you should assume that all organizations will consider an error to be an error, whether in email or hard copy. So **proofread your emails.** This will also help make them more clear and understandable, a mark of professionalism.

Remember that emails are a "lean" medium, since they can't capture the complexity of other media. Unless your recipient knows you very well, it is easy to miscommunicate things like irony, sarcasm, and jokes. Err on the side of being clear and polite so that your professionalism will show through.

If someone sends you an email in response to your request, it is appropriate to respond back thanking them and indicating that you received the information and understand it clearly (if you don't ask for clarification).
  - Do not respond angrily or rudely to any professional communication. If you believe that someone is treating you inappropriately, talk it over with a professional you trust (for example, Bloch School instructors) before you respond. It may be a simple misunderstanding.
- If you have any questions about professional behavior and etiquette, please ask someone who would know. It's an important part of the business world.

## LEARNING AND GRADING POLICIES

My learning and grading policies are as follows:

- You are responsible for your own learning. I always try to clearly communicate what's required for the class, but if you're unsure after consulting the syllabus and schedule, please ask me.
- Team work is, obviously, to help you learn how to effectively work in teams. Again, the student is responsible for this process. Make sure you and your team members agree on the definition of good team member performance, as well as strategies about how you will deal with performance problems among your team. If you are having concerns about how your team is functioning, please don't hesitate to confer with me about it. I am happy to give advice and encouragement, but you and your other team members are responsible for your performance.
- The business world values good, clear, accurate and interesting writing. Please don't hand in papers unless you have carefully proofread them and are convinced that you have given it your best. Remember that word processing spelling and grammar checks won't catch all errors. Please contact the Bloch School Communication Center if you have concerns about your writing.
- Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibilities of the instructor.
- Regarding standards of conduct:
  - A student enrolling in any UMKC course is expected to exhibit high standards of academic honesty. Under no circumstances will cheating in this class be tolerated. "Cheating" includes copying off other students' tests, plagiarizing others' papers or texts (which includes paraphrasing sections without giving the author due credit), revealing the contents of a test before other students take it, etc. These dishonest activities diminish the educational experience for those who are taken advantage of and hurt the class as whole as well as the perpetrator.
  - In the case of academic misconduct, I will assess the affected work and report the incident according to the guidelines printed in the University catalog. Students who are suspected of participating in any of these activities will be reported to the Bloch School's Associate Dean, our Investigative Officer.
  - All tests are closed book, closed notes, and are to be taken without help except for that received according to the rules of the individual-team tests. Persons observed cheating will receive a grade of zero for the exam.
  - The work that you do on all team projects and out-of-class work is expected to be that of your team and only your team, and any questions that arise should be directed to your instructor, not to other teams. Each person is expected to perform a proportionate share of effort (i.e., 50% on a two-person project, 33.3% on a three-person project, etc.) on *each* project assigned. Individuals and/or teams observed cheating on projects or not following these policies will receive a grade of zero for that project.
  - The rules governing any suspected violation are clearly spelled out in the UMKC Catalog and will be followed to the letter. You can read the complete set of rules by clicking [here](#). Please review the [UMKC Law School's policy on plagiarism](#) for some excellent pointers.
- No changes will be made to final grades after they are submitted to Academic Records at the end of the semester, unless you have made prior arrangements with me to take an "incomplete" for the semester or I have made an error in calculating your grade. Of course, you may always appeal any instructor's grade if you believe "capricious grading" occurred. Please see the [University Catalog](#) for details on the grade appeal process.
- If you have any questions about the course or concerns you'd like to voice, please feel free. I am a pretty reasonable person (most of the time, anyway!) and am open to your suggestions and input.

- If you have any questions about a disability or desire accommodation under the Americans with Disability Act, please contact the Office of Disabled Student Services, (816) 235-5696.
- The course requirements described in this syllabus and schedule may change throughout the semester.