Welcome and Introduction

Welcome to our online program at UT Tyler and to MANA 5350 Managing Human Resources. I am your instructor, Judy Yi Sun, assistant professor at the University of Texas at Tyler. I look forward to meeting with you in our virtual classroom. This course is designed to help students with various backgrounds to understand contemporary human resource management in organizations.

This class employs self-directed learning (SDL) approach as a major learning method to guide students in subject learning. SDL is described as “a process in which individual take the initiative, with or without the help of other, to diagnose their learning needs, formulate learning goals, identify resources for learning, select and implement learning strategies, and evaluate learning outcomes” (Knowles, 1975, p.18). Contrast to instructor oriented learning, self-directed learning is learner oriented and views learners as responsible owners and managers of their own learning process. SDL integrates self-management with self-monitoring.

Specifically, this course is developed in a modular format to assist you in organizing your time and efforts. Other than textbook reading and PPT material to guide your reading, questions and debates are used to trigger your thoughts on how to understand and apply the knowledge learned in the textbook. Also, self-test bank is provided for you to evaluate your own learning progress. Each module will describe a particular aspect of organization behavior and will provide resources for further studies. Each module will also specify required reading, writing, self-test and discussion requirements to facilitate your learning.

Please read through each section of the syllabus carefully. If you have any questions, make a note of them and we will address them in the Blackboard discussions area. Please refer back to the information contained in this syllabus anytime you have a question regarding the basic course information. You may
wish to print out the syllabus for your future references along the learning process.

One note, if you are unfamiliar with accessing the Internet or have questions regarding technical requirements, you may want to look at the services available in the Technical Support section of the UT Tyler Blackboard home page. A list of basic technical requirements is also listed in this syllabus for your convenience. In addition, you can access the UT Tyler website and its student services for help.

Textbook


Course Description & Objectives

The course is an advanced topics study of contemporary HRM practices and issues. Focus is on the role of HR managers and practices in developing competitive advantage for the firm. The course considers the role of both specific HR practices and the overall HR architecture in enhancing firm performance. The overall objectives of the course are:

1) examine the strategic value and competitive advantage of HRM in the business environment;
2) gain a first-hand understanding of the assumption that all managers are accountable to their organizations in terms of the impact of their HRM activities, and they are expected to add value by leading their employees ethically and effectively;
3) learn theory principles and methods involved in all phases of employment.

Course Requirements

Reading Assignments

- Students are responsible for completing the reading assignments in a timely manner. Most readings will be from your textbook as indicated in the course modules. There will be supplemental readings uploaded on blackboard (journal articles or cases) to provide different theoretical perspectives or opportunities to do in-depth analysis. Since it is an on-line learning, the Lecture PPT handouts are posted on Blackboard to guide your reading and learning.
- Deadlines are listed in the three Course Module Outlines, which will be uploaded separately under course information.
- Discussion and written assignments are made with the assumption that the required reading assignments are completed prior to completion of discussion and written assignments.

Discussion Assignments

- The Discussion Board is located in the discussion area.
- Each participant is responsible for participating in the asynchronous discussions of each module. The participation will include posting responses to prompts posted by the instructor as well as replying to other participants’ postings. All class participants are expected to engage in presenting their own progress in learning as well as contributing insights to others’ postings.
- Discussion postings should be made in a timely manner. Deadlines are listed in the Course Module Outline.
• Please note that all discussion postings must be completed by midnight Central Standard Time on the due date.
• The quality of your discussion contributions is more important than the quantity.
• Note: When posting to the discussion area, please enter your comments directly into the discussion board by replying to the same thread. Do not attach documents to the discussion board, as this method is difficult for some students to access.
• All assignments are to be completed in Microsoft Word or as Rich Text Format, and submitted in a timely manner. Deadlines are listed in the Course Module Outline.
• Late assignments will receive point deductions (see Grades & Grading in this syllabus).

Quizzes

• The quizzes will also be taken on Blackboard with a link under “Information”. There is also a schedule for three quizzes under “Information”. You can access each quiz only once during the available time frame, so please arrange your time accordingly.
• Submission will be in the designated subject areas found under “Group” link and then “group discussion board” link.
• You are encouraged to do self-test using the test bank provided on Blackboard under course documents. All the quiz items for the three quizzes will be from the test bank.

Completion Time

You should expect to spend as much time on an online course as you do in a face-to-face course. It is important that you learn to work independently on this subject and that you pace yourself throughout the semester.

You will have access to all course materials (Powerpoint slides and self-test bank). You may read and study ahead, or go back and review, at any time during the course. All assignments have set due dates. Due dates are as of midnight Central Standard Time on that date.

Discussions

The Discussions feature in Blackboard is an online discussion forum in which students and instructor can communicate asynchronously (anytime) via message postings. Most of discussions in this class are intra-group discussion. So please click the “groups” link located in the Communications area, and then select your own group, then enter “group discussion board” to create thread, such as self introduction, to start your intra-group communication.

General subject categories will be represented by different forums under “Discussions”, such as debates. The inter-group debates will happen under “Discussions”. Please find the subject categories or forums to start your intergroup discussion.
Students can (and will be required to) respond to threads in the course discussion sometimes (refer to Module requirements). To respond to a thread:

- Click Groups in the left-hand navigation bar
- Click on your own group
- Click on Group discussion board
- Click on a forum link to open it and view the contents
- Open a message
- Click Reply to respond to the message
- For inter-group discussion or debate, one representative from each group will be responsible to upload your group opinion to the major discussion board in the right forum under “Discussions”.

Your response will now appear in the table, along with your name as author and date/time of posting. Icons will appear on the right side of the table that indicate a response, edit, or delete option. If the edit icon or the trash can (delete icon) doesn't appear, the student doesn't have editing or deletion privileges.

Most discussion will be in a group format and you will see Group Pages in the group area. Click on the Group Pages icon that displays all of the options assigned to the group. Only those students assigned to that group will see and have access to the group activities. This allows the students to communicate and post information on any projects assigned to them.

Check the discussions board often. Since the discussion is asynchronous, other responses will be submitted after your post. Be sure to check the discussions area each time you log into the course, to view any added material.

**Group Project**

**Improving HRM Functions in the Organization.** Groups of 5-6 students will be responsible for submitting a group project by the end of the semester. The project serves dual purposes. First, it is intended to help you learn more about particular HR management topic of your choice. Second, it will help you learn to work more effectively in groups. A great deal of time and effort will be required for this assignment. A detailed description of the project and group presentation requirements can be found in a separate document (Group Project: Improving HRM Functions in the Organization”) posted on Blackboard under Information.

**Extra Credit**

Students who can demonstrate their service learning through the completion of the project will receive 5% of extra credit. To be qualified for the service learning extra credit, a confirmation letter from a manager at the host organization is required (a scanned copy is acceptable). The letter must include complete contact information for verification of the relevant service learning activities.

**Quizzes**
Three quizzes will be given during the semester. All quiz questions will be drawn from self-test bank. Exams are to be taken at the scheduled time. If you miss an exam due to a legitimate reason (e.g., illness, death in the immediate family), a make-up exam will be provided (you will be required to provide an official university excuse to be eligible for a make-up exam). **If you do not provide a legitimate excuse within 3 days after the exam, no make-up exam will be granted.** Make-up exams are essay format.

**Grades and Grading**

Final grades for the course will be determined based upon the following criteria for assessment:

- **A** – Exceptional work; demonstrates full understanding of topic in written assignments; demonstrates graduate-level written communication by attention to conventions of standard written English and good writing “flow”

- **B** – Good work; demonstrates basic understanding of topic in written assignments; acceptable demonstration of graduate-level writing; some lack of attention to detail in content or presentation.

- **C** – Shows only some understanding of basic concepts; written assignments lack attention to conventions of standard written English; incomplete responses; consistent lack of attention to detail.

- **D** – Failure to demonstrate understanding of basic concepts.

- **F** – Failure to complete assignments.

The work you will perform for this course is weighted as follows:

**Class participation/discussion on discussion board 40%**

**Chapter Debate 10%**

**Team Project 20%**

**Three quizzes 30%**

Grading components are assigned weights based upon the work required of the participant and the importance to the course. A letter grade will be deducted for each day an assignment is submitted after the due date unless prior approval has been acquired from the instructor.
Assignments may be submitted prior to the due date listed in the Course Schedule.

**Technical Requirements and Assistance**

This page is offered to provide a centralized listing of important links for technical assistance.

If you experience technical problems or have a technical question about this course, you can obtain assistance from the following site: [http://www.rettyler.edu/it/index.html](http://www.rettyler.edu/it/index.html)

You may also visit the following sites for helpful information:

Minimum Computer Requirements:

[http://www.telecampus.utsystem.edu/technicalinformation/computerrequirements.aspx](http://www.telecampus.utsystem.edu/technicalinformation/computerrequirements.aspx)

Browser Configurations and Plug-Ins

[http://www.telecampus.utsystem.edu/technicalinformation/computerrequirements.aspx](http://www.telecampus.utsystem.edu/technicalinformation/computerrequirements.aspx)

Frequently Asked Technical Questions


**ACADEMIC DISHONESTY STATEMENT:**

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work. Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment of the award of a degree, and/or the submission, as one’s own work of material that is not one’s own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the students’ official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor.

**University Policies:**

**Students Rights and Responsibilities**

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler,
Grade Replacement/Forgiveness

If you are repeating this course for a grade replacement, you must file an intent to receive grade forgiveness with the registrar by the 12th day of class. Failure to do so will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates will receive grade forgiveness (grade replacement) for only three course repeats; graduates, for two course repeats during his/her career at UT Tyler.

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the 12th day of class (See Schedule of Classes for the specific date).

Exceptions to the 6-drop rule include, but are not limited to, the following: totally withdrawing from the university; being administratively dropped from a course; dropping a course for a personal emergency; dropping a course for documented change of work schedule; or dropping a course for active duty service with the U.S. armed forces or Texas National Guard.

Petitions for exemptions must be submitted to the Registrar's Office and must be accompanied by documentation of the extenuating circumstance. Please contact the Registrar's Office if you have any questions.

Disability Services

In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Support Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact Ida MacDonald in the Disability Support Services office in UC 282, or call (903) 566-7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.
Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement:

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.