



HRMG700 Managing Human Resources

Credit Hours: 3

Contact Hours: 45

Prerequisite: MGMT645

Course Description:

This course is designed to introduce the graduate student to the whole spectrum of human resources' responsibilities and major functions. Topics include staffing, compensation, training, organizational development, employee and labor relations, human resources information systems, and global HR management. An emphasis will be placed upon learning the specific human resources' disciplines and how to strategically apply that knowledge to solve organization-wide issues. Note: A grade of C or better is required on the final assessment in order to earn a passing grade in this course. Applicable Course Fees can be found at <https://my.davenport.edu/financial-aid/how-much-does-du-cost/tuition-and-fees>.

Learning Outcomes:

Upon successful completion of this course, the student will be able to:

1. Evaluate the relative merits of a variety of human resources interventions such as organizational development, succession and workforce planning, strategic staffing, diversity training, cultural change, and rewards and recognition redesign.
2. Demonstrate an understanding of all the HR disciplines and how they contribute to overall organizational effectiveness.
3. Apply acquired human resources knowledge to resolve business and organizational issues.
4. Demonstrate an understanding of the relationship between strategic HR initiatives and an organization's global competitiveness.
5. Demonstrate how to design, develop, and implement effective HR policies and programs.

Required Textbook(s) and Additional Materials:

9781260780765

Human Resource Management : Gaining a Competitive Advantage
Noe, Raymond A., Hollenbeck, John R., and Gerhart, Barry A.
/ McGraw-Hill Higher Education

Required / Used is OK

Davenport University has a print management system in which students are allotted a quota of free prints and copies based on enrolled credit hours. Review the guidelines and FAQs on the DU website under Print Management.

COVID-19 Expectations:

Please review the COVID-19 Expectations for all university classes at <https://my.davenport.edu/academics/covid-19-expectations>.

DU Excellence System

The Davenport University Excellence System consists of nine competencies that demonstrate professional skills necessary for graduates to succeed in their chosen profession and engage in life-long learning. These competencies were developed in consultation with business and industry leaders and are reinforced throughout the curriculum of each DU academic program. All Excellence System competencies are assessed at the course and program levels. Graduates are expected to perform at mastery level. The Excellence System competencies are:

1. Global and Intercultural Competence
2. Civic and Social Responsibility
3. Ethical Reasoning and Action
4. Critical and Creative Thinking
5. Analysis and Problem Solving
6. Leadership and Teamwork
7. Information and Technology Proficiency
8. Written Communication
9. Professional Communication

Academic Integrity

Davenport University recognizes the principles of honesty and truth as fundamental to ethical business dealings and to a vibrant academic community of faculty and students. All members of an academic community shall be confident that each person's work has been responsibly and honorably acquired, developed and presented. The work that a student submits shall be a fair representation of his/her ability, knowledge and skill. The University expects students to respect and exhibit these principles as they form the basis of the quality of the institution and the quality of Davenport's graduates.

As stated in the Student Code of Conduct, the University may discipline a student for academic dishonesty which is defined as any activity that tends to undermine the academic integrity of the institution. Academic dishonesty includes, but is not limited to: cheating, fabrication, facilitating

academic dishonesty, interference, plagiarism, self-plagiarism or violation of course rules including rules in classrooms, labs, clinicals, and off-site internships. Facilitating academic dishonesty includes uploading or otherwise sharing papers or assignments to websites that list or collect old materials, even under the guise of study assistance.

These issues of academic integrity are not a complete listing of potential misconduct that may lead to discipline but serves as a guideline to students. Definitions, procedures, and sanctions for these violations may be found in the Student Code of Conduct available through my.davenport.edu.

The University utilizes plagiarism detection software. Papers will be submitted for comparison against all Internet content and against a database of previously submitted student papers.

Non-Discrimination Policy-Equal Opportunity Education

Davenport University maintains a policy of non-discrimination regarding students on the basis of race, color, religion, national origin, sex, weight, height, marital status, physical or mental limitations and/or disability in the administration of its admissions policies, educational policies, scholarships and loan programs and other University administered programs. In addition, the University does not discriminate regarding extra-curricular activities or employment practices. The University has a policy prohibiting unlawful discrimination or sexual harassment. Incidents of discriminatory harassment must be reported to the campus leader or his/her designee. For more information, see my.davenport.edu/respect.

Anti-Harassment Policy

Davenport University supports a culturally diverse academic community and is committed to maintaining a positive environment that fosters respect among those represented in the University community. The policy of Davenport University is to provide an environment free from sexual harassment and acts of harassment on the basis of age, color, disability, familial status, height, marital status, national origin, political affiliation, race, religion, sex/gender, sexual orientation, veteran status and weight. Such harassment does harm to those who experience it and destroys the environment of mutual respect and tolerance that must prevail if Davenport University is to fulfill its mission. Therefore, prohibited harassment will not be tolerated at the University. For additional information or to report an issue, please visit <https://my.davenport.edu/campus-life/issue-resolution/students>.

Tobacco Use Policy

It is the policy of Davenport University to prohibit tobacco use, except in areas that are clearly labeled and identified as "Designated Tobacco Use" areas, on all University, owned and operated, premises in order to provide and maintain a safe and healthy work and learning environment for the students, faculty, staff, and visitors on campus.

ADA Statement

Students may request reasonable accommodations as a result of a qualifying disability as defined by federal legislation within the Americans with Disabilities Act (1990), the Americans with Disabilities Amendments Act (2008), or Section 504 of the Vocational Rehabilitation Act (1973). It is a student's responsibility to contact Student Access to initiate and fulfill the accommodation process. Requests should be made as early as possible as accommodations are not retroactive.

Visit my.davenport.edu/campus-life/student-access/ for more information and to submit an online Accommodation Request. Supporting documentation is required. Questions can be directed to campus.life@davenport.edu.

Course Accommodations Following Documented Concussion/Temporary Medical Challenge - NCAA 'Return to Learn'

Following a reported concussion or temporary medical challenge, a student may require rest, cognitively, and/or physically. An evaluation by the DU Athletic Training Staff, DU Team Physician, or an outside physician may require flexibility for the completion of a student's academic coursework and/or participation. Such adjustments and the designated classroom-absence time frame will be managed through the Center for Campus Life in conjunction with the DU Athletic Training Staff.

Military Assistance

Davenport University recognizes and appreciates the extraordinary contributions of the members of our armed services. Service members and their dependents should check the military page of the DU website for educational benefits. Davenport University is committed to ensuring continuity of study for every Active Duty, Reserve, and Guard service member who is prohibited from completing a semester as planned due to reassignment, long term training/schools or deployments. Service members should work with their DU Military and Veteran Services Team and instructors prior to these events in order to ensure proper preparation and handling of DU financial records and academic coursework so that academic re-integration is as seamless as possible upon return.

Tutoring Services

Davenport University understands the time constraints that graduate students face and their need for academic support especially in research, writing, and statistics. Therefore, tutoring is provided for all 500-level courses and writing assistance is available for non-content specific assistance including APA formatting. Go to my.davenport.edu/tutoring-services for more tutoring information and my.davenport.edu/library for information on our databases.

Student Responsibilities

Students are bound by all policies of Davenport University and should familiarize themselves with these through reading the catalog, Student Code of Conduct, student handbook and

instructor classroom policies. Students should review the DU website under Refund Policies for tuition reimbursement rules and procedures.

All students must complete the final assessment for the course, such as the final exam, project, or presentation. Students who do not complete the final assessment will receive a grade of F.

Students are expected to be adequately prepared for each class session. It is reasonable to expect at least two hours of outside study for every hour spent in the classroom (inseat or online).

Students are expected to assist in maintaining a classroom environment that is conducive to learning. Free discussion, inquiry, and expression are encouraged. Behavior that interferes with the instructor's ability to conduct the class or the ability of students to benefit from that instruction is not acceptable.

Alternative Delivery Statement

Alternative delivery formats require considerably more student time outside of class and maintain the same level of assignments and academic rigor as the traditional classroom format. "Blended inseat w/online" is an example of an alternative delivery format.

Scheduled Class Meeting Times

The State dictates minimal contact hour requirements that are rigidly upheld by the University. Some of that instructional time is used for tests. The University's expectation is that classes will meet for the entire assigned time.

Attendance Requirement

Regular attendance and active participation are essential elements in the learning process. Therefore, Davenport has implemented an Attendance Practice for all courses as follows:

1. Courses 199 and below - attendance is taken up to the last day to withdraw with a "W" grade
2. Courses 200 and above - attendance is taken the first two weeks of the semester/session

For in-seat classes, attendance is taken on a daily basis starting the first class meeting. An absence is defined as missing more than one-half of a class period.

For online classes, attendance is defined as participating in at least one graded academic activity each week. Postings not related to the graded discussion topics, emails, or course assignments may be disqualified for attendance purposes.

Students are to notify the instructor of a planned absence a minimum of 24 hours prior to the course meeting time. Any unexcused absence will initiate the withdrawal process, and merely notifying the instructor does not guarantee that the absence alert will be cleared. For complete details, students are expected to read the Attendance Practice available on the DU website.

Research Approval

Davenport University's Institutional Review Board is a committee mandated by Federal laws to protect the rights and welfare of the human subjects participating in research activities. Compliance is monitored by the Office of Human Research Protection of the U.S. Department of Health and Human Services. DU's IRB must review and approve all proposed academic research at DU or by DU faculty, staff or students that involves human participants in order to meet certain criteria to ensure that the research meets these governmental standards. Course projects involving human subjects may be subject for review. All researchers should apply for IRB review and be approved BEFORE any projects are started where any of the following data collection methods are used: surveys, questionnaires, focus-groups, interviews, or other methods that involve interaction with humans or use human cells/tissues.

Research that is deemed a literature review or does not involve human participation does NOT require IRB approval. Review materials at my.davenport.edu by searching for IRB.

Standardized Grade Scale

The following grading scale is a University standard for courses in this area of study:

A	100 – 93	C+	79 – 77
A-	92 – 90	C	76 – 73
B+	89 – 87	F	72 – 0
B	86 – 83		
B-	82 – 80		

Note: A grade of C or better is required on the final assessment in order to earn a passing grade in this course.

Graduate Failing Grade Policy

Students who receive a failing grade in a graduate course must repeat the course in the upcoming semester. Students who fail the same course a second time will be placed on academic suspension. In both cases, students are to immediately contact their advisor. Students should read the full policy in the DU Graduate catalog.

Graduate Extra Credit Rule

Extra credit not allowed at the graduate level is defined as those points that are given in addition to total points for work that was not assigned as part of the original course syllabus. In trying to help graduate students be successful, instructors may choose to offer the entire class the opportunity to redo the original assignment or to do an assignment similar in nature and worth the same points as the original assignment. If a different assignment is used, then the grade from the revised assignment must replace the grade given for the original assignment. The assignment

cannot constitute additional points toward the grade for the original assignment or for the final class grade.

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Announcements

Read Me First

- This class is fully online, meaning all information will be contained within this Blackboard (Bb) site (outside of any required textbooks).
- Please read the syllabus carefully, you will find it in the "Course Information" section in the left-hand navigation menu.
- The course calendar can be found in the syllabus, as well as in the left-hand navigation menu.
- Each week's course content (see "Weekly Materials") will be available to you by week as it relates to the syllabus.
- Tech support and Blackboard tutorials are located on the Institutional Page (Davenport University).
- To get started, review the information in the "Course Information" section to the left.
- Every time you come into the course, check the "Announcements" to see if any new messages have been posted. Most of your questions on assignments will be of interest to everyone in the

class, so please post your questions in the "Help Desk" discussion board located in the left-hand navigation menu.

Minimum Technology Skills

- Navigating through Blackboard
- Emailing through PantherMail
- Attaching documents
- Creating discussion posts
- Submitting assignments
- Browsing the internet
- Creating, formatting, and saving documents in a standard word-processing application

Netiquette

Simply defined, Netiquette relates to the do's and don'ts of online communication. It is imperative that you communicate with classmates and instructors with a degree of professionalism. The same rules of Netiquette for face-to-face classes apply to online course interactions; thus, do not communicate or post text that is offensive.

Response Time and Feedback

Students, if you email your instructor, please allow at least 24 hours to receive a response.

Assignments will be graded and posted in the grade book no more than 7 days from the date of submission.

Digital Information Literacy Skills

- Navigating through Davenport University's Online Libraries
- Using Google G Suite to locate and store files
- Using online search tools for research purposes
- Properly citing information sources
- Presenting research findings

What's Next?

Please navigate to Course Information located on the left-hand navigation menu to learn more about this course.

Course Information

Course Overview

This course is designed to introduce the graduate student to the whole spectrum of human resources' responsibilities and major functions. Topics include staffing, compensation, training, organizational development, employee and labor relations, human resources information systems, and global HR management. An emphasis will be placed upon learning the specific human resources' disciplines

and how to strategically apply that knowledge to solve organization-wide issues. Note: A grade of C or better is required on the final assessment in order to earn a passing grade in this course.

How long will this course take?

This course is 7-weeks long and can require up to 20 hours a week depending on your level of content knowledge. There are set start/end dates with assignment due dates, as well as assignment rubrics for specific requirements. You are required to log in to your course at least once daily in order to maintain yourself current on all of the assignments and requirements for the course.

Course Documents

Please be sure to familiarize yourself with Syllabus Part I and Syllabus Part II (linked below).

You may also find the Instructor Information, Course Blueprint, and Course Sources to be useful throughout the duration of the course (linked below).

Course Outline

Week 1: The Human Resource Environment

Week 2: The Human Resource Environment Cont'd.

Week 3: Acquisition and Preparation of Human Resources

Week 4: Assessment and Development of HRM

Week 5: Compensation of Human Resources - Part 1

Week 6: Compensation of Human Resources - Part 2

Week 7: Special Topics In Human Resource Management

Grade Determination Overview

Assignments	Amount	Points	Total Points
Weeks 1-6: Discussion Board	6	50	300 (30%)
Weeks 2,4, 6: Quiz	3	50	150 (15%)
Weeks 3 & 5: Written Paper	2	150	300 (30%)
Week 7: Final Essay Case Study	1	250	250 (25%)
			1000 (100%)

Accessibility and Preferential Learning Resources

The Accessibility and Learning Resources located throughout the course can serve as a helpful resource for reading the text within the images, or those who prefer a different learning style.

UserWay is another helpful resource for learners to use. To enable the accessibility widget, click on the icon located on the right hand side of the screen.

What can UserWay do?

UserWay assists learners that have varying degrees of visual impairment by enabling users to independently increase the contrast of contents on a page, increase the font size, switch to a more readable font face, use a larger cursor, highlight links, desaturate content, and much more, based on personal disability and preference.

Learning Services and Support

- Global Campus Library Liaison
- Davenport University Libraries
- Grammar, Writing, and Note Taking Guide
- APA Help
- Getting Started With Research
- Accessibility and Privacy Policies
- Support Services and Resources

Introduction

Navigate to the Discussion Boards in the left-hand navigation menu to post your personal introduction for your peers. Details on what to include are located under the Introduction Forum.

Assignments

Instructions for Blackboard SafeAssign Submissions

SafeAssign Report provides detailed information about the matches found between your submitted paper and existing sources. The SafeAssign Report identifies all matching blocks of text to identify areas of overlap between the submitted assignment and existing works.

What do SafeAssign Reports show?

1. Interactive reports indicate the total percentage of a paper that matches content from other sources.
2. Reports clearly indicate which passages match other content and identify the source of the matching content. If the match is to a Website, the URL is identified. If the match is to another student's paper, the instructor is able to view the original paper.
3. Both word-for-word plagiarism and unsuccessfully paraphrased passages are identified, such as when a student borrows a source's sentence structure, merely swapping key words out for synonyms.
4. Possible plagiarized passages appear as hyperlinks; clicking the links opens a pop-up window that shows the original and matching passages, allowing for side-by-side comparison.

Weekly Materials

Week 1 Learning Materials

Weekly Learning Objectives

- WLO1.1: Identify the strategic role of the HRM function and how it relates to strategic management, including globalization. (CLO1-CLO3: Discussion)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 1: Human Resource
- Chapter 2: Strategic Human Resource Management

- Supplemental Materials are linked below.

Assignments

1. Discussion (Due by Day 3 & Day 7)

Access Discussions in the left-hand navigation menu for more details.

Week 2 Learning Materials

Weekly Learning Objectives

- WLO2.1: Recognizing equal employment opportunity and safety. (CLO1-CLO3: Discussion, Quiz)
- WLO2.2: Discover the analysis and design of work. (CLO1-CLO3: Quiz)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 3: HR Legal Compliance
- Chapter 4: The Analysis and Design of Work

- Supplemental Materials are linked below.

Assignments

1. Discussion (Due by Day 3 & Day 7)
2. Quiz (Due by Day 7)

Access Discussions and Quizzes in the left-hand navigation menu for more details.

Week 3 Learning Materials

Weekly Learning Objectives

- WLO3.1: Support human resource strategies regarding planning, recruitment, and placement. (CLO1-CLO3: Discussion, Written Paper)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 5: Human Resource Planning
- Chapter 6: Selection and Placement

- Supplemental Materials are linked below.

Assignments

1. Discussion (Due by Day 3 & Day 7)
2. Written Paper (Due by Day 7)

Access Discussions and Assignments in the left-hand navigation menu for more details.

Week 4 Learning Materials

Weekly Learning Objectives

- WLO4.1: Compare different methods of evaluating and developing employees. (CLO1-CLO3: Discussion, Quiz)
- WLO4.2: Support human resource strategies regarding planning, recruitment, and placement. (CLO1-CLO3: Quiz)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 7: Training
- Chapter 8: Performance Management
- Chapter 9: Employee Development

- Supplemental Materials are linked below.

Assignments

1. Discussion (Due by Day 3 & Day 7)
2. Quiz (Due by Day 7)

Access Discussions and Quizzes in the left-hand navigation menu for more details.

Week 5 Learning Materials

Weekly Learning Objectives

- WLO5.1: Assess pay structures and employee retention. (CLO2, CLO3: Discussion, Written Paper)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 10: Employee Separation & Retention
- Chapter 11: Pay Structure Decisions

- Supplemental Materials are linked below.

Assignments

1. Written Paper (Due by Day 7)

Access Discussions and Assignments in the left-hand navigation menu for more details.

Week 6 Learning Materials

Weekly Learning Objectives

- WLO6.1: Assess employee incentives and benefits. (CLO2, CLO3: Quiz)
- WLO6.2: Apply human resources management strategy to the global environment. (CLO2: Discussion, Quiz)
- WLO6.3: Assess pay structures and employee retention. (CLO2, CLO3: Quiz)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 12: Recognizing Employee Contributions with Pay
- Chapter 13: Employee Benefits
- Chapter 15: Managing Human Resources Global

- Supplemental Materials are linked below.

Assignments

1. Discussion (Due by Day 3 & Day 7)
2. Quiz (Due by Day 7)

Access Discussions and Quizzes in the left-hand navigation menu for more details.

Week 7 Learning Materials

Weekly Learning Objectives

- WLO7.1: Interpret issues relating to collective bargaining and labor relations. (CLO1-CLO3: Final Essay)

Note: WLO = Weekly Learning Objective, CLO = Course Learning Outcome

Required Readings and Resources

From Human Resource Management

- Chapter 14: Collective Bargaining and Labor Relations
- Supplemental Materials are linked below.

Assignments

1. Final Essay Case Study (Due by last day of the course)

Access Assignments in the left-hand navigation menu for more details.