Human Resource Management
College of Business

MAN 3301  SPRING 2012
Lutgert Hall 1201

CRNs 10165 / 10166  Tuesday/ Thursday  9:30 – 10:45 /11:00 – 12:15

Faculty Information

Instructor:  Dr. Jerry Schoenfeld
Phone: 239-590-7388 (voice);
239-272-2374 (cell)
Email: gschoenf@fgcu.edu
Office: Lutgert Hall room 3359
Office Hours: Tuesday and Thursday
12:30 - 3:30
& by arrangement

My Background:

Jerry Schoenfeld is an Associate Professor of Human Resource Management in the Lutgert College of Business at Florida Gulf Coast University (FGCU). He is the founding director of the Institute for Advances in Human Resources at the Center for Leadership and Innovation at FGCU. He has previously served as Chair of the Management Department and Director of the M.B.A. program. Jerry earned his doctorate degree in the areas of Human Resource Management and Strategic Management from the University of Pittsburgh.

Jerry has consulted extensively for the last twenty-five years and his employment history includes having worked for one of the largest International Human Resource Management consulting firms. A partial client list includes: United States Steel, Westinghouse, Coca-Cola, New York City Police Department, Wacoal (Japan), General Motors of Canada, PPG Industries, the FDIC, and Xerox. In the state of Florida, Jerry has consulted with the Barron Collier Corporation, Broward County School District, Collier County Government, Florida Department of Health, Lee County Sheriff's Department, Lee Memorial Health System, Moorings Park, and Wilson Miller, among many others. His work with these organizations has included, but is not limited to: strategic planning, cultural change, the development of a wide
array of selection devices (e.g., interviewing skill training and assessment centers),
performance appraisal development and implementation, career development systems, team
building, human resource planning, quality of work life programs, total quality management,
and numerous customized training programs and workshops.

Jerry teaches courses in the Executive MBA, MBA, and undergraduate levels including the
Contemporary Management Concepts and Challenge of Leadership courses as part of the
College of Business MBA core and within the Management department teaches Introduction to
Human Resource Management and many HRM electives. His principal research interests are
in the areas of performance appraisal, human resource strategy, and the effectiveness of
multimedia-based technology for the delivery of instruction. Jerry has authored numerous
academic and practitioner articles on business management and human resource
management and has presented his work at many professional conferences and meetings.

Jerry is active in a number of professional organizations including the Society of Human
Resource Management at the national, local (HRMA of SWFL, Collier County HRA), student
(where he is the advisor of the FGCU chapter) levels, Southern Management Association,
Academy of Management, Industrial Relations Research Association, American Psychological
Association, and Society of Industrial and Organizational Psychology.

Course Description

From Catalogue: “Provides a broad exposure to the policies, functions (such as recruitment,
selection, compensation, evaluation, and development), and current issues involved in
managing a firm’s employees. The strategic role of HRM will be emphasized.”

This course is concerned with the management of an organization’s most vital asset - its
employees. How an organization interacts with its employees can greatly affect its bottom line
success. The human resource management function is therefore a critical area for business
management. Over the course of this semester, we will explore the multitude of human
resource management issues faced by organizations in creating and maintaining a skilled,
motivated, and satisfied workforce. External influences on an organization's management of
human resources will be discussed through sessions devoted to public policy, human resource
planning, and labor relations. Traditional personnel areas such as job analysis, recruitment
and selection, performance appraisal, compensation, and training and development will also
be covered in depth.

College of Business Curriculum Placement

This is a core course for Management majors. Content in this course will be utilized in your
capstone GEB 4890 Business Strategy course, among other courses. Students who choose
to pursue the HRM concentration will use this course content in their various concentration
elective courses.

Course Learning Objectives & Outcome/Assessment

Management Department Mission Statement
The department of management creates an environment that enables students to develop
managerial knowledge and leadership skills, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement positive solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizational change in the global environment.

<table>
<thead>
<tr>
<th>Learning Goal &amp; Learning Objective. BBA Graduates will:</th>
<th>Learning Objective MAN graduates will:</th>
<th>Course Learning Objectives (Measureable)</th>
<th>Assessments Used to Measure Outcomes:</th>
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<tbody>
<tr>
<td>Understand the business environment</td>
<td>Analyze ethical issues as they apply to management.</td>
<td>Apply knowledge of the diverse demographics of business in a global environment to HRM decisions.</td>
<td>Exams</td>
</tr>
<tr>
<td>• Demonstrate knowledge of ethical Issues.</td>
<td>• Propose solutions to business problems in a global environment.</td>
<td>Identify and analyze the implications of social, ethical &amp; legal issues related to HR.</td>
<td>Quizzes, Current Events, Case Assignment</td>
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<tr>
<td>• Demonstrate knowledge of global factors influencing business.</td>
<td>• Explain the importance of environmental responsibilities.</td>
<td></td>
<td>Exams, Quizzes, Current Events, Case Assignment</td>
</tr>
<tr>
<td>• Explain the importance of environmental responsibility.</td>
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<tr>
<td>Be effective problem solvers</td>
<td>Propose solutions to organizational issues</td>
<td>Apply the concepts, framework &amp; techniques of HRM to evaluate and recommend solutions for HRM problems.</td>
<td>Exams</td>
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<tr>
<td>• Solve business problems using analytical tools.</td>
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<td>Quizzes, Current Events, Case Assignment</td>
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<tr>
<td>Be effective communicators</td>
<td>Demonstrate effective oral communication skills.</td>
<td>Show proficiency in writing clear and concise using college level standard English writing, spelling, and grammar.</td>
<td>Exams</td>
</tr>
<tr>
<td>• Deliver effective oral presentations.</td>
<td>• Prepare effective written materials.</td>
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<td>Current Events, Case Assignment</td>
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<tr>
<td>• Prepare effective written reports.</td>
<td>• Work effectively in diverse Teams</td>
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<tr>
<td>Have interdisciplinary business knowledge</td>
<td>Explain key Management theories and practices.</td>
<td>Demonstrate knowledge of key strategic HRM concepts.</td>
<td>Exams</td>
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<tr>
<td>• Understand main concepts &amp; definitions in accounting, economics, finance, information systems, management, marketing, and operations management.</td>
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<td></td>
<td>Quizzes, Current Events, Case Assignment</td>
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<tr>
<td>• Integrate knowledge across disciplines.</td>
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Teaching Philosophy

My approach to teaching incorporates five key objectives: making the content relevant to the learner, maintaining a sincere level of enthusiasm for the topic, preparing for each lecture, setting challenging expectations for class participants, and being fair with and interested in each student. My main goal is for students to achieve the necessary level of understanding of the pertinent concepts and techniques relevant to the course domain while, simultaneously developing the needed skills and abilities needed for success in the business world.

To achieve these objectives and for my own self-development, I continually seek to incorporate new and innovative learning methodologies for classroom content delivery. I feel every class has its own "personality" and based on perceived class capabilities and size, I customize each course to maximize student interest and participation. By structuring each class so that students can be actively involved, the classroom becomes an avenue for critical thinking and the experimentation of new ideas.

I believe students deserve material which is current, relevant and practical as possible. To maintain currency and enthusiasm in the content domain of courses taught, I believe that I have a responsibility to remain current in the field and remain professionally active. As a professor, I feel that I also have an obligation to contribute to the larger academic environment and support activities which promote student development.

Credit Hours/ Weekly Hour Workload

For this course you should expect on average to spend an additional 1 – 2 hours per credit hour preparing outside of class each week. Therefore, for this 3 credit hour course you should expect to spend 2.5 hours in class each week and an additional 3- 6 hours outside of class reading course materials and preparing for course assignments and tests. Total time per week for this course will be between 5.5 – 8.5 hours per week averaged across the semester.

Prerequisite

MAN 3025 Contemporary Management Concepts

Required Text

Human Resource Management, 12 Ed.
Author: Gary Dessler
(2011) Publisher: Pearson


Students can purchase on-line at:
Course Website

We will utilize the course ANGEL website throughout the semester for posting additional learning resources and cases and exercises that are to be read prior to class. Course announcements and changes to the syllabi will also be posted on the ANGEL website. Please visit this site frequently throughout the semester. You will be responsible for this content.

Please make sure you have a picture of yourself on your Angel preferences. It will greatly help in allowing me and your classmates to learn your name. To add a picture to your Angel profile:

1. Login to ANGEL and click on the Preferences icon (it is the image of a head) located on left side of the window.
2. Click on the Personal Information link.
3. Write a little about yourself in the “About Me” section. Next, click on “add” for the Photo URL section and link to any picture of yourself (picture should clearly show your face).
4. Then scroll to the bottom and click on the Save button.

Attendance Policy

I do not intend to review all of the assigned textbook readings for the corresponding class session. Also, some of what I discuss in class will not be covered in your text. To do well in this course you will have to know both the text material and class lectures, including the class discussions and exercises. **While there is no formal attendance policy, habitual absences will have an adverse impact on your performance in this course.**

There are two sections of this course being taught back-to-back. You may attend either class session for regular class sessions. Exams must be taken in your scheduled time period, except for the final exam for which you can with prior approval arrange to take in the opposite class session.

Grading

**Two (2) exams**
- closed book and notes
- each exam will be worth 15% of final grade

**Final Exam**
- cumulative
- closed book and notes
- worth 20% of final

**Case Analysis**
- 7-10 page detailed analysis of an assigned HR management case
- worth 15% of final grade
<table>
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<tr>
<th>Career portfolio</th>
<th>- worth 15% of your total grade</th>
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<tbody>
<tr>
<td>Current Event Reports</td>
<td>- completing four current event reports using the format found in the syllabus addendum - worth 10% of final grade</td>
</tr>
<tr>
<td>Quizzes</td>
<td>- the top five scores of seven short quizzes given unannounced in class on assigned chapter reading. - worth 10% of your total grade</td>
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<tr>
<th>Course grades will be based on the following criteria:</th>
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<tbody>
<tr>
<td>975 - 1000 points = A</td>
</tr>
<tr>
<td>875 - 899 points = B+</td>
</tr>
<tr>
<td>775 - 799 points = C+</td>
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<tr>
<td>600 - 699 points = D</td>
</tr>
</tbody>
</table>

| Extra Credit: | A total of 20 points of extra credit may be earned. You may earn 10 points each for up to two current event reports that you volunteer to present to the class. Please note that the opportunity to make a presentation is up to the discretion of the professor. There will be more opportunities to present in the beginning of the semester then at the end. |

| Make-Ups: | Make-up exams will only be given when situations out of your control warrant provided that there is proper documentation (e.g., police report, doctor’s note). If you feel that a make-up exam is warranted, please contact the professor before the exam is scheduled if at all possible. |

**Use of Technology in the Classroom Policy**

Technology is an essential part of today’s learning environment. With the increasing use of technology, the need for the responsible use of such technology has likewise increased. Most FGCU students have, at some point, sat next to students who used their laptops or PDAs in class to check e-mail, talk to friends, text message, search the internet or play on-line games. Unfortunately, every person sitting around such students is distracted by this behavior and classroom learning decreases. As a result of these distractions, we will implement the following policy: Using laptops or PDAs in class to legitimately take notes or work on class projects is allowed, but all other use of laptops or PDAs in class is prohibited. Please respect your fellow students and professors and abide by this technology policy. Thank you.

**Cell Phone Policy**

Students are not allowed to use cell phones in class. Please turn them off as you enter the classroom and keep them stored out of sight in your backpack or pocket.
**Syllabus:**
The following outline indicates the topics to be covered and assigned readings for the semester. While an effort has been made to balance the workload throughout the course, as in the real world, there will be periods of time during the semester when the workload is greater. Therefore, it is recommended that you review this syllabus carefully and plan your time accordingly. Please note that the schedule may vary and I may make modifications as the term progresses.

<table>
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<tr>
<th>Date</th>
<th>Agenda</th>
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<tbody>
<tr>
<td>January 10 &amp; 12</td>
<td>Topic: Introduction to HRM /</td>
</tr>
<tr>
<td>Jan. 13 – Last day to withdraw for 100% refund</td>
<td>Read: Chapter 1</td>
</tr>
<tr>
<td>January 17, 19, 24 &amp; 26</td>
<td>Topic: Equal Employment and the Law</td>
</tr>
<tr>
<td>Jan. 17 – Cancellation for non-payment begins</td>
<td>Read: Chapter 2</td>
</tr>
<tr>
<td>January 31 February 2</td>
<td>Topic: Strategic HRM</td>
</tr>
<tr>
<td>Current Event 1 due on 1/31</td>
<td>Read: Chapter 3 and Chapter 5</td>
</tr>
<tr>
<td>Feb. 3 – Last day to withdraw from All classes for 25% refund</td>
<td>(pages 152 – 157 only)</td>
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<tr>
<td>February 7 &amp; 9</td>
<td>Topic: Job Analysis</td>
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<td></td>
<td>Read: Chapter 4</td>
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<tr>
<td>February 14</td>
<td><strong>EXAM 1</strong></td>
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<td>February 16 &amp; 21</td>
<td>Topic: Recruiting</td>
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<td>Read: rest of chapter 5</td>
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<tr>
<td>Date</td>
<td>Topic</td>
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<tr>
<td>February 23 &amp; 28</td>
<td><strong>Current Event 2 due on 2/23</strong></td>
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<tr>
<td>March 1 &amp; 13</td>
<td>Topic: Training and Development</td>
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<tr>
<td>March 15 &amp; 20</td>
<td><strong>Current Event 3 due on 3/20</strong></td>
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<tr>
<td>March 22</td>
<td><strong>EXAM 2</strong></td>
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<tr>
<td>March 23</td>
<td>Last day to withdraw without academic penalty</td>
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<tr>
<td>March 27 &amp; 29</td>
<td>Topic: Compensation Management</td>
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<tr>
<td>April 3</td>
<td><strong>Current Event 4 due on April 3</strong></td>
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<tr>
<td>April 5 &amp; 10</td>
<td>Topic: Fair Treatment/ Safety</td>
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<tr>
<td>April 12 &amp; 17</td>
<td>Topic: Labor Relations</td>
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<tr>
<td>April 17</td>
<td><strong>April 17: Case Study Analysis Due</strong></td>
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<td>April 19</td>
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University Statements

Academic Behavior Standards and Academic Dishonesty
All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found in the FGCU Student Guidebook under the Student Code of Conduct and Policies and Procedures sections. All students are expected to study this document which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at http://studentservices.fgcu.edu/judicialaffairs/new.html

Disability Accommodations Services
Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university's guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 239-590-7956 or TTY 239-590-7930.

Student Observance of Religious Holidays
All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

Distance-Learning
Information on distance learning courses is available online at http://itech.fgcu.edu/distance/

Online Tutorials
Information on online tutorials to assist students is available online at http://www.fgcu.edu/support/

ANGEL Learning Management System and Demonstration Site
Information on ANGEL is available online at http://elearning.fgcu.edu/frames.aspx and http://elearning.fgcu.edu/section/default.asp?id=xxxDemoonlinecoursestudent

Library Resources: Main page: http://library.fgcu.edu/
Addendum 1: CURRENT EVENT REPORTS

Each current event report should include a copy of the article and a two–three page report. The content of this report should include the following information:

Your Name:

Class Section: 9:30 or 11:00

Current Event Report #: i.e., 1, 2, 3, 4

Title: Of the article

Source: Potential sources include The Wall Street Journal, Fortune, Businessweek, Money, and HR Magazine; but any source is acceptable if it is relevant. It is strongly recommended that you read a business periodical on a regular basis.

Date: That the article was published. This should be within two months of the due date.

Summary: Approximately 1 ½ pages in length. These should be well written and provide a concise and complete synopsis of the article. Short articles will not work because they will not be able to be summarized into 1 ½ pages in length!

Relevance to Course: This should be a separate section of your report and should state specifically, which chapters, chapter sections, and key concepts this current event article pertains to. Approximately one paragraph in length.

Discussion Questions: After reading your current event article, list two course relevant questions that this article raised in your mind which could serve as a discussion vehicle if this article is presented in class.

DUE DATES: January 31; February 23; March 20; April 3
Addendum 2:

Career Portfolio
Due March 27

Prepare a sales plan for your most important product—yourself.

☐ Cover page – with your name, MAN 3301 Human Resource Management, spring 2012, and the job title of the desired job you want to pursue after graduation.

☐ Table of contents

☐ A one-two page summary that describes:
  o Your desired (ideal) job after graduation.
    ▪ Why do you want to work in this occupation?
    ▪ What company or companies have this job?
    ▪ What are the job prospects for this occupation?
    ▪ What is the average starting salary? How do you know this?
  o What you learned about yourself in doing this assignment and how you think this assignment will help you in the future.

☐ Resume:
  o A “before” version (your raw, initial resume)
  o An “after” version (your perfected resume with action words, accomplishments, and everything else we reviewed in class (see link on Angel). Feel free to do a Google search and use these findings to enhance your resume further.)
  o In a couple of paragraphs describe how you improved your resume and why you believe that this new version will be more effective.

☐ Cover letter: Use the examples covered in class as a guide or seek additional guidance from a Google search.

☐ Create a job description for the job you are seeking.
  o You may contact the HR department of the targeted job/company and ask for them to send you a copy as part of a course assignment – many HR departments will do this to help you out!
  o Conduct a Google search and hand cut and paste/ structure a job description based on the various information you find.
  o Go to http://www.onetonline.org/. This is the O*Net which is the governmental sponsored database of all job titles.
  o Include essential and non-essential job duties and the KSAO’s needed to perform the job duties.
☐ Preparation for the interview
  o Write answers to twelve common interview questions which can be found below.
  o Anticipate and create three **situational** *(not behavioral)* questions based on your job description.

☐ Report on what you can do to ensure a successful interview – use multiple bullet points for each of the following areas.
  o What will you do to prepare?
  o What will you do to ensure you make a good first impression?
  o What will be keys to having a successful interview?
  o What will you do once the interview has concluded?

☐ Excellent composition, spelling, grammar

**More information will be presented in class and placed on the course Angel page**