



Texas A&M University-Central Texas

MGMT 4388-110, CRN 80530, PB: HR Certification

Fall 2019 rev. 8.20.2019

Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

August 26–December 13, 2019

This is a web supported face-to-face course.

Course Access

This course meets face-to-face from 6:00 – 8:45 p.m. on Tuesdays in Founder’s Hall room 312. Specific meeting dates are identified in the course calendar and in the canvas classroom for each week under the page “What To Do?”. This course uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>] as a course platform for web-supported asynchronous online requirements. You will use your Canvas username and password communicated to you separately to log into this system. Additional information is located under Technology Requirements.

INSTRUCTOR INFORMATION

Instructor Contact Information

Course Instructor: Susan Word, SPHR, SHRM-SCP

Office location: Virtual

Office phone: 254-519-5437

Email address: susan.word@tamuct.edu

If you have any questions or concerns before class starts, please send an e-mail to susan.word@tamuct.edu. When sending an e-mail, please identify MGMT 4388 in the subject line! After class starts, *Canvas inbox is my preferred method* of communication.

Office hours: If you have any questions about this course or during the course, I am available through virtual office appointments. Due to my full-time position in HR, I am only available virtually by appointment. Please contact me by canvas inbox to set up an appointment. I usually respond to questions quickly, but not longer than 24 hours. If you haven’t heard from me in 24 hours, please contact me using a different method: text, phone, or email.

Student-instructor interaction: Canvas inbox is my preferred method of communication, and I typically respond within a few hours, but not more than 24 hours. If you do not receive a response within 24 hours, please contact me by phone, text or e-mail. If you need assistance, please send me an e-mail and Canvas inbox request, and we will find a time that works around our schedules. Finally, I am available by phone and typically answer the phone up to 6:00 pm. If I do not answer the phone, please leave a message and send a text and I will call you back as soon as possible.

Warrior Shield: Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [https://portal.publicsafetycloud.net/Account/Login] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

Course Overview and Description

In this course, students will review and apply previously learned concepts in human resource management and business, which may be assessed in entry-level human resource industry certification exams. Prerequisite(s): MGMT 3302.

Course Objectives

Upon successful completion of MGMT 4388 PB: HR Certification students should be able to recall and distinguish human resource and business concepts, correctly analyze and apply concepts learned to human resource situations and scenarios:

1. ***Human Resource Management:*** Demonstrate understanding of concepts related to HRM's integrated role in an organization by identifying and explaining HR's three roles in an organization as well as identifying, describing, and applying strategic HR concepts and business management concepts to designing and implementing effective and efficient human resource management programs that support the organization's mission, vision, values, and, strategic goals and objectives.
2. ***Staffing:*** Demonstrate understanding of concepts related to effective organizational staffing practices such as job analysis, job descriptions, job design and major motivation theories with particular emphasis on applying concepts to workforce planning, employer branding, recruiting, selection, and retention.
3. ***Total Rewards:*** Demonstrate understanding of concepts related to the components of the total rewards approach to compensation management and explain the relationship between effective compensation and benefits practices with particular emphasis on applying concepts related to target labor demographics, compensation philosophy, benefits selection, employer branding, recruiting, and retention.

4. ***Human Resource Development and Performance Management:*** Demonstrate understanding of concepts related to the ADDIE process, individual-centered and organization-centered approaches to talent management, performance management systems, and performance-focused organizational culture with particular emphasis on applying concepts to effective employee training, employee development, and performance management practices.
5. ***Employee Engagement and Retention:*** Demonstrate understanding of concepts related to employee engagement with emphasis on turnover, succession management and relationship management.
6. ***Employee Relations:*** Demonstrate understanding of concepts related to the impact of risk management, employee protection, employee rights, and collective bargaining on the employment relationship.
7. ***Health, Safety, Security and Legal Compliance:*** Demonstrate understanding of concepts related to employment laws and their key components which impact the seven significant functions of human resource management including strategy and planning, equal employment opportunity, staffing, talent management, total rewards, risk management and worker protection, and employee and labor relations.
8. ***Business Frameworks:*** Demonstrate understanding of concepts related to business acumen and global contexts; and ethical practice and leadership.
9. ***Business Soft Skills:*** Demonstrate understanding of concepts related to relationship management and communication; leadership and consultation.
10. ***Professionalism:*** Understand, apply and demonstrate professionalism as described under professional etiquette.

Module and week-level student outcomes are listed in the Canvas classroom at the beginning of each module.

Required Textbook

Phillips, J. M., & Gully, S. M. (2019). *Human Resource Management* (2nd ed.). Chicago, IL: Chicago Business Press.

Textbook ISBN-13: 978-0998814018

Textbook ISBN-10: 0998814016

Recommended Textbook

Woolever, N. (2019) *Ace Your SHRM Certification Exam: A Guide to Success on the SHRM-CP and SHRM-SCP Exams*. United States: SHRM

ISBN-9781586446154

COURSE REQUIREMENTS

Course Requirements

A syllabus serves as an instructional and study planning document for both faculty and students. Although every effort will be taken to complete the semester according to the syllabus, it may become necessary to make certain changes to facilitate the academic environment better. In such an event,

changes will be announced within one week of the change decision in the Canvas classroom. Changes may be made within the last two weeks of the semester only in exceptional circumstances. Conflicts between Canvas and the syllabus will be resolved according to syllabus requirements. Following is a description of the major course assignments as well as other components that make up the total grade for this course.

Professional Etiquette

Students are expected to embody professionalism to include the following: ***Demeanor*** – polite and well-spoken, demonstrating tact, respect, compassion, appreciation, inclusive, mature - not rude, belligerent, arrogant, or aggressive; ***Reliable*** – follow through on tasks in a timely manner, communicate unanticipated events; ***Competent*** – commit to learning and applying content from the course, act in a responsible manner and practice sound judgement, seek assistance when appropriate; ***Ethical*** – honest and trustworthy; ***Equality*** – refrain from giving or seeking preferential treatment unless supported by the office of Student Success, adhere to published policies of the university, seek assistance or clarification when appropriate. A student who violates professional etiquette in a manner that is egregious (as determined by the instructor) may result in a failing grade for the course. A less severe penalty may be assigned by the instructor depending on the circumstances of the situation.

Understanding of Course Design

This course design is distinctly different from other courses as it is intended to assist student in preparing for taking an industry exam. Unlike other courses, this course is intended to reinforce content learned throughout your BBA HRM program. A micro learning approach is used to provide frequent practice for exam questions through practice quizzes and progress checks. This course concludes with a cumulative final exam. A passing score on the SHRM-CP, aPHR, PHR or HRCI practice exam will result in a 100% on the final exam.

In-class Discussions & Activities: 390 points (13 @ 30 points each)

In-class graded criteria include both discussions of content learned in the textbook and application exercises to help you with obtaining higher level of situational analysis in weeks 2 through 15. In-class discussions and activities are related to each ***week's stated topics and learning objectives***.

Be prepared for class. Be sure to watch the required videos, complete required readings and chapter quizzes ***before class starts***, and bring any questions you may have. Students are typically expected to answer specific questions or summarize information in writing on the class whiteboard or orally as a presentation to the class. ***Students are encouraged to bring mobile technology to class for collaborations in pairs, small groups, and in a class-wide format.***

Because discussions and application exercises are student-to-student interactive applications, you must be present in the classroom to receive in-class activity points. Students who arrive late or leave early will receive a 10% penalty. Further: A student's behavior that is unprofessional and or violates etiquette expectations will receive a Canvas Inbox message from me and a 10% deduction on the course requirement. A 25% deduction per occurrence will be assessed on the course requirement after that. Online netiquette and in-person professional conduct is related to course outcome 10 and is required at all times.

Grading Criteria: In-Class Contributions

- Preparation: 50% Student demonstrated preparation for the class through appropriate questions, comments, and responses within the learning environment. (Late for class or left early -3 points)
- Active Participation: 50% Student actively participated in discussions. Collaborated with fellow students, contributed to written and or oral responses and summaries. Demonstrated professional etiquette.

Reflective Journals: 30 points (2 @ 15 points each)

Reflective journals are a mile marker in your learning experience where you are provided the opportunity for self-reflection, sharing your learning experience to this point in the course, self-assessment of progress, and an opportunity to create needed change and control the learning process. The reflective journal is an individual assignment and a descriptive account of your incremental learning over the duration of the course related to *course outcomes 1-9*. This journal not only provides you with an opportunity to reflect on what you have learned so far, but it also helps the professor to understand your unique learning experience. Information from journal entries will also help to improve the overall course experience for you and subsequent students.

This reflection is worth 15 points. Please answer all of the questions below.

- Describe your most memorable learning experience(s) in completing this assignment.
- Which discussions or activities most contributed to your ability to correlate the material to real-world application and why?
- Which discussion or activities least contributed to your ability to correlate the material to real-world application and why?
- How did you contribute to the learning experiences of other students?
- How did other students contribute to your learning experience?
- What aspects of the course allowed you to control your learning pace and experience?
- Are there any aspects of the course that could be improved to allow better control of your pace and learning experience?
- Are there any other comments you would like to share about your learning experiences so far?

Grading Criteria: Reflective Journal

- Reflection: 50% (2.5 points) Student provided a thoughtful reflection of questions posed.
- Complete: 50% (2.5 points) Student provided a timely and complete response to questions posed for reflection.

Practice Quizzes: 755 points (13 @ 15 points each & 28 @ 20 points each)

Practices quizzes provide students an opportunity to self-assess progress in understanding concepts presented in the readings and videos as well as reinforce concepts and learn from missed questions. Practice quizzes are related to each *week's stated topics and learning objectives*. *Practices quizzes are low stress based on their design allowing them to be retaken as many times as you like keeping the highest grade*. Practice quizzes prepare students for progress checks and the final exam. Students are highly encouraged to retake practices quizzes multiple times as they pull from question banks with 20–

80 practice questions, which may be on the progress checks and finale exam. Remember – You are practicing to take a certification exam. Frequent practice thinking through and completing test questions is the best way to do this. Practice often!

- The first practice quiz begins with 15 true/ false questions for one point each. (Weeks 2–14)
- The second practice quiz includes 10 questions at 2 points each. (Weeks 1–14)
- The third practice quiz includes 5 situational based questions for 4 points each. (Weeks 1–14)

Practices quizzes will be completed and submitted in Canvas, then scored automatically through A&M-CT's Web-supported Canvas application. A note of caution, choosing not to take the quizzes can have a negative impact on your grade over the duration of the course. Also, keep in mind that quizzes must be completed by the due date posted in the course schedule. Finally, opportunities to complete quizzes late for course credit will only be provided with written documentation of an unavoidable or unforeseeable event.

Progress Checks: 740 points (4 checks @ 185 points each)

Progress checks are comprehensive and assess knowledge and understanding of *module-level objectives*. There are four progress checks staged throughout the course. Each progress check will include content from the respective module as well as previously learned content from preceding modules. This is because you are studying for a comprehensive certification exam, it is important to revisit previously learned content, so you do not lose it. *Progress check #1 supports course outcomes 1, 7, 8, & 9; #2 supports 1, 2, & 7; #3 supports 3, 4, & 7; and #4 supports 3, 5, 6, & 7.*

Progress checks include 60 true/false and multiple-choice questions. Points are assessed similar to the practice quizzes of 1 point for T/F questions, 2 points for knowledge based multiple choice questions, and 4 points for situational multiple-choice questions. Progress checks are anticipated to take approximately 80 minutes each, and they must be completed in class as designated in the course schedule. Progress checks will be completed in class utilizing the Canvas platform; questions will be scored automatically through A&M-CT's Web-supported Canvas application.

Students who do not attend class to complete the progress check will receive a 0 even if he/she took the progress check during class time in another location. An exception will be made for those students with accommodations from the Office of Access and Inclusion.

Opportunities to complete progress checks late will only be provided with written documentation of an unavoidable or unforeseeable event. Progress checks represent the independent work of students; teamwork will not be permitted on progress checks. Further: any progress checks not made up as approved and arranged by the professor will receive a zero.

Final Exam: 580 points

There will be one final exam administered during the semester, which *assesses knowledge and understanding of course-level objectives 1-9*. The final exam will be completed in class. However, successful completion of the SHRM-CP or aPHR exam or practice exam during the course will substitute for a 100% score on the final exam. Documentation of a passing score is required.

This exam includes 135 true/false and multiple-choice questions, which assesses content from the required textbook, additional readings, and videos. The exam will include 57% knowledge items and 43% higher order situational questions. The final exam is anticipated to take approximately three hours, and it must be completed in class as designated in the course schedule. Questions will be scored automatically through A&M-CT's Web-supported Canvas application.

Students who do not attend class to complete the exam will receive a 0 even if he/she took the exam during class time in another location. An exception will be made for those students with accommodations from the Office of Access and Inclusion. Opportunities to complete exams late will only be provided with written documentation of an unavoidable or unforeseeable event. Exams represent the independent work of students; teamwork will not be permitted on exams. Further: any exam not made up as approved and arranged by the professor will receive a zero.

Instructor Policies:

Instructor's policies can be found at the end of the syllabus under [Instructor Policies Related to Absence, Grading, etc.](#)

Course Grading Criteria

Graded requirements support course objectives and include a combination of discussions, assignments, quizzes, and exams.

Grade Composition

16.83%	In-class Contributions 390 points (13 @ 30 points each); Reflective Journals 30 points (2 @ 15 points each)
30.26%	Practice Quizzes 755 points (13 @ 15 points each & 28 @ 20 points each)
29.66%	Progress Checks 740 points (4 @ 185 points each)
23.25%	Final Exam 580 points
100%= 2495 total points	

This is a pass/fail course similar to industry certification exam outcomes. Pass/fail grades will be computed using the following point scale. **Passing 2495-1996 total points**. Failing 1995-0 points. There are no bonus assignments in this course.

Posting of Grades

All student grades will be posted in the Canvas Grade book within 7 days of submission and/or close of the course requirement. However, most grades will be returned within 3-5 days. Students should monitor their grades through this tool and report any issues immediately.

Submitting Course Requirements

Please submit all course requirements through the Canvas classroom unless otherwise noted in the calendar. If you are unable to post to the Canvas classroom due to an unexpected difficulty, please send me an e-mail explaining the difficulty. Be sure to place MGMT 4388 in the subject line! Then, post or complete the course requirement in the Canvas classroom as soon as you can, so that you may receive feedback and a grade for the course requirement.

COURSE OUTLINE AND CALENDAR

Complete Course Outline

I reserve the right to make changes to the course schedule if the need arises. If changes are made, you will be notified in advance of the change through a posted announcement in the Canvas classroom. Required video time commitment is estimated as ~ minutes. Additional videos may be added throughout the course as commentary related to concepts in the required textbook and student questions. Links to all course requirements are located in the Module for each week. **Please Note: The in-class agenda is the anticipated agenda for the day. However, due to the fluid nature of learning and discussions, the agenda is intended as a guide rather than a rigid schedule of events.**

Week 1: August 27, Tuesday

Module 1

August 27th Class Begins

August 26th -28th Add/Drop/Late Registration

Before Class

- **Module 1 opens (08/26)**
- Review the course syllabus with emphasis instructor policies
- Review HRCI and SHRM Competencies, link located in Canvas, Modules, Additional Resources
- Read Article: [The Leadership Cliff](#)

In-class Content

- A picture of you to give to the instructor – What brought you to HR as a profession?
- Textbook Check - Bring the required textbook
- Student introductions & desired outcomes
- Syllabus Review & expectations [understanding quick check]
- Discussion of the Certification Exam
- Discussion of HR Competencies
- Week 1 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)
- 1_ Complete Practice Quiz Comp M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 2_ Complete Practice Quiz Comp Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

Topics Covered

- Expectations
- Certification Exams
- HR Competencies

Week 2: September 3, Tuesday

Module 1

September 2nd Labor Day

Before Class

- Read Ch. 1 Strategic Human Resource Management
- Watch Video Case Happy Time Toys (Phillips & Gully, 2019)
- Read article: Three Deadly Sins of Strategic Planning
- Watch video: Mergers and Acquisitions Explained: A Crash Course on M&A (13:14)
- Watch video: Risk Analysis and Risk Management: Evaluating and Managing Risks_(1:56) plus article
- 3_Complete Practice Quiz 1 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 4_Complete Practice Quiz 1 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 5_Complete Practice Quiz 1 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Parking lot – questions
- Discussion of HR Competencies
- Discussion of Business Strategies
- Week 2 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)
- Watch video: Aequus - Global Mindset (0:46)
- Read web page: Blizzard Entertainment Mission & Values

Topics Covered

- Competitive Strategies
- Global Issues
- Risk Management
- SHRM Code of Ethics
- HR Disciplines/Functional areas
- Risk Management Strategies
- Strategic Planning tool

Week 3: September 10, Tuesday

Module 1

September 11th Last day to drop with no record

September 10th Tuesday 1:30 to 2:00 HR Warriors Leadership Team

Before class

- Read Ch. 2 The Role of HRM is Business
- Read article: Human Resource Information Needed for M&A Due Diligence
- Watch Videos “Life at Zappos” and Zappos: Where Company Culture is #1”
- Read Article:_10 Principles of Change Management
- Watch Video: and read article: What is Corporate Social Responsibility (CSR)_(2:00) plus article
- Read Article:_Excerpt — The Sustainability Sweet Spot
- Read Article:_Triple Bottom Line
- 6_ Complete Practice Quiz 2 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 7_ Complete Practice Quiz 2 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 8_ Complete Practice Quiz 2 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- What is Culture?
- Discussion of Organizational Culture
- Discussion of Corporate Social Responsibility
- Discussion of Ethics and variations based on geography.
- Activity small group discussion: how do current or previous employer demonstrate Ethics and CSR.
- Week 3 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- | | |
|-----------------------------------|------------------------------|
| ➤ Organizational Culture | ➤ Dimensions of Culture |
| ➤ Ethical Practice | ➤ Global Cultural Influences |
| ➤ Corporate Social Responsibility | ➤ Managing Change |
| ➤ Metrics | ➤ Mergers and Acquisitions |

Week 4: September 17, Tuesday

Module 1

Before class

- Read Ch. 3 The Legal Context of HRM
- Read the handout: Employment Laws by the Numbers
- Read Ch. 12 Creating a Healthy Work Environment, p. 366-373
- Watch Required Videos, BASF Diversity + Inclusion: Everyone Counts”
- Watch Video: Legal vs. Ethical Liability: A Crisis of Leadership and Culture (15:05)
- 9_ Complete Practice Quiz 3/12 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 10_ Complete Practice Quiz 3/12 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 11_ Complete Practice Quiz 3/12 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In Class Content

- Name that law and application
- In-class Video Schoolhouse Rock- How a Bill Becomes a Law (3:00)
- Discussion Title VII and additions
- Group discussion of Sexual Harassment, Quid Pro Quo, Hostile Work Environment & Retaliation
- In-class Video We Love You...Now Change, Diversity Training Video (Perry the Peacock) (1:49)
- Week 4 in-class Contributions: on time presence, preparation for class, and active participation in class (30 points)
- 12_1st Progress Check (week 2-4 content) (185 points) SUPPORTS FINAL EXAM
 - This course assessment is password protected
- Reflections on the course experience (15 points)

Topics Covered

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|--|--|
| <ul style="list-style-type: none"> ➤ Employment Laws ➤ Title VII ➤ Equal Employment Opportunity ➤ Harassment ➤ Diversity Programs ➤ Compliance | <ul style="list-style-type: none"> ➤ Adverse Impact/Disparate Treatment ➤ FMLA, ADA, ADEA, EPA, WARN, IRCA, COBRA, HIPAA, OSHA ➤ Leadership Theories ➤ HR Competencies |
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Week 5: September 24, Tuesday

Module 2

Before class

- Read Ch. 4 Analyzing Work and Human Resource Planning
- Watch Videos “Did you know 2016”
- 13_ Complete Practice Quiz 4 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 14_ Complete Practice Quiz 4 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 15_ Complete Practice Quiz 4 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- In-class Video: 5 Steps To Successful Workforce Planning
- Discussion of Forecasting, Supply & Demand analysis.
- Discussion of Job Analysis and Job Descriptions.
- Group discussion of Organizational Structure types.
- Week 5 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- Workforce Planning
- Labor Market Analysis
- Organizational Structures
- Types of Job Analysis
- Job Analysis Methods
- Conducting a Job Analysis

Week 6: October 1, Tuesday

October 5th Deadline to submit a graduation application for participation in the commencement ceremony

Module 2**Before class**

- Read Ch. 5 Sourcing & Recruiting
- Watch Videos “GroundWarehouseJobs Preview”
- Read Article: Top 10 Things Talent Acquisition Leaders Need to Do in 2015
- 16_Complete Practice Quiz 5 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 17_Complete Practice Quiz 5 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 18_Complete Practice Quiz 5 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- 2 groups sourcing candidates for a position using LinkedIn & Indeed.
- Discussion of Recruiting and Sourcing methods and tools.
- Group discussion of Screening and Interviewing methods
- Discussion of Succession Planning
- Week 6 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

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|----------------------------------|------------------------------|
| ➤ Staffing Methods | ➤ Succession Planning |
| ➤ Recruiting Metrics | ➤ Employer Value Proposition |
| ➤ Applicant Tracking <i>HRIS</i> | ➤ Legal Compliance |
| ➤ Screening Methods | ➤ Negligent hiring |

Week 7: October 8, Tuesday

Module 2

October 8th Tuesday 1:30 to 2:00 HR Warriors Leadership Team Meeting

Before class

- Read Ch. 6 Selection & Hiring
- Watch Videos “Diversity Challenges-What Would You Do?”
- Read Article: S.T.A.R. Method for Behavioral Interviewing
- Read Article: 5 Candidate Screening Best Practices
- Read Article: What Is Succession Planning? Your Steps to Success
- 19_ Complete Practice Quiz 6 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 20_ Complete Practice Quiz 6 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 21_ Complete Practice Quiz 6 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Group discussion of Screening and Interviewing methods
- Discussion of legal implications and compliance of selection
- Discussion of Succession Planning
- Week 7 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)
- 22_2nd Progress Check (week 5-7 content) (185 points) SUPPORTS FINAL EXAM
 - This course assessment is password protected

Topics Covered

- | | |
|----------------------------------|------------------------------|
| ➤ Staffing Methods | ➤ Succession Planning |
| ➤ Recruiting Metrics | ➤ Employer Value Proposition |
| ➤ Applicant Tracking <i>HRIS</i> | ➤ Legal Compliance |
| ➤ Screening Methods | ➤ Negligent hiring |

Week 8: October 16, Tuesday

Module 3

Before class

- Read Ch. 7 Training and Development
- Read article: “The Gamification of Learning”
- Read article: How to Calculate ROI for Training
- Watch video: Steps for Creating a Positive New Employee Onboarding Experience (2:02) plus article
- Read article: ADDIE Model
- Watch video: ADDIE
- 23_ Complete Practice Quiz 7 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 24_ Complete Practice Quiz 7 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 25_ Complete Practice Quiz 7 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Learning Styles
- Discussion of the ADDIE Model
- Group discussion of training delivery methods
- Discussion of Global training challenges
- Week 8 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- Designing Training
- ADDIE Model
- Training Delivery
- Learning Styles
- Conducting Training
- Evaluating Training
- Onboarding & Orientation
- Training as competitive advantage & ROI
- Linking Career Performance and Training

Week 9: October 22, Tuesday

Module 3

October 24th Thursday 1:30 to 2:00 HR Warriors Leadership Team Meeting

October 26th-30th Dr. Rebecca & HR Warriors at HR Southwest Conference

Before class

- Read Ch. 8 Performance Management
- Watch video, “How to Discipline an Employee”
- Read article: Using a Balanced Scorecard Approach to Measure Performance
- Read article: Seven Ways To Positively Transform Your Annual Review Process
- 26_ Complete Practice Quiz 8 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 27_ Complete Practice Quiz 8 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 28_ Complete Practice Quiz 8 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- SMART Goals
- Discussion of Performance Management Process.
- Group discussion of setting goals and measuring performance.
- Group discussion of biases.
- Week 9 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- SMART Goals
- Performance Management Process
- Measuring Performance
- Understanding Biases
- Communicating Expectations
- Disciplinary Actions & PIP

Week 10: October 29, Tuesday – October 31, Thursday

Module 3

Before class

- Read Ch. 9 Base Compensation
- Read Ch. 10 Incentives, p. 312-318, 323-328
- Watch video: The Role of Compensation Philosophies [\(6:38\)](#)
- Read Article: Global Organizations Face in Planning and Executing Compensation Processes?
- Watch Video, “Employee Motivation Comedy Sketch” and respond to questions.
- Read article & watch video: “Extrinsic vs. Intrinsic Motivation: What’s the Difference?”
- 29_ Complete Practice Quiz 9/10 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 30_ Complete Practice Quiz 9/10 M/C (10 questions; 20points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 31_ Complete Practice Quiz 9/10 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Discussion of Compensation and Pay Grades.
- Group discussion Market Pricing.
- Group discussion of Designing Rewards Plans.
- Discussion of Pay for Performance.
- Exercise: Aligning Incentives with Business Strategy p.333
- Week 10 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)
- 32_3rd Progress Check (week 8-10 content) (185 points) SUPPORTS FINAL EXAM
 - **This course assessment is password protected**

Topics Covered

- Compensation Strategy/Philosophy
- Market Pricing
- Aligning pay with Business Strategy
- Pay Systems
- Global Compensation issues
- Legal Compliance
- Equity issues
- Variable incentives
- Salary Compression

Week 11: November 5, Tuesday

Module 4

November 8th Last day to drop a course with a "Q" or withdraw with a "W"

Before class

- Read Ch. 11 Benefits
- Watch video: HR Basics: Employee Benefits (7:47)
- Read Article: EMPLOYEE BENEFIT TRENDS FOR 2019
- Read Article: Employee Benefit Trends Impacting Hiring & Retention in 2018
- Read ch.12 Creating a Healthy Work Environment p. 374-381
- Read article: Managing Safety and Health
- 33_ Complete Practice Quiz 11/12 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 34_ Complete Practice Quiz 11/12 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 35_ Complete Practice Quiz 11/12 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- In the news...
- Discussion of Mandatory and Voluntary Benefits
- Group discussion laws governing benefits.
- Discussion about creativity in benefits packages.
- Week 11 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- Benefits Strategy/Philosophy
- Types of Benefits
- Legal Implications
- Benefits as a part of EVP
- Review Course Outcome 3

Week 12: November 12, Tuesday

Module 4

November 11th Veterans Day

Before class

- Read Ch. 13 Creating Positive Employee-Management Relations
- Read article: Unfair labor practice
- Watch video: “HR Basics: Labor Relations”
- 36_ Complete Practice Quiz 13 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 37_ Complete Practice Quiz 13 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 38_ Complete Practice Quiz 13 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Latest from the NLRB
- Discussion about Labor Unions and Collective Bargaining.
- Group discussion on Conflict Management Strategies.
- Week 12 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- Labor Unions and Collective Bargaining
- Global Labor Relations
- Conflict Management
- Leadership and Navigation

Week 13: November 19, Tuesday

Module 4

Before class

- Read Ch. 14 Managing Engagement
- Watch video: Employee Engagement Strategy (2:21)
- Watch video: Driving Employee Engagement | Daniel Pink_(23:41)
- 39_ Complete Practice Quiz 14 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 40_ Complete Practice Quiz 14 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 41_ Complete Practice Quiz 14 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Engaged/Disengaged Statistics
- Discussion about Employee Engagement.
- Discussion about engagement in Global organizations.
- Discussion on effects of voluntary and involuntary turnover.
- Week 13 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)
- 42_4th Progress Check (week 11-13 content) (185 points) SUPPORTS FINAL EXAM
 - This course assessment is password protected
- Reflections on the course experience (15 points)

Topics Covered

- Employee Engagement
- Retention
- Succession Planning
- Measuring Engagement & Retention
- Rightsizing/Downsizing

Week 14: November 26, Tuesday

Module 5

November 28th & 29th Thanksgiving

December 2nd Student End of Course Survey Opens

Before class

- Watch Video, “7 tips to succeed with your Global HR transformation”
- Read Article, “EPRG Framework”
- Read Article, “International Business Strategy”
- Watch video: Intercultural Communication Adventure with Little Pilot (1:55)
- Read Article, “Managing International Assignments”
- 43_ Complete Practice Quiz 15 T/F (15 questions; 15 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 44_ Complete Practice Quiz 15 M/C (10 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM
- 45_ Complete Practice Quiz 15 Sit (5 questions; 20 points) SUPPORTS PROGRESS CHECK AND FINAL EXAM

In-class Content

- Discussion about Perlmutter’s
- Headquarters Orientations
- Group discussion Outsourcing, offshoring, Onshoring, Near-shoring.
- Group discussion Managing Global Assignments.
- Week 14 In-class Contributions: on time presence, preparation for class, and active participation in class (30 points)

Topics Covered

- Global HR Issues
 - Global Business Strategies
 - Managing Global assignments
 - Location Strategies
-

Week 15: December 3, Tuesday

Module 5

December 13th Last day to file for Degree Conferral

Before class

- Study-study-study!!
- Utilize practice assessments as many times as you like

In-Class Content

- **In-class contributions and preparation for class (30 points)**
- Review for final exam

Topics Covered

- Review of any materials covered

Week 16: December 10, Tuesday

Module 5 – Wrap Up

December 13th Class ends

December 13th Commencement Ceremony Bell County Expo Center 7:00 p.m.

Before class

Optional – in lieu of final – take practice aPHR and report score \$50

Optional – in lieu of final – take aPHR and report score \$400 (national average pass rate 85%)

Optional – in lieu of final – take practice PHR and report score \$85

Optional – in lieu of final – take PHR and report score \$495 (national average pass rate 59%)

Optional – in lieu of final – take SHRM-CP and report score \$350-\$400 (national average pass rate 70%)

In-class Agenda

- **46_Final Exam** (Weeks 1-15) (580 points) SUPPORTS COURSE OUTCOMES 1-9
 - **This course assessment is password protected**

Topics Covered

- Review Course Outcome 1-10

Summary of Important Dates:

August 26th Class Begins

August 26th -28th Add/Drop/Late Registration

September 2nd Labor Day

September 11th Last day to drop with no record

October 4th Deadline to submit a graduation application for participation in the commencement ceremony

November 1st Deadline to Submit GRE/GMAT Scores to the Office of Graduate Studies

November 8th Last day to drop a course with a “Q” or withdraw with a “W”

November 11th Veterans Day

November 21nd & 22rd Thanksgiving

December 2nd Student End of Course Survey Opens

December 13th Class ends

December 13th Commencement Ceremony Bell County Expo Center 7:00 p.m.

December 13th – January 20th Winter Break Classes Start January 21st

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

For this course, you will need reliable and frequent access to a computer and the Internet. If you do not have frequent and reliable access to a computer with an Internet connection, please consider completing Web-supported activities in the A&M-CT computer lab (Founder’s Hall, 113) or contact [Dr. Rebecca](#) to discuss your situation.

To view online media, you will need a headset or speakers to be able to listen to online resources.

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Technology Support

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other Technology Support

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

For issues related to course content and requirements, contact [Dr. Rebecca](#). Remember, technology issues are not an excuse for missing a course requirement – make sure your computer is configured correctly, address issues well in advance of deadlines, and have a backup plan.

COURSE AND UNIVERSITY PROCEDURES AND POLICIES

Drop Policy

If you discover that you need to drop this class, you must complete a [Drop Request Form](#) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid the penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations, please contact the Office of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](#) Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

Important information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. Tutor.com tutoring **will not** offer writing support beginning August 1, 2019 but will continue to offer other tutoring support.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

The University Writing Center

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University-Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online-only hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any.

Library Services

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group workspaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

Instructor Policies Related to Absence, Grading, etc.

Late policy

All discussions and activities are due on the date designated on the syllabus course schedule unless otherwise posted in the classroom announcements. In some situations, an alternate due date can be arranged for assignments before the due date, except items due in week 16. A ten percent penalty will be assessed for late assignments. Assignments that are late will not be accepted more than three days late without written documentation of an emergency or unavoidable unplanned event.

All late assignments should be uploaded to the Canvas classroom. Contributions to discussions or activities will not be accepted late because they are dependent on the interaction of other students. Students with written documentation supporting an emergency or unplanned event may contact me for an alternate assignment of equal value and work related to each missed discussion. It is your responsibility to contact me and request the alternate assignment at the time you return to the virtual class.

Plagiarism

Students whose assignment contains plagiarized information, i.e., failing to cite and reference the information source in properly applying APA formatting to citations and references, will receive a 0 for the assignment and possibly a referral to Student Affairs. However, I reserve the right to reduce the penalty if I believe plagiarism was unintentional or very minor in impact. Students whose assignment

contains inadequate effort will receive a substantial deduction in points, i.e., a citation that does not include the author and date in the citation or a reference missing the majority of the required information.

The operation of the online course and being an online student

Students' learning experiences will be largely impacted by interaction with the instructor and other students as part of a learning community. Therefore, by registering for a Web-based course, you have committed to participate in your course discussions as well as other online activities. Plan to participate regularly.

Keep in mind that this course is a full sixteen-week course

The Canvas class begins on Monday and concludes on Sunday. Each week includes practices quizzes, discussions and activities supporting assignments and exams.

- I suggest briefly reviewing all graded course requirements due in the current module before you complete assigned readings and multimedia.
- Read assigned readings and complete chapter quizzes before attending class.
- Begin developing ideas for your assignment when you read the related chapter. Some students will complete assignments quickly, and others will take much longer. Please plan accordingly to ensure you do not encounter technical difficulties trying to submit an assignment to Canvas at the last minute.
- Complete quizzes and retake them to increase your score. Quizzes are typically open in advance and due before class starts.
- All exams are completed in class.

Ms. Word's Personal Statement

Hello and welcome. I have been a Human Resources practitioner for the past 21 years and currently am an independent HR Consultant. In my practice, I provide human resources solutions that help businesses and government entities achieve organizational goals. I focus on workforce planning and simplifying employment processes. I also help organizations build stronger leaders by delivering customized training and development programs.

I have been teaching certification preparation courses since 2011. I look forward to working with you to help you understand how to apply the foundational principles in a variety of situations. Preparation for certification is not an easy task, but the reward of successfully completing the certification exam will be a leg up throughout your HR career.

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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Have a wonderful winter break!