

1/7/2023

Course Title, Number, Section Number: BUS 346-00001 Strategic Human Resource Management
Course Meeting dates/times: N/A, Online Asynchronous Mode
Course Meeting room: N/A

Instructor: Dr. J. Li; Associate Professor

Office Location: 321 Luther Bonney Hall

Email: jie.li@maine.edu;

Cell Phone: 810-391-8083

Office Hours: By appointment (Zoom meeting)

Course Materials & Books:

Required:

Human Resource Management: People, Data, and Analytics (1st edition), by Talya Bauer, Berrin Erdogan, David Caughlin, and Donald Truxillo; Publisher: Sage; ISBN: 9781506363127;

Supplemental:

There are supplemental materials including online short articles, videos, and HR analytical skill demonstrations and data, etc. They are provided on Brightspace course site on a weekly basis in the forms of Discussion Forum and Assignment.

Technology Requirements:

Access to Excel, and access to internet. **Students can download Office 365 free of charge from the website of IT Services of USM.**



Source: TrenData

Course Description, including format:

This is an introductory course on the principles of planning, directing, and controlling people functions in an organization. This course highlights the importance of human resource management in today's competitive business environment. Prominence is devoted to human resource management activities and decisions facing managers throughout the organization as well as the duties and responsibilities of

human resource professionals. The course will also examine the impact of human resource management practices and decisions on both organizational and individual performance.

Learning Outcomes:

The purpose of this course is to assist the student in gaining working knowledge of the major human resources functions in a modern organization. Specific attention will be given to several broad learning objectives. You will be expected to gain more understanding of the following:

1. The contexts for HRM including strategic, social, technological, legal, etc.
2. The key features and activities associated with a range of HRM functions including selection, performance management, compensation, benefits, etc.
3. The actual HRM practices and issues in real companies in recent years.
4. Using HR Analytics to facilitate HRM decision making.

Class Schedule and Assignments:

The tentative course schedule and other information is in the following table. The content of the schedule as well as the other parts of the syllabus may change throughout the semester. If changes are made to the syllabus, students can find the most up to date syllabus on the course site on Brightspace.

Week	Chapter Reading	Deliverables
W1: 1/17---1/22	Chapter 1: Intro to HRM	Quiz 1, Discussion 1, Assignment 1
W2: 1/23---1/29	Chapter 2: Strategic HRM, Data-Driven Decision Making, & HR Analytics	Quiz 2, Discussion 2, Assignment 2
W3: 1/30---2/05	Chapter 3: Data Management & HRIS	Quiz 3, Discussion 3, Assignment 3
W4: 2/06---2/12	Chapter 4: Diversity, Inclusion, and Equal Employment Laws	Quiz 4, Discussion 4, Assignment 4
W5: 2/13---2/19	Chapter 5: The Analysis and Design of Work	Quiz 5, Discussion 5, Assignment 5
W6: 2/20---2/26	Chapter 6: Workforce Planning and Recruitment	Quiz 6, Discussion 6, Assignment 6
W7: 2/27---3/05	Chapter 7: Selection Processes & Procedures	Quiz 7, Discussion 7, Assignment 7
W8: 3/06---3/12	Midterm Exam (Ch1-7)	
W9: 3/13---3/19	Spring Break	
W10: 3/20---3/26	Chapter 8: Training, Development, and Careers	Quiz 8, Discussion 8, Assignment 8
W11: 3/27---4/02	Chapter 9: Performance Management	Quiz 9, Discussion 9, Assignment 9
W12: 4/03---4/09	Chapter 10: Managing Employee Separation & Retention	Quiz 10, Discussion 10, Assignment 10
W13: 4/10---4/16	Chapter 11: Developing Pay Structure	Quiz 11, Discussion 11, Assignment 11
W14: 4/17---4/23	Chapter 12: Rewarding Performance	Quiz 12, Discussion 12, Assignment 12
W15: 4/24---4/30	Chapter 13: Managing Benefits	Quiz 13, Discussion 13, Assignment 13
Finals Week	Final Exam	

Quizzes:

There is an online quiz associated with each chapter/week. The purpose of the quizzes is to provide an incentive for you to read the chapters and be familiar with the concepts in each chapter. In each quiz, you will answer 20 multiple choice questions that are randomly drawn from a larger pool of questions. The content of each quiz is based on the chapter assigned to the week. You will have up to **two** attempts

in taking each quiz, with 60 minutes for each attempt. If you take two attempts, the higher grade will be your final grade for that quiz. The lowest quiz grade will not count toward the final grade of the course.

Discussions:

There is one online discussion forum associated with each chapter/week. It is essential that your first posting is created before the end of Thursday of each week in order to allow enough time for students to comment on each other’s postings. If the initial posting of a student is done after the end of Thursday, she/he will lose one point per day late. You are expected to watch a short video and/or read a short article about a hot HR topic and share your thoughts about a couple of questions with your classmates. The purpose of the discussions is to connect you with real world HR problems and practices, and to provide you with opportunities to develop an HRM-oriented mindset. You need to post your own original, thoughtful, and systematic answers to all the questions before you can reply to others’ posts. You must comment/reply to two or more different classmates’ posts. When you comment on others’ posts, you need to say something different, either reinforcing or countering others’ ideas, or you can offer an alternative idea. If others commented on your posts or ask you a question, you should respond thoughtfully and timely. The specific rubrics for discussion posts can be found on Brightspace. The lowest discussion grade will be dropped.

HR Analytics Assignments:

There is one HR Analytics Assignment for each chapter/week. The purpose of these assignments is to teach you how to use Excel to perform HR related data analyses in order to aid HR decision making. HR Analytics is becoming more commonly used in today’s organizations because HRM is more and more based on scientific research and evidence. For each of the assignments, you are provided with a PPT tutorial file and an Excel file. The tutorial gives you step by step examples and the Excel file gives you the data needed for your own independent analysis. First, you need to use the Excel tutorial data to replicate the examples illustrated in the PPT file. Then, you will use the Excel practice data to answer some questions listed on the second last slide of the PPT file. The rubrics for the assignments can be found on Brightspace. The lowest HR Analytics Assignment grade will be dropped.

Midterm and Final Exams:

A Midterm Exam and a Final Exam will be given online. The purpose of the exams is to assess students’ overall understanding of the chapters. There will be multiple choice questions that are randomly selected out of a large pool of questions, essay questions, and HR analytics questions. More detailed instructions will be provided in the exam.

Assessment:

Students’ learning are assessed by using quizzes, discussions, HR analytics assignments, and exams. Quizzes will assess the understanding and retention of basic HR concepts and factual information. Discussion will assess the ability of applying HR knowledge to analyze HR issues. HR analytics assignments will assess the ability to use HR data to make HR decisions. The assessment criteria/rubrics for Discussions and HR Analytics Assignments are provided on Brightspace.

Grading Criteria:

Final grades will be based strictly on your point total. Grading is a very slippery slope. For the sake of fairness, no “rounding up” will occur. Please plan/prepare accordingly.

94% = A	82% = B	70% = C	Below 60% = F
90% = A-	78% = B-	65% = C-	
86% = B+	74% = C+	60% = D	

Grade Distribution	
Quizzes (12@20 points each)	240 points
Discussions (12@20 points each)	240 points
HR Analytics Assignments (12@20 points each)	240 points
Midterm & Final Exam (2 @ 100 points each)	200 points
Total	920 points

Course Evaluations:

At the end of each semester every student has the opportunity to provide constructive feedback on the course. It is important to me that you take the time to let me know your thoughts about the course. I use your feedback to make improvements in the course materials, assignments, and outcomes.

HR Websites:

Several websites related to HR can be used to explore additional information about the field.

- Academy of Management, HR Division: <http://www.hrdiv.org>
- American Staffing Association: <http://www.staffingtoday.org>
- Bureau of Labor Statistics: <http://www.bls.gov>
- Department of Labor: <http://www.dol.gov>
- Dictionary of Occupational Titles (DOT): http://www.wave.net/upg/immigration/dot_index.html
- Educational Testing Service (GRE & other tests): <http://www.ets.org/>
- Employment Standards Administration: <http://www.dol.gov/esa>
- Equal Employment Opportunity Commission: <http://www.eeoc.gov>
- Findlaw: <http://www.findlaw.com>
- Human Resources Information: <http://humanresources.about.com/>
- Human Resources Internet Guide: <http://www.hr-guide.com/>
- International Association for Human Resource Information: <http://www.ihrim.org/>
- International Personnel Mgmt. Association Assessment Council: <http://www.ipmaac.org/>
- International Public Management Association for Human Resources: <http://www.ipma-hr.org>
- National Human Resources Association: <http://www.humanresources.org/>
- Occupational Outlook Handbook: <http://www.bls.gov/oco/>
- Office of Federal Contract Compliance Programs: <http://www.dol.gov/dol/esa/ofccp>
- O*NET: Occupational Information Network: <http://www.doleta.gov/programs/onet/>
- Performance 3: <http://www.zigonperf.com/resources/links.html>
- Society for Industrial and Organizational Psychology (SIOP): <http://www.siop.org/>
- Society for Human Resource Management (SHRM): <http://www.shrm.org>
- Workforce Management: <http://www.workforce.com>
- Workindex.com: <http://www.workindex.com>
- WorldatWork: <http://www.worldatwork.org>

Top HR Journals:

Many students get excited about human resources as a career path and often ask where they might find more information. The following journals, which publish scientific research directed toward understanding HR problems, are excellent sources for current developments in this field. Ask the librarians about how to access the electronic publication data base of these journals.

- *Journal of Applied Psychology*
- *Personnel Psychology*
- *European Journal of Work & Organizational Psychology*

- *Academy of Management Journal*
- *Journal of Management*
- *Journal of Vocational Behavior*
- *Human Performance*
- *International Journal of Selection and Assessment*
- *Human Resource Management Review*
- *Research in Personnel and Human Resource Management*

Email:

HR professionals must be able to communicate properly with email. Email is an important part of this course. Make sure you follow these professional email etiquette rules:

<https://www.inc.com/business-insider/email-etiquette-rules.html>

COURSE POLICIES

COURSE EXPECTATIONS

1. All quizzes, discussions, and assignments are made available from the beginning of the semester. Please do not wait until the last few hours to do all the work. These deliverables account for 80% of the total grade. So, take each of them seriously. **Because they are available to you with large time windows, any missed quizzes, discussions, and assignments will result in grades of zero.**
2. **Missed exams will result in grades of zero.**
3. You are expected to **spend 9-12 hours/week on this course**. Please make sure you accommodate this time commitment within your other personal, professional, and academic commitments.

CLASS CANCELLATION

N/A due to this course being an online asynchronous class.

ATTENDANCE POLICY: Inclement Weather

N/A due to this course being an online asynchronous class.

TECHNOLOGY IN THE CLASSROOM

N/A due to this course being an online asynchronous class.

ACADEMIC INTEGRITY / PLAGIARISM

Everyone associated with the University of Southern Maine is expected to adhere to the principles of academic integrity central to the academic function of the University. Any breach of academic integrity represents a serious offense. Each student has a responsibility to know the standards of conduct and expectations of academic integrity that apply to academic tasks. Violations of academic integrity include any actions that attempt to promote or enhance the academic standing of any student by dishonest means. Cheating on an examination, stealing the words or ideas of another (i.e., plagiarism), making statements known to be false or misleading, falsifying the results of one's research, improperly using library materials or computer files, or altering or forging academic records are examples of violations of this policy which are contrary to the academic purposes for which the University exists. Acts that violate academic integrity disrupt the educational process and are not acceptable.

Evidence of a violation of the academic integrity policy will normally result in disciplinary action. A copy of the complete policy may be obtained from the office of Community Standards and Mediation, online

at usm.maine.edu/community-standards-mediation/academic-integrity or by calling and requesting a copy at (207) 780-5242.

FINAL EXAMINATION

See the section of Final Exam.

It is a USM academic policy that no tests or exams may be scheduled during the last week of classes.

UNIVERSITY POLICIES AND RESOURCES

DISABILITY ACCOMMODATIONS

The university is committed to providing students with disabilities equal access to all university programs and services. If you think you have a disability and would like to request accommodations, please contact the Disability Services Center. Timely notification is essential. The Disability Services Center can be reached by calling 207-780-4706 or by email dsc-usm@maine.edu. If you have already received a faculty accommodation letter from the Disability Services Center and would like to request accommodations for this course, please provide me with that information as soon as possible. Please make a private appointment so that we can review your accommodations together.

TUTORING AND WRITING ASSISTANCE

Tutoring at USM is for *all* students, not just those who are struggling. Tutoring provides active feedback and practice, and is available for writing, math, and many more subjects. Walk-in tutoring is available at the Glickman Library in Portland, the Gorham Library, and the LAC Writing Center. For best service, we recommend making an appointment at <https://usm.maine.edu/learningcommons/schedule-tutoring-appointment>. Questions about tutoring should be directed to Naamah Jarnot at 207-780-4554. Interested in becoming a more effective, efficient learner? Check out <https://usm.maine.edu/agile!>

HEALTH AND COUNSELING

Counseling is available at USM. The best way to schedule an appointment is by phone at 780-5411. More information is available at <https://usm.maine.edu/uhrs>.

RECOVERY ORIENTED CAMPUS CENTER (ROCC)

A peer support community for students in recovery from substance abuse and other mental health conditions is available at USM. More information may be found online at <https://usm.maine.edu/recovery> or by contacting ROCC at 207-228-8141.

NONDISCRIMINATION POLICY AND BIAS REPORTING

The University of Southern Maine is an EEO/AA employer, and does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran's status in employment, education, and all other programs and activities. The following person has been designated to handle inquiries regarding non-discrimination policies: Amie Parker, Interim Director of Equal Opportunity, The Farmhouse, University of Maine Augusta, Augusta, ME 04333, 207.581.1226, TTY 711 (Maine Relay System). Incidents of discrimination or bias at USM should be reported to Associate Vice President for Student Affairs David Roussel at 207-780-5242.

STATEMENT ON RELIGIOUS OBSERVANCE FOR USM STUDENTS

Absence for Religious Holy Days: The University of Southern Maine respects the religious beliefs of all members of the community, affirms their rights to observe significant religious holy days, and will make reasonable accommodations, upon request, for such observances. If a student's religious observance is in conflict with the academic experience, they should inform their instructor(s) of the class or other

school functions that will be affected. It is the student's responsibility to make the necessary arrangements mutually agreed upon with the instructor(s).

TITLE IX STATEMENT

The University of Southern Maine is committed to making our campuses safer places for students. Because of this commitment, and our federal obligations, faculty and other employees are considered mandated reporters when it comes to experiences of interpersonal violence (sexual assault, sexual harassment, dating or domestic violence, and stalking). Disclosures of interpersonal violence must be passed along to the University's Deputy Title IX Coordinator who can help provide support and academic remedies for students who have been impacted. More information can be found online at <http://usm.maine.edu/campus-safety-project> or by contacting Sarah E. Holmes at sarah.e.holmes1@maine.edu or 207-780-5767.

If students want to speak with someone confidentially, the following resources are available on and off campus: University Counseling Services (207-780-4050); 24 Hour Sexual Assault Hotline (1-800-871-7741); 24 Hour Domestic Violence Hotline (1-866-834-4357).

POLICY ON ACCEPTABLE CONDUCT IN CLASS SETTINGS

If a student substantially disrupts a class, the professor may ask the student to align with this policy on conduct in a class setting. If the student refuses, the professor may, at their discretion, ask the student to leave. If the professor takes this step, they must attempt to communicate with the student and provide informal counsel and advice. The professor may elect to notify their dean of the situation as well. If the student disrupts the class again, the professor may, at their discretion, provide a written notification to the student, describe the offending behavior, and refer the student's case to the appropriate academic dean and notify the dean of students that an official student conduct code violation has occurred [<https://usm.maine.edu/community-standards-mediation/conduct-process>].