



Date		Credits	3 Credits
Course Title	Human Resource Management	Course Number	MA30220
Pre-requisite (s)	GEB 1011	Co-requisite (s)	None
Hours	45 Hours		

Place and Time of Class Meeting

San Ignacio University
 3905 NW 107 Avenue, Suite 301
 Miami, FL 33178

Name and Contact Information of Instructor

Book required

(The Institution recognizes the use of the textbook in the classroom as part of the educational methodology and strategy applied in diverse materials. The textbook is part of the curriculum and is used to reach the student in an effective manner in the classroom. Every student is expected to acquire and use the textbook.)

Human Resource Management, 14/E
 Gary Dessler
 ©2015 | Pearson | Published: n/a
 ISBN-10: 0-13-354517-2 | ISBN-13: 9780133545173

Classroom expectations for students

Attendance Policy

Students are expected to attend all scheduled university classes for the courses that they are registered for and to achieve the goals set forth by each class instructor. Attendance is taken daily. Enrolled students are permitted no more than 2 “free” absences in one semester. Students missing 3-5 classes over the course of the semester will receive a one-letter grade deduction from their final course grade; missing more than 6 classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of an absence.



Student Tardiness Policy

A student is considered tardy/late if he/she comes to class 15 minutes late. With three tardies the student accumulates one full absence. If the student misses half of the class period, it is a full absence. When a student has more than 6 tardies, the instructor will contact the San Ignacio University Coordinator of Student Affairs and Academic Department and request an intervention session with the student. The goal of the intervention session is to develop and implement an intervention program to help students learn new ways to save and manage time.

NOTE: Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. Plagiarism includes the unauthorized copying of software and the violation of copyright laws. Students who commit plagiarism will obtain a grade of “Failure” on their exam or assignment.

Course Description

The purpose of this course is to provide students with a complete understanding of the essentials in personnel management concepts and techniques. Among the topics studied we have: The manager’s role in strategic human resource management, Recruitment, Placement, Performance management, Compensation, Ethics, Justice, and Fair treatment in HR management.

Learning Objectives

At the end of this course the student will be able to:

- To summarize Human resource management and describe equal opportunity law
- To describe the managers role in strategic human resource management
- To explain what is planning and strategic planning, strategic human resource management, building high-performance HR practices, and tools for evidence-based HR
- To analysis a job and determine the human resource requirements of the job as well as specific duties and responsibilities
- To discuss personnel planning and recruiting and human resource planning determining what sorts of people need to be hired and recruited
- To describe employee testing and selection and discuss the techniques you can use to ensure you’re hiring the right people
- To evaluate the process of interviewing candidates and explain how you interview effectively
- To assess training and developing employees and performance management appraisals
- To discuss coaching, careers, and talent management and explain strategic pay plan
- To evaluate and assess pay for performance and financial incentives
- To explain benefits and services and define ethics, justice, and fair treatment in HR management



- To describe labor relations and collective bargaining and how to deal with unions
- To identify employee safety and health and describe managing global human resources
- To discuss and describe managing human resources in entrepreneurial firms

Topical Outline and Schedule

DATE		WEEK 1
SPECIFIC OBJECTIVES	Describe the course. <ul style="list-style-type: none"> • Explain what human resource management is and how it relates to the management process • Briefly discuss and illustrate each of the important trends influencing human resource management • List and briefly describe important traits of today's human resource managers • Discuss and illustrate each of the important trends influencing human resource management • Describe four important resource manager competencies. • Outline the plan of this book 	
TOPIC (S)	Syllabus Discuss Library Orientation Course, Instructor to verify completion <ul style="list-style-type: none"> • Explain and describe what is human resource management and why it is important • Identify why human resource management is important to all managers • Discuss the trends shaping human resource management • Describe the globalization and competition trends and technology trends of human resource management • List and describe important trends in human resource management • Describe the plan of this book and review the basic themes and features 	
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion of Syllabus • Review Key Terms • Group discussion 	

HOMEWORK & ASSIGNED READINGS	Review the Syllabus Complete the Library Orientation Course. Instructor to verify completion. Homework: Chapter 1 pp. 2-25
	Discussion Questions p. 21 1-5 1-4 Individual and group activities p. 21 1-7 Experiential exercise p. 22 1 - 1 3 - 1 6 Application case p. 23 1-20-22 Continuing case p. 23 1-23-24
DATE WEEK 2	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain the importance of and list the basic features of Title VII of the 1964 Civil rights act and at least five other equal employment laws • Describe post-1990 employment laws including the Americans with Disabilities Act and how to avoid accusations of sexual harassment at work • Illustrate two defenses you can use in the event of discriminatory practice allegations, and cite specific discriminatory personnel management practices in recruitment, selection, promotion, transfer, layoffs, and benefits. • List the steps in the EEOC enforcement process • Discuss why diversity management is important and how to install a diversity management program
TOPIC (S)	Discuss Final Class Project & Presentation, List of Topics <ul style="list-style-type: none"> • Discuss equal employment opportunity act of 1964-1991 • Discuss the equal employment opportunity 1990-91-Present • Explain managing the new workforce by enforcing equal employment laws with international employees • Describe the defenses against discrimination allegations • Recognize the illustrative discriminatory employment practices • Analyze the EEOC enforcement process and the diversity management and affirmative action programs
LEARNING ACTIVITIES	Participate in a forum. <ul style="list-style-type: none"> • Instructor led group discussion • Analysis of reading • Check of the reading

HOMEWORK & ASSIGNED READINGS	<p>Homework: Chapter 2 pp. 26-59 Discussion Questions p.52 2-3-2-6 Individual and group activities p. 52 2-7- 2- 13 Experiential exercise p. 52/53 2-15- 2-17 Application case p. 53 2-18 2-23 Continuing case p. 54 2-29 2-33</p>
DATE WEEK 3	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain with examples each of the eight steps in strategic management process
	<ul style="list-style-type: none"> • List with examples the main types of strategies • Define strategic human resource management and give an example of strategic human resource management in practice • Give at least five examples of HR metrics • Give five examples of what employers can do to have high-performance systems
TOPIC (S)	<p>Discussion of student topic selection, library research, tentative bibliography</p> <ul style="list-style-type: none"> • Explain why strategic planning is important to all managers • Describe the fundamentals of management and planning • Evaluate the strategic management process and the type of strategies • Discuss strategic human resource management strategies and policies • Describe managing HR in challenging times and adjusting policies • Identify high-performance work system and policies and practices
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Part 1 Video Cases Appendix • Group discussion • Participate in a forum

HOMEWORK & ASSIGNED READINGS	<p>Investigate concepts and kinds of objectives. Library Research. Develop Tentative Bibliography</p> <p>Due: Project Topic Due: Tentative Bibliography</p> <p>Homework: Chapter 3 pp. 60-85 Discussion Questions p. 80 3-3 3-7 Individual and group activities p.80 3-3 3-7 Experiential exercise p. 80/81 Application case p.81 3-18 3-20 Continuing case p. 82 3-21 3-22 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p.82/83 3-23 3-24</p>
DATE WEEK 4	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Define talent management and explain why it is important • Discuss the process of job analysis, including why it is important • Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires and observation

	<ul style="list-style-type: none"> • Explain how you would write a job description • Explain how to write a job specification • Explain competency – based job analysis, including what it means and how it’s done in practice • Explain the main techniques used in employment planning and forecast • Explain and give examples for the need for effective recruiting • Name and describe the main internal source of candidates • List and discuss the main outside source of candidates • Explain how to recruit a more diverse workplace • Discuss practical guidelines for obtaining application information
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TOPIC (S)	<p>Due: Project Topic Due: Tentative Bibliography</p> <ul style="list-style-type: none"> • Describe the basics of job analysis and the uses, steps and guidelines • List and identify the methods for collecting job analysis information • Evaluate the process of writing job descriptions and writing ones that comply with ADA • Explain the writing job specifications and compare trained versus untrained personnel • Discuss the job analysis in a worker-empowered world • Describe the recruitment and selection process and planning and forecasting • Explain the need for effective recruiting and discuss why it's important • Recognize the pros and cons of using internal sources of candidates • Describe using outside sources of candidates via the internet • Evaluate background investigations and other selection methods
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Review: Key Terms • Carry out a micro-class • Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Homework: Chapter 4-5 pp. 86 - 155 Discussion Questions p. 115 4-4 4-11 p.149 5-5 5-9 Individual and group activities p. 115/116 4-12 4-14 p.150 5-10 5-15 Experiential exercise p. 116 4-15 4-18 p. 150 5-16 5-18 Application case p. 116/117 4-24 4-25 p.151 5-27 5-30 Continuing case p. 117 4-26 4-29 p.151 5-31 5-32 Translating Strategy into HR policies & Practices case: The hotel Paris case p.117/118 4-30 4-31 p.152 5-33 5-35</p>
DATE	WEEK 5

SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Answer the question : “ Why is it important to test and select employees? • Explain what is meant by reliability and validity. • List and briefly describe the basic categories of selection tests, with examples • Explain how to use two work simulations for selection Describe four ways to improve an employer’s background checking process • List and give examples of the main types of selection interviews • List and explain the main errors that can undermine an interview’s usefulness • Define a structured situational interview and give examples of situational questions, behavioral questions and background questions that provide structure What are the main points to know about developing and extending the actual job offer?
TOPIC (S)	<ul style="list-style-type: none"> • List guidelines for interviews • Describe the basic types of employment interviews • Compare and contrast structured versus unstructured interviews • Discuss APPs 4 U: Iphone job interviews • Describe managing HR in challenging times and acing the skype interview • Identify what errors can undermine an interview’s usefulness • Illustrate and explain how to design and conduct an effective interview
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Review : Key Terms • Carry out a micro-class • Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Chapter 6-7 pp. 156-217 Discussion Questions p. 183 6-6 6-10 p. 208 7-4 7-9 Individual and group activities p. 183 6-11 6-14 p.208 7-10 7-16 Experiential exercise p. 183 p.209 7-17 7-18 Application case p. 184 6-20 6-21 p.209 7-23 7-25 Continuing case p. 184/185 6-22 6-24 p. 210 7-26 7-27 Translating Strategy into HR policies & Practices case: The hotel Paris case p.185 6-25 6-28 p. 210 7-28 7-29</p>
WEEK 6	

SPECIFIC OBJECTIVES	<p>EXAM I</p> <ul style="list-style-type: none"> • Summarize the purpose and process of employee orientation • List and briefly explain each of the steps in the training process • Explain how to use five training techniques • List and briefly discuss four management development methods • List and briefly discuss the importance of the steps in leading organizational change • Explain why a controlled study may be superior for evaluating the training program's effect
TOPIC (S)	<ul style="list-style-type: none"> • Orientation and onboarding new employees • Overview of training process • Designing & implementing training program • Implementing management development programs • Managing organizational change programs • Evaluating training effort
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Part 2 Video Class appendix • Instructor led group discussion • Review Appendix for chapter 8
HOMEWORK & ASSIGNED READINGS	<p>Chapter 8 pp 218-257 Discussion Questions p. 249 8-3 8-9 Individual and group activities p. 250 8-10 8-17 Experiential exercise p. 250 8-18 8-19 Application case p. 251 8-29 8-31 Continuing case p. 252 8-32 8-34 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p.252/253 8-35 8-37</p>
DATE WEEK 7	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Describe the appraisal process • Define performance management and discuss how it differs from performance appraisal • Develop, evaluate and administer at least four performance appraisal tools • Explain and illustrate the problems to avoid in appraising performance • Perform an effective appraisal interview • Explain how to “segment” employees for appraisal and reward purpose

TOPIC (S)	<ul style="list-style-type: none"> • Describe a comprehensive approach to retaining employees • Explain why employee engagement is important , and how to foster such engagement • Discuss what employers and supervisors can do to support employees' career development needs • List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions • Explain each of the main grounds for dismissal
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group discussion • Carry out a micro-class • Review: Chapter Summary
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 9 pp. 258 - 291 Discussion Questions p. 285 9-5 9-11 Individual and group activities p. 285 9-12 9-16 Experiential exercise p. 286 9-18 9-20 Application case p. 287 9-34 9-36 Continuing case p. 288 9-37 9-38 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p.288 9-39 9-40</p>
DATE	WEEK 8
ECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Describe a comprehensive approach to retaining employees • Explain why employee engagement is important , and how to foster such engagement • Discuss what employers and supervisors can do to support employees' career development needs • List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions • Explain each of the main grounds for dismissal
TOPIC (S)	<ul style="list-style-type: none"> • Managing employee turnover and retention • Managing employee engagement • Career management • Employee li-cycle career management • Managing dismissals
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Part III Video Cases Appendix • Group discussion • Check of the reading

HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 10 pp. 294-327 Discussion Questions p. 315 10-3 10-7 Individual and group activities p. 315 10-8 10-14 Experiential exercise p. 316 10-15 10-17 Application case p. 317 10-24 10-26 Continuing case p. 317 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p. 317/318 10-30 10-32</p>
DATE WEEK 9	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • List the basic factors determining pay rates • Define and give an example of how to conduct a job evaluation • Explain in detail how to establish a market –competitive pay plan • Explain how to price managerial and professional jobs • Explain the difference between competency –based and traditional pay plans • Explain how you would apply four motivation theories in formulating an incentive plan
TOPIC (S)	<ul style="list-style-type: none"> • Discuss establishing strategic pay plans and the basic factor in determining pay rates • Describe the legal considerations in compensation • Explain the mobile PDA Handheld time sheets solutions • Describe the independent contractor and the union influences on compensation decisions • Compare competitive strategy, corporate policies , and compensation • Illustrate and describe salary and incentives in tough times • Evaluate and list the steps in establishing pay rates • Explain the pricing managerial and professional jobs • Describe competency-based pay and discuss special topics in compensations
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Analysis of the examples raised in class • Instructor led group discussion • Review: Key Terms

HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 11 pp. 328-359 Discussion Questions p. 358 11-5 11-10 Individual and group activities p.359 11-11 11-15 Experiential exercise p. 359 11-16 Application case p. 360 11-19 11-21 Continuing case p.360/361 11-22 11-25 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p. 361 11-26 11-28</p>
DATE WEEK 10	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain how you would apply four motivation theories in formulating an incentive plan <ul style="list-style-type: none"> • Discuss the main incentives for individual employees • Discuss the pros and cons of commissions versus straight pay for salespeople • Describe the main incentives for managers and executives • Name and describe the most popular organization –wide incentive plans
TOPIC (S)	<ul style="list-style-type: none"> • Discuss pay for performance and financial incentives • Explain the money and motivation in linking performance and pay • Describe individual employee incentive and recognition programs • Identify incentives for salespeople and for managers and executives • Discuss team and organization wide incentive plans • Analyze the designing effective incentive programs and the impact of financial and nonfinancial incentives
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion • Part IV Video Case Appendix • Analysis of assigned reading
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 12 pp. 366-395 Discussion Questions p. 388 12-4 12-10 Individual and group activities p. 388 12-11 12-14 Experiential exercise p. 388/389 12-15 12-16 Application case p. 390 12-22 12-25 Continuing case p. 390 12-26 12-29 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p. 391 12-30 12-32</p>
DATE WEEK	

SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Name and define each of the main pay for time not worked benefits • Describe each of the main insurance benefits • Discuss the main retirement benefits • Outline the main employees’ services benefits • Explain the main flexible benefit programs
TOPIC (S)	<ul style="list-style-type: none"> • Benefits Picture • Pay for time not worked • Insurance Benefits • Retirement benefits • Personal services and family-friendly benefits • Flexible benefits programs
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion • Study: Key Terms • Instructor led group discussion
HOMEWORK & ASSIGNED READINGS	<p>Due: First Draft of Final Project</p> <p>Chapter 13 pp.396-427 Discussion Questions p. 421 13-6 13-9 Individual and group activities p. 421 13-10 13- 13 Experiential exercise p. 422 Application case p. 422 13-18 13-20 Continuing case p. 423 13-21 13-23 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p.423/424 13-24 13-26</p>
DATE WEEK	
SPECIFIC OBJECTIVES	<p>MIDTERM EXAM II</p> <ul style="list-style-type: none"> • Explain what is meant by ethical behavior at work • Discuss important factors that shape ethical behavior at work • Employ fair disciplinary practices • Explain what is meant by employee relations and what employers can do to improve it.

TOPIC (S)	<ul style="list-style-type: none"> • Basic of Ethics and fair treatment at work • What shapes ethical behavior at work? • Using human resource tools to promote ethics and fair treatment • Managing employee discipline • Managing employee relations
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Participate in a forum • A review of the literature • Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Chapter 14 pp. 428 -455 Discussion Questions p. 448 14-6 14-12 Individual and group activities p. 448- 14-13 14-17 Experiential exercise p. 449 14-18 14-19 Application case p. 450 14-24 14-26 Continuing case p. 450/451 14-27 14-30 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p.451 14-31 14-33</p>
DATE	WEEK 13
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Give a brief history of the American labor movement • Discuss the main features of at least three major pieces of labor legislation • Present examples of what to expect during the union drive election • Illustrate with examples of bargaining that is not in good faith • Develop a grievance procedure • Describe a strategy for cooperative labor relations
TOPIC (S)	<ul style="list-style-type: none"> • Discuss labor relations and collective bargaining • Describe and give a brief history of the American Union Movement • Explain union and the laws and describe periods of strong and modified encouragement coupled with regulation • List and describe the steps of the union drive and election process • Discuss what you can expect the union to do to win the election • Analyze the collective bargaining process and the contract agreement • Describe the sources of grievances and list the guidelines for handling grievances • Identify the union movement today and tomorrow
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Instructor led group discussion • Study: Key Terms • Carry out a micro-class

HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Chapter 15 pp. 456-487 Discussion Questions p. 482 15-4 15-8 Individual and group activities p. 482 /483 15-9 15-12 Experiential exercise p. 483 Application case p. 484 15-17 15-20 Continuing case p. 484 15-21 15-23 Translating Strategy into HR policies & Practices case: The Hotel Paris Case p. 484/485 15-24 15-25</p>
DATE	WEEK
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain the supervisor’s role in safety • Explain the basic facts about safety law and OSHA • Answer the question, “What causes accidents?” • List and explain five ways to prevent accidents • List five workplace health hazards and how to deal with them • Discuss the prerequisites for a safety plan and how to set up a basic security program
TOPIC (S)	<ul style="list-style-type: none"> • Safety and the manager • Manager’s briefing on occupational safety law • Accidents in the workplace • How to prevent accidents • Workplace health hazards • Occupational security and risk management
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Instructor led group discussion • Analysis of reading • Review: Chapter summary
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Chapter 16 pp. 488-531 Discussion Questions p. 519 16-8 16-12 Individual and group activities p. 520 16-13 16-17 Experiential exercise p. 520 Application case p. 525 16-29 16-32 Continuing case p. 525 16-33 16-35 Translating Strategy into HR policies & Practices case: The Hotel Paris case p.526 16-36 16-39</p>
DATE	WEEK

<p>PECIFIC OBJECTIVES</p>	<p>Final Project Final Presentation Final Exam</p> <ul style="list-style-type: none"> • List the HR challenges of international business • Illustrate with examples how intercountry differences affect HRM • List and briefly describe the main methods for staffing global organizations • Discuss some of the important issues to keep in mind in mind training , appraising, and compensating international employees • Explain with examples how to implement a global human resource management program • Explain why HRM is important to small business and how small business HRM is different from that in large business • Give an example of how entrepreneurs can use their small size to improve their HR process • Discuss how you would choose and deal with a professional employee organization • Describe how would you create a start-up human resource system for a new small business
<p>TOPIC (S)</p>	<ul style="list-style-type: none"> • Discuss managing human resources in entrepreneurial firms • Describe the small business challenge and HR management is different • Discuss why using internet and governmental tools to support the HR effort • Explain leveraging small size and familiarity, flexibility, and informality and HRM • Analyze and describe using professional employer organizations
<p>LEARNING ACTIVITIES</p>	<ul style="list-style-type: none"> • Part V Video Cases Appendix • Review: Appendix for Chapter 18 • Group discussion
<p>HOMEWORK & ASSIGNED READINGS</p>	<p>Chapter 17 & 18 pp. 532-579 Discussion Questions p. 552 /575 17- 6 17-10 18- 3 18-6 Individual and group activities p. 552 /576 17- 11 17-16 18-7 18-9 Experimental exercise p.553/576 Application case p. 553 /576/577 17-20 17-22 18 - 14 18 - 17 Continuing case p. 554 /577 17-23 17-26 18-18 18-20 Translating Strategy into HR policies & Practices case: The Hotel Paris p.554/577 17-27 17-29 18-21 18-26</p>

Instructional Methods

In developing methodological strategies, it is best to discuss them between teachers and students in an environment of freedom and mutual agreement in order to ensure that the students make them their own and take responsibility for their execution and for attaining the goals of this course.

The following strategies may be used in this class:

1. A review of the literature.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Individual and group discussions.
6. Preparation of reports.
7. Preparation of a didactic plan.
8. Carrying out a micro-class.

Additional Instructional Materials and References

- Human Resource Management: Gaining a competitive advantage, 8/e by Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright (Hardcover-January 3, 2012)
- Human Resource Management, 13/e by Robert L. Mathis, John H. Jackson (Hardcover- August 19, 2010)
- Fundamentals of Human Resource Management by Ramond Noe, John Hollenbeck, Barry Gerhart, Partick Wright (Paperback-March 4,2011)

Assessment Criteria and Methods of Evaluating Students

96 – 100%	→ A
90 – 95%	→ A-
87 – 89%	→ B+
83 – 86%	→ B
80 – 82%	→ B-
77 – 79%	→ C+
73 – 76%	→ C
70 – 72%	→ C-
67 – 69%	→ D+
63 – 66%	→ D
60 – 62%	→ D-
< 59%	→ F

Do not count on a curve!

Generally, the grades “A” through “C-” are considered passing grades. Grades “W” and “I” indicate that no grades were earned for the course. A “W” grade indicates that the student withdrew from the course. An “I” grade indicates that the student was passing the course, but failed to complete all the required course work. The instructor, in his/her discretion may grant an “I” grade instead of an “F”, pending completion of the course work by the student within a specified time arranged by the instructor and told to the student. It is the student's responsibility to follow-up with the instructor to complete the course work. If the course work is not completed by the arranged time, the “I” grade becomes an “F”.

Distribution of Grade Elements

Homework:	15% (5% each)
Exams I, II, III:	30% (10% each)
Final Presentation:	30% (15% each)
Final Research Project:	25%
Total:	100 %

Date Syllabus Was Last Reviewed: November 2016

***Break Times: 10 minutes per hour.**