

Instructor:	Brian Loher, Ph.D.	Class Time:	MWF	1:00 - 1:50	PM
Phone:	662-4777	Location:	South Hall 208		
Office:	South Hall 152	Credit Hours:	3		
E-mail:	bloher@mansfield.edu	Office Hours:	M	2:00 - 4:00	PM
Prerequisites:	Must have 15 earned credits		T & Th	9:45 - 11:15	AM
Web Site:	D2L (All updates posted on web site)		Other times by arrangement		

Optional Text Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2016). *Fundamentals of human resource management* (6th ed.). New York, NY: McGraw-Hill. (Newer edition available at a much higher price!)

We will NOT make heavy use of this text. We WILL use multiple web sites and other resources.

Course Description (University) "Introduces the field of Human Resource Management (HRM). Covers strategic management and HRM, the legal context, measurement of job content, recruiting, selection, and human resource development."

Course Student Learning Outcomes (CSLOs) <i>By the end of this course, students should be able to recognize, list, describe, or discuss:</i>	Activities Where Students Demonstrate CSLO or PSLOs (see p. 3 of syllabus for descriptions)	Program Student Learning Outcomes (PSLOs)*
<ul style="list-style-type: none"> Stages of strategic planning process How strategy relates to HR practices 	Exam Strategy Summary	PSLO 1, 2, & 4
<ul style="list-style-type: none"> Constitution, laws, Executive Orders, regulations, and case law that affects employment decision making Agencies that monitor compliance with EEO and affirmative action Disparate treatment and disparate impact 	Exams Legal Presentation	PSLO 1, 3, 4, & 5
<ul style="list-style-type: none"> Uses, sources, and legal expectations for work analysis information Information gathered/reported in a generic work analysis O*NET system 	Exam Job Description Presentation	PSLO 1, 2, 4, & 5
<ul style="list-style-type: none"> Examples of internal and external recruiting sources 	Exams Selection Presentation	PSLO 1, 2, 4, & 5
<ul style="list-style-type: none"> Basic statistics and levels of measurement, including examples Definition of reliability and validity and operational strategies to assess them 	Exam	PSLO 1 & 2
<ul style="list-style-type: none"> Pros and cons of alternative procedures as applied to selection process Strategies for combining predictor scores. Terminology and procedures to assess the utility of selection techniques 	Exam Selection Presentation	PSLO 1, 2, 4, & 5
<ul style="list-style-type: none"> Key components in a basic model of the training process Characteristics, advantages/disadvantages of various training techniques Training evaluation designs and types of criteria 	Exam Training Project	PSLO 1, 2, 4, & 5

*APA – Undergraduate Psychology Program Student Learning Outcomes (PSLOs- Adopted by MU Psychology 5/11/15)

Goal 1: Knowledge Base in Psychology: "Students should demonstrate fundamental knowledge and comprehension of the major concepts, theoretical perspectives, historical trends, and empirical findings to discuss how psychological principles apply to behavioral problems."

Goal 2: Scientific Inquiry and Critical Thinking: "The skills in this domain involve the development of scientific reasoning and problem solving, including effective research methods."

Goal 3: Ethical and Social Responsibility in a Diverse World: "The skills in this domain involve the development of ethically and socially responsible behaviors for professional and personal settings in a landscape that involves increasing diversity."

Goal 4: Communication: "Students should demonstrate competence in writing and in oral and interpersonal communication skills."

Goal 5: Professional Development: "The emphasis in this goal is on application of psychology-specific content and skills, effective self-reflection, project-management skills, teamwork skills, and career preparation."

Source: American Psychological Association. (2013). *APA guidelines for the undergraduate psychology major: Version 2.0*. Retrieved from <http://www.apa.org/ed/precollege/undergrad/index.aspx>

Final Grades	Final grades are based on TOTAL POINTS . The scale is based on 325 points (out of 335 possible).					
A	299 & above	B-	260 – 266	D+	221 – 227	
A-	293 – 298	C+	254 – 259	D	202 – 220	
B+	286 – 292	C	234 – 253	D-	195 – 201	
B	267 – 285	C-	228 – 233	F	194 & below	

Tests There are 5 exams, each worth 50 points. Exams may include multiple-choice, fill-in-the-blank, short-answer, and long-answer items. The tests cover material from class and web sites. Study guides for each exam will be available at the class site at least one week before the scheduled date for the test.

You must make up a missed exam prior to the date for the next exam. Cheating will result in zero points for an exam.

Strategic Summary In a small group you will provide a summary of the strengths, weaknesses, opportunities, and challenges facing a specific organization. Typed summaries are due on September 7th and are worth up to 10 points.

Legal Issues Presentation In a small group you will do a 5-minute presentation on a specific law that impacts HRM. The presentations will take place on September 12th. Provide everyone with a 1-page or less **handout** to help them remember your key points. Do not just show a video, read the presentation, or download slides from the Web!!! The legal presentation is worth up to 20 points.

Other Presentations To provide experience in trying to locate, develop, and synthesize information across HR functions, you will give group presentations on job description and selection. Each presentation will be worth a maximum of 10 points (20 points possible overall for the two presentations).

Training Project In a small group you will design, implement, and evaluate a small-scale training project to coincide with the training material. The training project and report are worth up to 40 points. Points for the exercise reflect:

Component	Notes
Needs Assessment	Measure existing skill or knowledge in relation to topic. Training needs assessment will occur on Nov. 14 th .
Design & Implementation	Rationale for technique used. Training implementation will take place on Nov. 28 th and 30 th .
Evaluation of Effectiveness	Evaluate effectiveness in relation to objectives.
Report Flow and Mechanics	Summary report for project due on December 2 nd , 2022.

Note After all projects, groups have the option to disband, trade, or “release” members if they are not contributing to the overall team effort.

Extra Credit -Current Events Summaries For extra credit points, you may write a two-paragraph, typed summary for up to **2** articles regarding **Human Resource Management issues** from newspapers, magazines, or Internet news sites in the U.S. or other countries. For example, you can summarize an article regarding legal issues in HRM, work analysis, recruiting, selection, or training, etc. If you are in doubt as to whether the article will count, please ask me before you do the write-up. **The article must have appeared in print or on the relevant web site after August 22nd, 2022 and on or before November 27th, 2022.** Extra credit current event summaries must be turned in on or before November 28th, 2022.

One paragraph of the summary should describe the article’s main points **IN YOUR OWN WORDS**. The second paragraph must discuss an implication of the event for HRM. Print the **first page** of the original article and attach it to your summary. Each current event summary is worth 3 extra credit points (total = 6 points). A cover page is not necessary for current event summaries.

Texting, Surfing, iPads, etc. Please check your messages before or after class time. Texting, web surfing, or use of other devices are not allowed during class time. **All such devices should be turned to “vibrate” and ear buds removed before class begins.** Let me know if it is critical to leave the device turned up.

Health and Safety Plan for Fall 2022 and the Student Code of Conduct “Commonwealth University’s Student Code of Conduct prohibits the violation of any University policy as well as local, state, or federal laws. Expressly included in this expectation are any federal, state, regional, or local emergency orders or declarations, mandatory policies, or mandatory health advisory requirements, including those made by the University President. Commonwealth’s Health and Safety Guide for Fall 2022 recommends that members of our community comply with certain measures, including social distancing and the wearing face coverings, to help reduce the risk of spreading COVID-19. Adherence to the isolation and quarantine guidance for exposure or if an individual tests positive for the COVID virus is expected of the entire campus community. Social distancing and the wearing of face coverings guidance are based on the recommendations from the Centers for Disease Control and Prevention (CDC) in all buildings and classrooms. Face coverings must cover both the nose and mouth and be of a multi-layer design. KN95 and surgical masks provide the best protection. Neck gators are not acceptable for face covering and should not

be used. Students who do not conform any specified university mandate of mitigation actions are in violation of the Student Code of Conduct and subject to the appropriate sanctions. Violations of the student Code of Conduct, will be reported to the Dean of Students Offices at DeanofStudents@bloomu.edu. For more information, please see the university's Health and Safety Plan at:

Bloomsburg: <https://www.bloomu.edu/coronavirus>

Lock Haven: <https://www.lockhaven.edu/virusinfo/>

Mansfield: <https://www.mansfield.edu/health>

It is important to recognize the critical nature that full compliance with these policies will play in the success of this semester. It must be understood that non-compliance with these policies by just a few could jeopardize the health and safety of the entire community as well as our ability to continue offering in-person instruction during Fall 2022, and therefore violations will be treated accordingly. As such, repeated violations shall result in the appropriate sanctions based upon the circumstances involved. Please note: Students who have medical conditions that prevent them from wearing face coverings or complying with other risk-mitigating mandates must contact the following based on home campus:

Bloomsburg University - Warren Student Services Room 043, or call 570-389-4491 for an appointment to discuss your requests

Lock Haven University - 205 Ulmer Hall, or call 570-484-2665

Mansfield University - 570-484-2665 or 570-389-4491

Attendance

University:

“Regular and punctual class attendance is expected and is the foundation for academic success. When class work is missed due to extenuating circumstances beyond the student's control, the student communicates the need for special arrangements as soon as the need is known. Official documentation is provided to verify the reason for the absence if requested by the instructor. Legitimate excuses may include illness, serious mitigating circumstances, official military service, or official university representation. In these cases, faculty members will permit students to make up all graded course components without penalty in a reasonable manner at a time agreeable to the instructor and student. Students must provide documentation before absences can be excused. All instructors are expected to make their class participation and attendance policies clear in the course syllabi. Policies stated in syllabi must be consistent with the university's attendance policy. Faculty will accept notification from the Dean of Students or Health Services offices as verification of excused absence for students who are unable to notify faculty through no fault of their own.”

Class Policy: You are expected be familiar with **ALL** sessions.

Consistent with University policy, I take attendance at the start of each class. You are expected to attend **ALL** sessions. **If you accumulate more than 3 unexcused absences, your final total is reduced by 2 points for EACH additional absence.** Excused absences (e.g., due to illness, military duty, etc.) will not be penalized given appropriate documentation. For university activities, the document must be dated and from an appropriate university sponsor. You have one calendar week after your return to present appropriate paperwork. Documentation is due by December 2nd for absences during the final week of regular classes.

As stated in the University policy, I am expected to report if you miss over two consecutive classes with no explanation.

Be on time! Class begins promptly at 1:00. Persons who arrive after 1:00 without a documented excuse may not be allowed to sign the attendance roster for that day. Tell me if you have work, practice, rehearsal, or an activity that will consistently make you late.

Let me know if you are ill and I will work with you on missed information.

VERY, VERY IMPORTANT: If you miss more than twelve class sessions in total (i.e., four weeks out of the semester) for **unexcused** absences, you should withdraw or you will be assigned a grade of “F” regardless of your performance on tests and exercises. In-class questions and lectures cover critical information for your success. It is easy for things to go downhill if you repeatedly miss class. If you contract a major illness or are struggling with other issues, let me know as soon as possible. We can discuss your options. If necessary, the deadline for withdrawing from Fall 2022 courses is Friday, December 2nd.

Given the seemingly endless COVID situation, if you want an excused absence for a given class (e.g., due to illness, official university-sponsored activities, etc.), send documentation so we can keep a record.

If you are ill or working, taped versions of all lectures will be available online.

University Statement on Diversity and Inclusion	<p>“At Commonwealth University of PA we recognize our responsibility to continuously support a living, learning, and working environment that values the diverse contributions from all members of our campus community. Our commitment to diversity, equity and inclusion enriches our campus community and is instrumental to our institutional success. Commonwealth University of PA strives to cultivate a climate that allows all members to embrace diversity, equity and inclusion as we achieve success both in and out of the classroom, in our work responsibilities, and in our professional lives beyond our time at BU/LHU/MU. We uphold our commitment to Diversity, Equity and Inclusion throughout each campus community by:</p> <ul style="list-style-type: none"> • Actively supporting and promoting the intellectual and personal growth of our students, inside and outside of the classroom. • Providing workshops, trainings, programs designed to broaden the knowledge and understanding of diversity, equity, and inclusion within our campus community. • Ensuring that all learning and living environments throughout our campus are welcoming and capable of serving all individuals “
Student Consumer Rights & Responsibilities (University)	<p>“The Higher Education Opportunity Act (HEOA) was enacted in 2008 and reauthorized the amended Higher Education Act of 1965. HEOA requires postsecondary educational institutions to distribute or make publicly available a broad range of information collectively known as Student Consumer Information. Topics covered under HEOA include student financial aid, campus health and safety, student outcomes, as well as general institutional information.</p> <p>Bloomsburg Student Consumer Information website: https://www.bloomu.edu/higher-education-act-hea-student-consumer-information</p> <p>Lock Haven Student Consumer Information website: https://lockhaven.edu/about/consumerinfo.html</p> <p>Mansfield’s Student Consumer Information website: http://mansfield.edu/HEA/. “</p>
Copyright (University)	<p>“Commonwealth University fully supports and adheres to the Copyright laws of the United States and other nations. Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to any original work in any tangible medium of expression. Images displayable on computer screens, computer software, music, books, magazines, journals, photographs, and articles are among items subject to copyright. A work need not be explicitly labeled with a copyright notice to be afforded copyright protection. For more information on Copyright please consult the library guides:</p> <p>Bloomsburg: https://www.bloomu.edu/copyright-law-and-fair-use-andruss-library</p> <p>Lock Haven: https://library.lockhaven.edu/copyright</p> <p>Mansfield: http://mansfield.libguides.com/copyright. ”</p>
Academic Integrity (University)	<p>“Academic Integrity refers to the adherence to agree upon moral and ethical principles when engaging in academic and scholarly pursuits. An act of academic dishonesty involves fraud, deceit, or misrepresentation in attempting to obtain academic credit or influence the grading process by means unauthorized by the course instructor or inconsistent with university policy. Academic honesty is breached when a student willfully gives or receives assistance not authorized in course work, and/or intentionally fails to adhere to, or assists others in failing to adhere to, the university policy on academic honesty. The university's academic integrity policy is part of an effort to nurture a community where trust, honesty, and personal integrity guide all of our dealings with one another. Personal integrity is vital to our pursuit of educating and becoming educated. Faculty are expected to instruct students in ways of avoiding these forms of academic dishonesty.”</p>
Students Requesting Academic and/or Access Accommodations (University)	<p>“Commonwealth University at Bloomsburg, Lock Haven, and Mansfield is committed to providing equitable access to educational experiences, campus facilities, and university related opportunities for all students. Disability Services supports these requests for accommodations under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. If you have or believe that you have a disability, please contact the office, which is located in:</p> <p>Bloomsburg University - Warren Student Services Room 043, or call 570-389-4491 for an appointment to discuss your requests</p> <p>Lock Haven University - 205 Ulmer Hall, or call 570-484-2665</p> <p>Mansfield University - 570-484-2665 or 570-389-4491</p> <p>It is recommended that students contact the Disability Services office during the <i>first two weeks of classes</i> or immediately upon diagnosis to ensure accommodations are met in an efficient, appropriate, and timely manner for the best student learning outcome. Upon qualification, the disability professional will arrange to provide an accommodation letter to the professor for the identification of academic or accessibility adjustments. You must contact the Disability Services office to renew accommodation letters at the start of each semester.”</p>
Title IX and Protection of Minors Legislation: Reporting Obligations	<p>“Commonwealth University and its faculty are committed to assuring a safe and productive educational environment for all students.”</p> <p>Sexual Discrimination or Misconduct and Title IX Requirements</p> <p>“In order to meet this commitment and to comply with Title IX of the Educational Amendments of 1972, all University officials, volunteers and employees (including student employees) are obligated to report incidents of</p>

(University) sexual misconduct of which they become aware to the Title IX Coordinator/designee, unless: 1) they serve in a role that makes such reports privileged or are recognized as providing a confidential resource; or 2) they are a faculty member and learn of the report from a student during a classroom discussion, in a writing assignment for a class, or as part of a University-approved research project. These reporting exceptions do not apply to report of sexual misconduct involving an individual who was, or is, a child (a person under 18 years of age) when the abuse allegedly occurred. When a report involved suspected abuse of a child (an individual under the age of 18 at the time of the incident(s) as reported), all University employees, officials and volunteers are required to notify the University police and the Child Line run by the Pennsylvania Department of Human Services.

Reports regarding Title IX and sexual misconduct should be directed to Title IX Coordinator titleixcoord@bloomu.edu or by completing an online form on the Title IX webpage.

Additional information regarding the reporting of sexual violence and the resources that are available to victims of sexual assault and/or harassment can be found at the links below.

Bloomsburg: <https://www.bloomu.edu/offices-directory/title-ix>

Lock Haven: <https://www.lockhaven.edu/hr/titleix/>

Mansfield: <https://www.mansfield.edu/title-ix/>

Protection of Minors Requirements

Faculty members are obligated to report sexual violence or any other abuse of a student who was, or is, a child (a person under 18 years of age) when the abuse allegedly occurred. Mandated reporters must immediately make an oral report of suspected child abuse to the Department of Human Services (DHS) by calling 800-932-0313. Immediately following the report to DHS, the mandated reporter must notify Human Resources (570-389-4151), as designated in the University's protection of minors policy. No exceptions apply to this reporting obligation. Detailed information is available at:

Bloomsburg: <https://www.bloomu.edu/prp-2410-background-screening-protection-minors-volunteerism>

Lock Haven: https://lockhaven.edu/about/documents/LHU-48_Minors_Handbook_July2020.pdf

Mansfield: <http://www.mansfield.edu/hr/protection-of-minors.cfm>

All student facing policies can be found at <https://www.commonwealthu.edu/student-handbook>

Date	Topic	Opt. Chapter
August	22 Course Overview	
	24 Introduction to Human Resource Management (HRM) & A Sample of Current Issues	1
	26 Strategic Management and HRM	2
	29 Strategic Management and HRM Last Day to Drop/Add a Course	2
	31 HRM Legal Context	3
September	2 HRM Legal Context	3
	5 Labor Day Holiday	
	7 Diversity, Equity, & Inclusion <i>Strategic Summary Due</i>	
	9 Prep for Legal Presentations	3
	12 Legal Presentations	
	14 Test 1	
	16 Measuring Job Content	4
	19 Work Analysis Techniques	4
	21 Writing Job Descriptions	4
	23 HR Planning & Staffing Alternatives	5
	26 Prep for Job Description Presentation	5
	28 Job Description Presentations	
	30 Test 2	
October	3 Recruiting	5
	5 Recruiting	5
	7 Very Quick Basic Statistics Review <i>Midterm Grades Due</i>	
	10 Reliability	
	12 Reliability & Validity	
	14 Validity	
	17 Other Ways to Evaluate Selection Procedures <i>Begin Spring 2023 Registration</i>	
	19 Test 3	
	21 Selection Overview	6
	24 Interviews	6
	26 Interviews & Other Selection Techniques	6
	28 Other Selection Techniques	6
	31 Combining Information	6
November	2 Prep for Selection Presentations	
	4 Selection Presentations	
	7 Test 4	
	9 Training	7
	11 Training Needs Assessment	7
	14 Needs Assessment & Training Techniques	7
	16 Training Techniques	7
	18 Training Evaluation & In-Class Needs Assessment	7
	21 Prep day for Training Project	
	23 & 25 Thanksgiving Break	
	28 Training Day <i>Last Day for Extra Credit Summaries</i>	
	30 Training Day	
December	2 Training Reports Due <i>Last Day to Withdraw from a Class</i>	
	5 Test 5 – Monday - 12:30 PM	