**BA in Management Program   
Fall 2020**

**ORG401 Human Resource Management**

**Instructor:** Deniz Kantur

**Office:** Zoom

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**Web:** SuCourse

**Office Hours:** By appointment or e-mail

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| --- | --- | --- | --- |
| **Type** | **Time** | **Days** | **Where** |
| Class | 16:40 pm - 19:30 pm | Th | SuCourse-Zoom |

**Course Objective:**

Human capital of organizations are accepted as the most important asset of organizations. Accordingly, building a better understanding of human resources management is crucial in developing related skills and understanding its importance in relation to other strategic issues in organizations. The course material covers the topics of employee recruitment and placement, training and development programs, compensation issues and other important topics related to human relations such as ethics, diversity and resilience. The aim is to create an understanding of the key functions of human resources activities in organizations and to be familiar with more recent concepts and developments in the field.

**Learning Outcomes:**

Upon successful completion of the course, the student should be able to:

1. Understand the development of the field of human resources management

2. Describe the various responsibilities of the human resources department and the nature of its relationship with other departments

3. Discuss the competitive challenges influencing the companies as far as their human resources activities are concerned

4. Explain how all managers can use human resource management concepts and techniques

5. Understand what a strategy-oriented human resource management system is and why it is important

6. Recommend human resource management practices that can help companies successfully deal with global work systems and social challenges.

**Course Material:**

Required Texts:

Dessler Gary (2020) **Human Resource Management** (16th Edition), Pearson Prentice Hall.

Noe, R.A., Hollenbeck,J.R., Gerhart, B., Wright, P.M (2019), **Human Resource Management. Gaining a Competitive Advantage** (11th Edition), McGraw-Hill Edu cation.

**List of Cases**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | | |  | | |
| **Case 1** | | **Date:** | | | **22 October 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Can an Airline Cut “Turn Times” Without Adding Staff?, HBR Case, January 2016.  Paper  HR Planning  Yes  Team | | |
| **Case 2** | | **Date:** | | | **5 November 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Trust The Algorıthm Or Your Gut?”, HBR Case, May-June 2018, 147-151.  Paper  Recruitment  Yes  Team | | |
| **Case 3** | | **Date:** | | | **12 November 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Are Our Customer Liaisons Helping or Hurting?, HBR Case, January-February 2018, Pp. 147-151.  Paper  Attraction and Retention  Yes  Team | | |
| **Case 4** | | **Date:** | | | **19 November 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “How hard should you push diversity? HBR Case, November 2012, 2-6.  Paper  Diversity  Yes  Team | | |
| **Case 5** | | **Date:** | | | **26 November 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | Give Your Colleague the Rating He Deserves—or the One He Wants?, HBR case, January- February 2020, pp.140-145.  Paper  Performance Management  Yes  Team | | |
| **Case 6** | | **Date:** | | | **3 December 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Should You Rehire a Defector? December 2016,  pp.103-108.  Paper  Talent Management  Yes  Team | | |
| **CCase 7** | | **Date:** | | | **10 December 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Should You Fight to Keep a Star?”, HBR Case,  May-June 2020, 152-157.  Paper  Compensation Management  Yes  Team | | |
| **Case 8** | | **Date:** | | | **17 December 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Can You Fıx A Toxic Culture Wıthout Firing People?”  HBR Case, November-December 2018, pp. 143-147.  Paper  Strategic HRM  Yes  Team | | |
| **Case 9** | | **Date:** | | | **24 December 2020** | | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | “Your Star Salesperson Lied. Should He Get a Second  Chance?; HBR case, 2019.  Paper  HRM and Ethics  Yes  Team | | |
| **Case 10** | | | | **Date:** | | | **31 December 2020** | |
| Case:  Type:  Subject:  Teamwork:  Grading: | | | | | | | “Can a Work-at-Home Policy Hurt Morale?”, HBR Case,  April 2015, 105-109.  Paper  Flexible work arrangement  Yes  Team | |
|  | | | |  | | |  | |

**Optional Reading Material:**

Wilkonson, A., Redman, T. and Dundon T. (2017), **Contemporary Human Resource Management: Text and Cases,** 5th Edition, Pearson Prentice Hall.

Gomez-Mejia L. ,Balkin B. D. and Cardy, L. R. (2016), **Managing Human Resources,** 8th Edition, Pearson Prentice Hall.

Selected Harward Business Review articles will be posted on SuCourse.

**Course Web:**

Assignments, lecture notes, case studies and related reading materials will be available on SuCourse site. Students should check the website regularly. All the assignments will be controlled for plagiarism by Turnitin. Sabanci University uses a very powerful web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Every paper you submit will be scanned by Turnitin, and results will be reflected in your grades.

**Instructional Design:**

This course will adopt participative class lectures, case assignments, in-class exercise, group project/presentation and class participation as methods of learning. It is strongly recommended for the effective participative nature of the course that the course material and the assigned readings are internalized by the students before the class. The way this course is designed requires a significant degree of input on the part of students to the learning environment.

**Grading:**

Class participation (in-class exercises) : %5a

Reflection paper : %15b

Case study presentation (team work) : %20c

Final : %60d

1. There will be in-class exercises during online course hours. Depending on the content of the course material, these exercises may be individual or group work. In case of group in-class exercises, all the group members will receive the same grade from the exercise.
2. The students are required to submit one reflection paper throughout the semester. A reflection paper discusses your reactions to an article, news, movie, in a personal way. You will select and watch one of the movies assigned and write your reactions to the movie in relation to human resources management. The movie options will be uploaded on SUCourse. Reflection papers are not formal research assignments. They are written assignments and should be single-spaced, 12 font, one-inch margins on all sides and within 2 pages limit. The reflection paper should be uploaded on the SUCourse assignments section by 14.00 PM Tuesday prior to the assigned class. Tips on writing reflection paper will be provided by the instructor.
3. Teams will be responsible from the one case study presentation. ***PLEASE FORM YOUR TEAMS UNTIL 15TH OF October THURSDAY CLASS.*** Teams can be between 4-5 students depending on the total number of students in the class. Teams are required to select one of the cases assigned, please refer to “List of Cases” section of the syllabus. The students are required to read the selected case study and develop a presentation of the case by providing your team analysis of the situation and comments. You are also required to conduct ***one in-depth interview*** with an expert and include her/his comments regarding the case in your presentation. Students are required to send the power-point presentation to the instructor before the presentation day, NO REPORTS submission. Please note that each case can be presented by only one group, thus if the case is previously selected by another group you must select another case.

Every group member will evaluate each other’s’ contributions to the presentation. The evaluation criteria is provided below.

Please evaluate each group member’s performance in this Presentation.

5 = High; 4 = Above average; 3 = Average; 2 = Below average; 1 = Low.

Please write your name in the first column and write group members’ names in following team.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **YOUR NAME** | **2. Group Member Name** | **3. Group Member Name** |
| Attended group meetings and contributed ideas. |  |  |  |
| Contributed to the analysis of the case and focused the group on the discussions. |  |  |  |
| Helped group members on-time and accomplished all the assigned responsibilities |  |  |  |
| Contributed to the content of the presentation. |  |  |  |

The teams will be evaluated by the instructor based on below criteria. The final grade of each group member may vary depending on the within group evaluations.

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| --- | --- | --- | --- | --- | --- |
| **Presentation** | **Poor** | **Below**  **Average** | **Average** | **Above Average** | **Distinguished** |
| Communication Skills and Tools (10%) |  |  |  |  |  |
| Creativity and Effective Use of Resources (10%) |  |  |  |  |  |
| Diagnosis and analysis of the problem (20%) |  |  |  |  |  |
| Adequacy of interview (25%) |  |  |  |  |  |
| Quality of analysis (25%) |  |  |  |  |  |
| Format (5%) |  |  |  |  |  |
| Grammar, Punctuation & Spelling (5%) |  |  |  |  |  |
| **Total (100%)** |  |  |  |  |  |

1. The final exam will be held on the date announced by the University. The final will cover ALL the course material and case discussions.

**Academic Honesty:**

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one’s paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Honesty and trust are important to all of us as individuals. Students and faculty should adhere to the following principles of academic honesty,

1. Individual accountability for all individual work, written or oral. Copying from others or providing answers or information, written or oral, to others is cheating.

2. Providing proper acknowledgement of original author. Copying from another student’s paper or from another text without written acknowledgement is plagiarism.

3. Authorized Teamwork. Unauthorized help from another person or having someone else write one’s paper or assignment is collusion.

**Classroom policies and conduct**

Sabancı BA in Management Program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

* Please come prepared to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings for each session before class starts.
* Please listen to the person who has the floor.
* Please attend the class on time.

**Course Schedule\*:**

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| --- | --- | --- |
| **Lecture 1** | **Date:** | **8 October 2020** |
| Topic: | | Introduction to Human Resource Management |
| Requirements: | | Reading-Chapter 1 in Dessler |
| **Lecture 2** | **Date:** | **15 October 2020** |
| Topic: | | Human Resource Management Strategy and Analysis |
| Requirements: | | Reading-Chapter 3 in Dessler |
| **Lecture 3** | **Date:** | **22 October 2020** |
| Topic: | | Job Analysis and the Talent Management Process |
| Requirements: | | Reading-Chapter 4 in Dessler |
| **Lecture 4** | **Date:** | **29 October 2020 – No Class National Holiday** |
|  | |  |
|  | |  |
| **Lecture 5** | **Date:** | **5 November 2020** |
| Topic: | | Personnel Planning and Recruiting-Employee Testing and Selection |
| Requirements: | | Reading-Chapter 5-6 in Dessler |
| **Lecture 6** | **Date:** | **12 November 2020** |
| Topic: | | Interviewing Candidates |
| Requirements: | | Reading-Chapter 7 in Dessler |
| **Lecture 7** | **Date:** | **19 November 2020** |
| Topic: | | Training and Developing Employees |
| Requirements: | | Reading-Chapter 8 in Dessler |
| **Lecture 8** | **Date:** | **26 November 2020** |
|  | | Performance Management and Appraisal |
| Requirements: | | Reading-Chapter 9 in Dessler |
| **Lecture 9** | **Date:** | **3 December 2020** |
| Topic: | | Managing Careers and Retention |
| Requirements: | | Reading-Chapter 10 in Dessler |
| **Lecture 10** | **Date:** | **10 December 2020** |
| Topic: | | Compensation Management |
| Requirements: | | Reading-Chapters 11, 12 and 13 in Dessler |
| **Lecture 11** | **Date:** | **17 December 2020** |
| Topic: | | Managing Global HRM |
| Requirements: | | Reading-Chapter 17 in Dessler |
| **Lecture 12** | **Date:** | **24 December 2020** |
| Topic: | | HRM and Ethics |
| Requirements: | | Lecture Notes |
| **Lecture 13** | **Date:** | **31 December 2020** |
| Topic: | | HRM as Business Partner  Flexible work arrangement and Resilience |
| Requirements: | | Lecture Notes |
| **Lecture 14** | **Date:** | **7 January 2020** |
| Topic: | | Wrap-up |
| Requirements: | | Lecture Notes |

\*The course schedule can be changed based on the needs of the class.