

**BA2204-BAS324 HUMAN RESOURCE MANAGEMENT**  
**MONDAY AND WEDNESDAY, 9.00-10.15, G110**

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<b>Office Hours:</b>	By appointment
<b>Course Web Page:</b>	<a href="https://odtuclass.metu.edu.tr">https://odtuclass.metu.edu.tr</a>

**Course Description:**

This course introduces students to the field of human resource management (HRM). Due to the very large scope of the topic and limited time, the coverage is broad. The specific topics to cover are the contexts of human resource management, staffing, employee development, compensation, and governance. The course examines HRM from the perspective of a non-HR manager who wishes to effectively interact with and utilize the human resource.

**Relevance:**

HRM is one of the core disciplines in management. The human resource is not an expense but a crucial investment. The human factor is the main factor that produces value for the firm and HRM is about how to manage or use this factor effectively. This factor is much more important in the context of an increasingly integrated, competitive world economy. So, all managers and management practitioners should have at least a basic understanding of HRM to organize people and respond to the competition.

**Course Student Learning Objectives: (CSLOs)**

At the end of the course, students will have developed a solid and critical understanding of basic HRM topics and concepts. Upon completion of the course, students will be able to

1. explain how environmental factors and organizational characteristics influence HRM.
2. understand employee recruitment, selection, and separation.
3. comprehend performance appraisals, workforce training, and career development.
4. discuss systems of compensation, rewarding, and benefits.
5. interpret employee and union relations in organizational governance.
6. relate the established theories and practices of HRM to real life cases.
7. criticize the established theories and practices of HRM.
8. improve teamwork skills through in-class group activities.

**Learning and Teaching Methods:**

This course will use lectures, discussions, and exams.

**Suggested Reading:**

Gomez-Mejia, L.R., Balkin, D, and Cardy, R.L. 2016 or newer editions. *Managing Human Resources*. Essex, England: Pearson.

Any other textbook covering the topics in the course schedule can also be used by students.

**Assessment and Grading:**

Grades are not subject to change unless miscalculated. **There will be no additional individual study for raising a student's grade. No individual request for such a study will be accepted.** No non-academic criteria will be applied for grading. The percentages to apply to the coursework are seen in the following table.

Form of assessment	Contribution %	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm-1	25	Multiple-choice, 50 minutes	1-6	Written and oral
Midterm-2	30	Multiple-choice, 60 minutes	2-3-6	Written and oral
Midterm-3	30	Multiple-choice, 60 minutes	4-5-6	Written and oral
Participation	15	Discussion, class time	1-2-3-4-5-6-7-8	Oral
<b>Total</b>	<b>100</b>			

### Course Policies:

#### Midterms and make-up policy

Midterm exams will measure students' degree of knowledge of the conceptual material. They will be composed of multiple-choice questions. The first midterm exam will cover chapters 1-2-3-4. The second will cover chapters 5-6-7-8-9. The third will cover chapters 10-11-12-13-14-15-16. Students may write a make-up exam if they apply to the instructor within one week, at the latest, after the date of the exam unattended with a legitimate, documented, excuse. Make-up exams will be essay type.

#### Participation

It is important that students listen to the recorded lecture on the assigned chapter available at odtuclass. In the participation session in class, there will be no lecture; students are required to listen to the lecture before the session. In each lecture, there are a number of questions to discuss. Students should look at the questions and then listen to the lecture to develop answers for the questions. In the session, students will share their answers with the instructor and other students and discuss the points raised by others. For some questions, they will form a group, engage in group discussion, and write a group answer to be submitted to the instructor. If an in-class discussion group includes the name of an absent student on the answer sheet, all group members will lose all participation marks and the instructor will consider forwarding the case to the disciplinary committee. Students can also ask questions and provide comments on the chapter. They can share relevant personal experiences by applying the concepts in the chapter. Students should always justify their answers and comments with relevant examples or rational arguments. There is no make-up for this group activity.

#### Student disabilities

Any student, who may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (METU Library, Solmaz Izdemir Hall, phone: 2107196, e-mail: engelsiz@metu.edu.tr, website: <http://engelsiz.metu.edu.tr>) verifying their disability and outlining the special arrangements required. Please note that no accommodations will be provided prior to the completion of this approved university process.

#### Academic dishonesty

The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

#### Cheating

All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure in the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Students observed cheating during

examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Students observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade allocated to such assignments.

### **Plagiarism**

The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students affirm that the contents are their original work. **Any previous work available from files or past students as well as materials available on the internet may be used only as a suggestive model.** Violation of this provision will be considered as unethical behavior subject to disciplinary action. If you have any doubt about the use of a specific material, please see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

### **Metu honor code**

Every member of the METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted:

**“The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation, and presentation of facts, data and documents.”**

### **Civility**

Civility is a requirement. Developing and maintaining a course environment that is conducive to learning is the responsibility of students as much as instructors. Inappropriate behavior in offline or online course settings will result, minimally, in a request to leave the setting. Students are required to use an impersonal, professional language in discussions and avoid offensive remarks. **They are to be on time for participation sessions; they may not be let in late. They should also not leave sessions unless there is emergency.** Note that participation is important in grading. Students must be in class to participate. Giving credit to those students being late or leaving classroom or taking a long break during participation sessions is unfair to those students not doing so. Late arrivals and frequent breaks also create disturbances. Thus, this is not simply a matter of respect. Rather, this is about fairness.

### **Academic regulations**

Please see the regulations for undergraduate studies at: <http://oidb.metu.edu.tr/en/middle-east-technical-university-rules-and-regulations-governing-undergraduate-studies>

### **Academic calendar**

Please see the calendar and note important dates at: <https://oidb.metu.edu.tr/en/academic-calendar>

<b>Tentative Course Schedule:</b>				
<b>Month</b>	<b>Day</b>	<b>Part</b>	<b>Topic/Reading</b>	<b>CSLO</b>
February	16		Course introduction	1-2-3-4-5-6-7
	18	1.Introduction	Meeting Present/Emerging Strategic Human Resource Challenges-1	1-6-7-8
	23	1.Introduction	Meeting Present/Emerging Strategic Human Resource Challenges-2	1-6-7-8
	25	2.The Contexts of Human Resource Management	Managing Work Flows and Conducting Job Analysis-1	1-6-7-8
March	2	2.The Contexts of Human Resource Management	Managing Work Flows and Conducting Job Analysis-2	1-6-7-8
	4	2.The Contexts of Human Resource Management	Understanding Equal Opportunity and the Legal Environment Managing Diversity-1	1-6-7-8
	9	2.The Contexts of Human Resource Management	Managing Diversity-2	1-6-7-8
	<b>11</b>	<b>Part 1-2</b>	<b>Midterm-1</b>	<b>1-6</b>
	16	3.Staffing	Recruiting and Selecting Employees-1	2-6-7-8
	18	3.Staffing	Recruiting and Selecting Employees-1	2-6-7-8
	<b>20</b>	<b>Religious Holiday</b>	<b>End of Ramadan, No class</b>	
	23	3.Staffing	Managing Employee Separations, Downsizing, and Outplacement	2-6-7-8
	25	4.Employee development	Appraising and Managing Performance-1	3-6-7-8
	30	4.Employee development	Appraising and Managing Performance-2	3-6-7-8
	April	4.Employee development	Training the Workforce-1	3-6-7-8
	6	4.Employee development	Training the Workforce-2	3-6-7-8
	8	4.Employee development	Developing Careers	3-6-7-8
	<b>13</b>	<b>Part 3-4</b>	<b>Midterm-2</b>	<b>2-3-6</b>
	15	5.Compensation	Managing Compensation-1	4-6-7-8
	20	5.Compensation	Managing Compensation-2	4-6-7-8
	22	5.Compensation	Rewarding Performance-1	4-6-7-8
	<b>23</b>	<b>National Holiday</b>	<b>National Sovereignty Day, No class</b>	
	27	5.Compensation	Rewarding Performance-2	4-6-7-8
	29	5.Compensation	Designing and Administering Benefits	4-6-7-8
May	<b>1</b>	<b>National Holiday</b>	<b>Labor Day, No class</b>	
	4	6.Governance	Developing Employee Relations	5-6-7-8
	6	6.Governance	Respecting Employee Rights and Managing Discipline	5-6-7-8
	11	6.Governance	Working with Organized Labor	5-6-7-8
	13	6.Governance	Managing Workplace Safety and Health	5-6-7-8
	<b>18</b>	<b>Holiday eve</b>	<b>No class</b>	
	<b>19</b>	<b>National Holiday</b>	<b>Commemoration of Atatürk Day, No class</b>	
	<b>20</b>	<b>Part 5-6</b>	<b>Midterm-3</b>	<b>4-5-6</b>
	<b>25</b>	<b>Religious Holiday</b>	<b>End of Ramadan, No class</b>	
	<b>27</b>	<b>Religious Holiday</b>	<b>End of Ramadan, No class</b>	