

EMBA5205 HUMAN RESOURCE MANAGEMENT

In-class and Online

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Office Hours:	Monday, 9.00-11.00 online or by appointment
Course Web Page:	https://odtuclass.metu.edu.tr
Course Description:	
This is an introductory course designed to develop a basic understanding of the field of human resource management (HRM). It covers the topics of the context of human resource management, staffing, employee development, compensation, and governance.	
Relevance:	
HRM is one of the core fields in business administration. It is based on the assumption that human resource is a crucial investment that produces value for the firm. Thus, its basic question is how this resource can be used most effectively. The use of human resource in the most effective way is much more important in an increasingly globalized competitive environment to succeed and survive.	
Course Student Learning Objectives: (CSLOs)	
At the end of the course, students will have acquired the knowledge of basic HRM topics and concepts and understood the conceptual material's relation to and use in HRM practice. Upon completion of the course, students will be able to	
<ol style="list-style-type: none">1. explain how environmental factors and organizational characteristics influence HRM.2. understand employee recruitment, selection, and separation.3. define 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 of HRM to real life cases.	
Learning and Teaching Methods:	
This course will use online lectures, discussions, quizzes, and group and individual projects.	
Required Reading:	
Gomez-Mejia, L.R., Balkin, D, and Cardy, R.L. 2016. Managing Human Resources (8 th global edition). Essex, England: Pearson.	
Assessment and Grading:	
Grades and notes are not subject to change unless miscalculated. <u>There will be no additional individual study for raising a student's grade.</u> 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
Quiz-1 Quiz-2	15	True-false, 20 minutes	1-2-6	Written and oral
Quiz-3 Quiz-4	15	True-false, 20 minutes	3-6	Written and oral
Quiz-5 Quiz-6	15	True-false, 20 minutes	4-6	Written and oral
Quiz-7 Quiz-8	15	True-false, 20 minutes	5-6	Written and oral
Individual participation	10	Individual study, 15 minutes	1-2-3-4-5-6	Oral
Group participation	20	In-class or online discussion	1-2-3-4-5-6	Oral
Group project	10	Group study, 6+ hours	1-2-3-4-5-6	Written and oral
Total	100			

Course Policies:

Quizzes

There will be four sets of two quizzes at oduclass. The quizzes will measure students' degree of knowledge of the conceptual material. They will be composed of true-false questions. From each set, the quiz with the higher grade will be counted towards the final grade. In other words, students have to take at least one quiz in each set to get credit; they may choose to leave one quiz out if they are satisfied with their grade of the first quiz in each set. **Because make-up quizzes are already embedded in each set, there will be no additional make-up.** If students miss both quizzes in a set, they will get no credit for the set. All the course materials including the textbook, lectures, and related discussions are included in the quizzes.

Individual participation

It is important that students read the assigned chapter and listen to the online lecture on the chapter at oduclass. In each lecture, there are a number of questions to discuss. For a number of selected questions only, students are required to write short answers and submit them to the instructor before the participation session. This is an individual activity. **There is no make-up for this activity.** Students should always justify their answers and comments with relevant examples or rational arguments. **There will be no credit for answers or comments without justification.**

Group participation

Students are also supposed to think about the other questions. They should look at the questions first, listen to the lecture then, and try to develop answers for the questions. This is to prepare for online or in-class participation session, in which the instructor will guide a discussion on the questions in general and possibly relevant short cases provided by the instructor before or during the session. In the session, students can also ask questions and provide comments on the chapter for additional explanation or clarification. They can share relevant personal experiences by applying the concepts in the chapter. **There is no make-up for this group activity.**

Group project

The project study will measure students' skills to relate the established theories and practices of HRM to real life cases and to work as a team. In a group of students (group size depending on class size), students are required to find and study an organization that has an HR department. Students will directly contact with the organization and talk with the members of the organization who can provide information about the HR operations and issues of the organization. **Documentary analysis using only the internet material of the organization is not acceptable. One or two interviews are required. The project**

report of 10 pages at most will be submitted to ctopal@metu.edu.tr on January 21 before 12.00 (noon). Please see the project guide at oduclass for the details.

In order to determine that the group members put enough effort into the group work, all the members are required to fill in a peer evaluation form, which includes the following options:

4: The contribution of group member to the project is above average.

3: The contribution of group member to the project is fair.

2: The contribution of group member to the project is below average.

1: The contribution of group member to the project is almost nonexistent.

Accordingly, if a member's average is between 1.5 and 2.5 (close to below average), s/he will lose 3 points subtracted from the group mark. If a member's average is below 1.5 (close to almost nonexistent), s/he will lose 6 points subtracted from the group mark.

Term project assignment: Individual problem report

Each student is required to identify an HRM problem in his/her organization or an organization, to which s/he has personal access. In a short individual report of 2 pages (typed on a word-processor, double-spaced, and in 12-point Times New Roman font with all the margins set to 1 inch or 2.5 cm), the student will clearly describe the problem and offer a solution by using the HRM concepts discussed in the course. For example, in an organization, the number of qualified applicants for operational positions might be very low. This is a problem of recruitment; the organization's recruitment process fails to develop a sufficiently large pool of applicants. Depending on the context of the organization, the solution might be to employ employment agencies, which are specialized to find those qualified candidates for the organization to select. **The short report should be submitted to ctopal@metu.edu.tr before January 28 before 12.00 (noon). Documentary analysis using only the internet material of organizations is not acceptable. One or two interviews are required.**

Student disabilities

Any student, who, because of a disabling condition, 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 İzdemir 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, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

Metu honor code

Every member of 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 should also not leave sessions unless there is emergency.

Academic regulations

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

Academic calendar

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

Tentative Course Schedule			
Month	Day	Topic/Reading	CSLO
December	15	Introduction Chapter-1: Context and challenges Chapter-2: Work Flows and Job Analysis	1-6
December	18	Chapter-5: Recruitment and selection Chapter-6: Separations	2-6
December	21-noon	Quiz-1	1-2-6
December	21-evening	Quiz-2	1-2-6
December	22	Chapter-7: Performance management	3-6
December	25	Chapter-8: Training Chapter-9: Career development	3-6
December	28-noon	Quiz-3	3-6
December	28-evening	Quiz-4	3-6
December	29	Chapter-10: Compensation	4-6
December	30	Chapter 11: Rewarding performance Chapter 12: Benefits	4-6
January	4-noon	Quiz-5	4-6
January	4-evening	Quiz-6	4-6
January	5	Chapter 13: Employee relations	5-6
January	8	Chapter 14: Employee rights and discipline Chapter 15: Unions	5-6
January	11-noon	Quiz-7	5-6
January	11-evening	Quiz-8	5-6
January	21	Project report submission	1-2-3-4-5-6
January	28	Problem report submission	1-2-3-4-5-6