University of North Texas at Dallas
Spring 8W2 2025
Syllabus for 5357 Management of Human Resources
Department of Management School of Business

Instructor: Christopher DeClerk, DM, SPHR, SHRM-SCP, CCP, GRP, CBP

Office Location: Founder's Hall 324

Office Hours: Mondays 6-10 PM, appointments recommended, or by appointment virtually

Google Voice: Reserved for emergencies that can't wait only: 682-214-7612. It can receive texts and voicemail. It rings my cell phone, so please be conscious of the time of day before calling. I try to return urgent calls within a day, but please only call if it is an emergency and you cannot email.

E-Mail: Please use messages feature in Canvas Learn. In an emergency, please email me with the course number in the subject line at Christopher.DeClerk@untdallas.edu. I aim to reply to email within two business days.

Class Location: This course is completed entirely online in Canvas.

Course Catalog Description: 3 hours. Projects and applications relating to how organizations compete, develop competitive advantages, and align their businesses with goals to increase market share.

Prerequisites: Admission to the Master's in Management Program.

Required Textbook, referenced in APA format:

Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2021). *Fundamentals of human resource management (9th ed.).* McGraw Hill. ISBN: 9781264131143

Learning Objectives
At the end of this course students will be able to:

1. Develop a legally sound and ethically appropriate hiring process.
2. Formulate a job description using standardized terms.
3. Evaluate the merits of predictors of job performance.
4. Critique various approaches to compensation.
5. Develop an organization-appropriate plan for compensation that addresses local, national, and global environments.
6. Evaluate various models of motivation theory.

Course Outline

In the unlikely event there are changes to this schedule, they will be communicated via an in-class Canvas announcement.

Week	Dates	Reading: Chapters	Topic	Assignments
1	3/17-3/23	1 & 2	Laws & Ethics	Discussion, Two Quizzes
2	3/24-3/30	3 & 6	Laws & Recruiting	Discussion, Quiz
3	3/31-4/6	4 & 5	Job Planning	Discussion, Quiz, Job Description Project
4	4/7-4/13			Midterm Exam
5	4/14-4/20	9 & 10	Performance Management	Discussion, Quiz
6	4/21-4/27	12 & 13	Compensation & Motivation	Discussion, Quiz
7	4/28-5/4	14 & 16	Global & Benefits	Discussion, Quiz, Compensation Project
8	5/5-Friday 5/9			Final Exam – DUE FRIDAY

Feedback Goal: Your faculty aims to complete grading by Friday each week

GRADING MATRIX

Item	Quantity	Points Each	% of Grade
Course Readiness Quiz	1	2	2%
Quizzes	6	4	24%
Discussion Boards	6	4	24%
Exams	2	15	30%
Projects	2	10	20%
Total			100%

GRADE DETERMINATION

Final %	Letter Grade
90% and up	A
80%-89%	B
70%-79%	C
69% and below	F

Percentages between letter grades will be rounded-up to the nearest whole percent from one decimal places. Ex: 89.5% rounds to 90%, earning an A, while 89.4% rounds to 89%, earning a B.

Feedback and responsiveness: I strive to return emails and phone calls within 24-48 hours and grade each week's work within seven days of an assignment's completion.

Course Evaluation Methods

This course will use the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Discussion Posts – One Post due Thursday, Two Posts due by Sunday Weeks 1-3 and 4-7

Guidelines
- By Thursday, write your Initial 250+ word Replies due. Include an APA cited and referenced source.
- By Sunday, with at least 100 words each, respond to two other posts of students, adding to the discussion in a meaningful way, not just posting saying you agree. There needs to be some depth to the responses.
- Sign your post with your preferred name and when replying, use the author's original post preferred name as a guide. Let's be friendly Texans!

Initial Responses (Due Thursday) Grading
- Length: 0.4 points if your initial post is at least 250 words and posted on time. You earn 0.2 points if your initial post is between 100 and 249 words or if your post is late. You do not earn points if you do not post by the following Monday.
- Quality: If you fully answer the question you earn 0.8 points. If you do not fully answer the question you earn 0.4 points. If you do not address the question by the following Monday you do not earn points.
- Sources: If you cite a source and reference it you earn 0.4 points. If you only cite or reference, not both, or if you do not use APA formatting, you earn 0.2 points. If you do not use a source or post after the following Monday, you do not earn points.

Responses to other Students (Due Sunday) Grading
- Length/Quantity: 0.4 points if you have two reply posts of at least 100 words posted by Sunday. You earn 0.2 points if you only have one post meeting the minimum word count. You do not earn points if you do not post any meeting the minimum word count by the following Monday.
- Quality: If you advance the discussion you earn 0.8 points. If you do not advance the discussion you earn 0.4 points. If you do not post or advance the discussion by the following Monday you do not earn points.
- Sources: If you cite a source and reference in both posts you earn 0.4 points. If you only cite or reference, not both, or if you do not use APA formatting, or if you meet the requirements in both posts you earn 0.2 points. If you do not use a source or post after the following Monday, you do not earn points.

Mechanics
- If you had one or less grammatical, spelling, or academic tone errors you earn 0.8 points.
- If you had two to three grammatical, spelling, or academic tone errors you earn 0.4 points.
- If you have four or more grammatical, spelling, or academic tone errors you earn 0.0 points.

Quizzes and Exams

Week 1 Class Operations Quiz (Due Sunday)
- This quiz is worth two points and designed to ensure you have a clear understanding of the course requirements.
- You may take this quiz up to 99 times and your highest score will be recorded. There are no time requirements.
- You really should do it early-on to understand what is required. Late quizzes not accepted.

Weekly Quizzes in weeks 1-3 and 5-7 (Due Sunday)
- Each quiz contains 20 questions chosen at random from that week's reading and lecture.
- You will have up to 60 minutes to complete the exam.
- Retakes are not allowed. Only start when you are ready.

Midterm Exam in week four (Due Sunday)
- It contains 60 questions chosen at random from the first three week's readings and lectures.
- You have 180 minutes to complete the exam.
- Retakes are not allowed. Only start when you are ready.

Final Exam in week eight (Due Friday)
- It contains 60 questions chosen at random from weeks five through seven readings and lectures.
- You have 180 minutes to complete the exam.
- Retakes are not allowed. Only start when you are ready.

Missed or Late Exam policy: Exams must be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

Projects

Week Three Job Description Project (Due Sunday)
- Complete the job description worksheet (found in the assignment in Canvas) for a job you have interest in potentially pursuing in the future.
- Resources are provided in the assignment instructions in Canvas.
- Grading Rubric:
  - 50% Thoroughness: Completed all template sections with standardized terms and enough content to provide clarity. Partial completion will result in partial credit.
  - 30% Mechanics: Used the template and the job description is free from grammatical, spelling, and formatting issues. Partial completion will result in partial credit.
  - 20% Timeliness: Posted on time. One or two days late accepted but cannot earn the 20% of the rubric for timeliness. Work more than three days late will only be accepted if there is an extenuating circumstance as described in the student handbook and with approval from faculty via Canvas message.

Week Seven Compensation Project (Due Sunday)
- Create an 8-12 (including cover and references slides) slide PowerPoint deck to create an organization-appropriate compensation plan to address local, national, and global environments.
- Scenario: You have been hired as the Sales Director for a startup company that will be leasing ghost kitchen space to entrepreneurs who want to expand their current restaurant business or start a new one in a particular market. You need to develop a base salary, benefits, and incentive plan for the sales team in New York City, Dallas, and London.
- Address the following in your slides:
  - An overview of the role and what is different about this position than any other sales role.
  - The job matched on ONENet Online.
  - Market salary data for New York and Dallas. Your target salary rate based on market data.
  - Target base salary in British Pounds for the London role.
  - Sales Incentive Plan including the percentage of base salary target, minimum payout, maximum payout, payout frequency, and how that relates to sales goals. The incentive plan can be the same for all three markets or you may differentiate.
  - Key benefits provided domestically and internationally.
  - References list.
- Resource links are provided in the assignment instructions.
- Grading Rubric:
  - 50% Thoroughness: Completed all required sections with enough content to provide clarity. Partial completion will result in partial credit.
  - 30% Mechanics: The presentation is visually appealing, uses appropriate graphics and fonts, and is free of grammatical, spelling, and formatting issues. Partial completion will result in partial credit.
  - 20% Timeliness: Posted on time. One or two days late accepted but cannot earn the 20% of the rubric for timeliness. Work more than three days late will only be accepted if there is an extenuating circumstance as described in the student handbook and with approval from faculty via Canvas message.

University Policies and Procedures

Students with Disabilities (ADA Compliance):
Chapter 7(7.004) Disability Accommodations for Students:

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see Disability Services Office. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untdallas.edu or at Building PL, room 1104.

Disruptive Behavior in an Instructional Setting:

Students are expected to engage with the instructor and other students in this class in a respectful and civil manner at all times to promote a classroom environment that is conducive to teaching and learning. Students who engage in disruptive behavior will be directed to leave the classroom. A student who is directed to leave class due to disruptive behavior is not permitted to return to class until the student meets with a representative from the Dean of Students Office. It is the student's responsibility to meet with the Dean of Students before class meets again and to provide the instructor confirmation of the meeting. A student who is directed to leave class will be assigned an unexcused absent for that class period and any other classes the student misses as a result of not meeting with the Dean of Students. The student is responsible for material missed during all absences and the instructor is not responsible for providing missed material. In addition, the student will be assigned a failing grade for assignments, quizzes or examinations missed and will not be allowed to make up the work.

The Code of Student's Rights, Responsibilities, and Conduct (Policy 7.001) describes disruption as the obstructing or interfering with university functions or activity, including any behavior that interferes with students, faculty, or staff access to an appropriate educational environment. Examples of disruptive behavior that may result in a student being directed to leave the classroom include but are not limited to: failure to comply with reasonable directive of University officials, action or combination of actions that unreasonably interfere with, hinder, obstruct, or prevents the right of others to freely participate, threatening, assaulting, or causing harm to oneself or to another, uttering any words or performing any acts that cause physical injury, or threaten any individual, or interfere with any individual's rightful actions, and harassment. You are encouraged to read the Code of Student's Rights, Responsibilities, and Conduct for more information related to behaviors that could be considered disruptive.

Canvas Instructure Accessibility Statement:

University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. Canvas Instructure Accessibility Statement is also provided.

Course Evaluation Policy:

Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class.

Assignment Policy:

Please post your work on time. Unless there is a documented emergency, late work will not be accepted.

Exam Policy:

Each student may submit one and only one exam. Do not start your exam until you are ready to take it and have every expectation that you will not be interrupted for duration. It is open book but you will absolutely not be able to look-up every question and score well so it is critical you read and study before the exam.

Academic Integrity:

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to UNT Dallas' Student Code of Academic Integrity for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Classroom Policies

Online Attendance and Participation:

The University attendance policy is in effect for this course. Class attendance in the Canvas classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency.

Attendance for this online or hybrid course is considered when you are logged in and active in Canvas, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to UNT Dallas' Registrar for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course.

Inclement Weather and Online Classes:
Online classes may or may not be effected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette":
In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to UNT Dallas Student Code of Conduct. Respect is a given principle in all online communication. Therefore, please be sure to proofread all written communication prior to submission.

Diversity Policy:
Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Dean of Students as the instructor deems appropriate.

Technology Assistance:
In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements listed on the syllabus. If you experience difficulty accessing or using components of the course, try using Google Chrome browser. If you still experience technical difficulties, first, notify your instructor.
If the problem is still not resolved, call Student Assistance (Distance Learning) at the phone number listed below. Also, no matter what browser you use, always enable pop-ups. For more information see:

- UNT Dallas Canvas Technical Requirements
- Canvas Instructure Supported & Unsupported Operating Systems

Access to Learning Resources

UNT Dallas Library:
- phone: (972) 780-1616
- web: http://www.untdallas.edu/library
- email: library@untdallas.edu

UNT Dallas Bookstore:
- phone: (972) 780-3652
- web: http://www.untdallas.edu/bookstore
- e-mail: untdallas@bkstr.com

Supported Browsers:
- Chrome 67 & 68
- Firefox 60 & 61
- Flash 29, 30 (for audio/video)
- Respondus Lockdown Browser
- Safari 10, 11

Supported Devices:
- iPhone
- Android
- Chromebook
- (Tablet users can use the Canvas app)

Screen Readers:
- VoiceOver (Safari)
- JAWS (Internet Explorer)
- NVDA (Firefox)
- Note: There is no screen reader support for Canvas in Chrome
- Access Canvas via untdallas.instructure.com
  - Username: your EUID #
  - Password: your password

Getting Help with Canvas:
- Canvas 24/7 Phone Support for Students: 1-833-668-8634
- Canvas Help Resources:
- Web: Canvas Student Guide
- For additional assistance, contact Student Assistance (Distance Learning):
  - DAL 1, Rm 157,
  - phone: (972)338-5580,
  - email: distancelearning@untdallas.edu
- If you are working with Canvas 24/7 Support to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.

If you have a course-related issue (course content, assignment troubles, quiz difficulties) please contact me during office hours, Canvas inbox, email, or via phone/text, depending on the urgency.