MSMG 6150-U01
Managing Talent for Strategic Advantage
Fall 2020

Instructor: V. Natasha W. Randle, Ph.D., SPHR, SHRM-SCP
Office: 247 Friday
Phone: (704) 687-6015
Email: Natasha.Randle@uncc.edu
Office Hours:
10:00 am – 11:30 am Tuesdays (online)
8:30 am – 10:00 am Wednesdays (online)
10:30 am – 11:30 am Thursdays (online)
Please make an appointment

Class Meetings: Wednesdays 11:00 am - 1:45 pm online via Zoom

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ISBN-10: 0134235452

Other Materials:
Instructor Articles – access on Canvas
Harvard Business Coursepack
Wall Street Journal or other Business News Sources

Please check UNCC Canvas for regular updates of readings, assignments, and lecture notes.

This syllabus contains the policies and expectations I have established for MSMG 6150. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students.

Course Description
Human resource management plays an important role in creating and sustaining competitive advantage. This course focuses on the manager’s role in attracting, developing, and retaining talent in organizations. Contemporary issues such as globalization, outsourcing, workforce diversity, mergers and acquisitions, downsizing, and occupational health, safety, and security are explored in terms of their strategic value.

Course Overview and Objectives
This course provides detailed analysis of human resource management and how it can contribute to the overall success of the organization. Students will:
1. gain knowledge of talent management in business
2. develop a deeper understanding of HR through experiential learning
3. gain knowledge of the strategic implications of talent management on the organization
4. be exposed to practical HR experiences via interactions with HR practitioners
5. gain awareness of HR certification opportunities
6. prepare for careers in HR

**Participation**
Class participation is highly encouraged even in this online format. However, it is quality participation that is encouraged. Quality participation is an informed contribution that fits into the flow of conversation while enlightening others about the issues and ideas. Your learning experience and accomplishments will be commensurate with your efforts. Being present and prepared each class meeting is a significant part of participation.

**Interactive Technology that will be used in and for this class**
- Canvas
- Zoom ([https://uncc.zoom.us/](https://uncc.zoom.us/))
- Connect (access via Canvas)
- Flipgrid (flipgrid.com – login with your uncc.edu email address)
- Poll Everywhere ([https://www.polleverywhere.com/](https://www.polleverywhere.com/) [log in with your uncc.edu email address])
- Kahoot (kahoot.it – Game PIN will be given during class)
- Playposit (playposit.com – create an account with your uncc.edu email account)
- Mentimeter (menti.com – Code will be provided during class)
- Google Drive, Doc, Forms, Sheets
- Others

**Attendance**
Class engagement is imperative for this online course, as group participation and exercises are an important aspect of the instructional approach. Some tested material will only be disseminated in class.

**Voices from the Field**
Invited speakers will “visit” class during our Voices from the Field session and share experiences related to current HR topics. Content from speaker discussions may be included on class exams.

**Assignments**
Some assignments are noted in the schedule below. Others will be indicated in class and via Canvas. Professional quality work is expected, and grades will be assigned accordingly. Appropriate citations must be used where appropriate (APA style). All written assignments must be typed double-spaced using 12-point Times New Roman font with a cover page (unless specified otherwise). Visit the Purdue Owl website: [https://owl.english.purdue.edu/owl/resource/560/03/](https://owl.english.purdue.edu/owl/resource/560/03/) for excellent resources on APA formatting guidelines. A general grading rubric is provided in Canvas. Assignment specific guidance will be provided.

All assignments are due on the dates and times indicated and must be submitted on time to receive credit for the assignment. NO late assignments will be accepted.

Note: Special circumstances such as hospitalization or other unusual situations should be discussed with Dr. Randle prior to the missed assignment.

**HR Professional Interview.** This assignment requires you to verbally interview an HR professional, preferably with global or multi-state responsibilities. The individual should be a human resource professional. No close family members. The interview should include at least 8 thoughtful questions that
you craft. Note: the questions should be in depth, inquisitive, and helpful in gaining information about talent management in practice. One of the questions should be related to your aspirant career.

Submit a written summary of your questions and the answers, including the sections specified below.

**Section 1** of the assignment should be **interviewee information** (name, job title, company, email address/contact information, length of time in the position, previous relevant work experience, education, training, certifications relevant to human resources, and any other personal/professional information about the interviewee).

**Section 2** of the assignment should include the actual **interview questions/responses**: 1.) the 8 or more questions you created and asked the interviewee, 2.) the interviewee’s responses, and 3.) your integration of the question topics with course material. Discuss the course concepts and material related to each question/response.

**Section 3** of the assignment should include your thoughtful analysis of the information gained from the interview. Is it consistent with what you’ve learned? If not, why?

**Team Project: Consultant’s Proposal and Pitch.** In teams of 4-5 persons, you will act as consultants for a business experiencing a human resource management related problem. You are to prepare a proposal for how you will address the problem and “pitch” your proposal to the class. Each team will need to identify the company, conduct research on the company, and discuss the problem through the lens of at least three areas of HRM discussed in this class. The proposal should also include a section for the Consultants’ Profile which includes information about each consultant. More information will be located on Canvas.

**Examinations/Quizzes**
Three exams will be administered for this course. Dates are noted in the schedule of classes. The exams may include questions related to the chapters being tested as well as questions related to cases, articles, class discussions, and assignments. Exams will typically include essay/short answer and multiple choice questions. You are expected to take exams when scheduled. Exams not taken as scheduled will result in a grade of zero, unless previous arrangements have been made and approved. Extenuating circumstances should be discussed with Dr. Randle.

Previously announced and pop quizzes may be administered in class and via Canvas.

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<thead>
<tr>
<th>Course Grade Components</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>HR Interview</td>
<td>10%</td>
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<tr>
<td>Exams</td>
<td>45%</td>
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<tr>
<td>Team Project and presentation</td>
<td>25%</td>
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<tr>
<td>Participation/Quizzes/Cases/Assignments</td>
<td>20%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**Grading Scale**

A = 90 - 100%    B = 80 - 89%    C = 70 - 79%    D = 60 - 69%    F = 59 and below
Final course grades are rounded to the nearest whole percentage. For example, 89.5 equals a grade of A, 79.4 equals a grade of C, etc.

**Code of Student Academic Integrity**
All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Student violations include:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work of another as one's own (i.e., without proper acknowledgement of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Examples are presented in the Code. The Code is available from the Dean of Students office or online.

**SimCheck**
All required papers may be subject to submission for textual similarity review to SimCheck for the detection of plagiarism. All submitted papers will be included as source documents in the SimCheck reference database solely for the purpose of detecting plagiarism of such papers. No student papers will be submitted to SimCheck without a student’s consent and permission. If a student does not provide such consent and permission, the cover page and first cited page of each reference source MUST be photocopied and SUBMITTED with the final paper.

**Disability and Accommodation**
UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please send me your accommodation letter as early as possible. You are encouraged to meet with me to discuss the accommodations outlined in your letter. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 (Fretwell 230).

**Diversity**
The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited
to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

**Reasonable Accommodations for Religious Obligations**

Reasonable accommodations for students’ religious obligations will be made in accordance with University Policy 409, Religious Accommodation for Students. UNC Charlotte authorizes a minimum of two excused absences each academic year for religious observances as required by the faith of a student and provides students the opportunity to make up any missed work.

**Title IX Reporting Obligations**

UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents UNC Charlotte has staff members trained to support you.

UNC Charlotte employees, including all faculty members, are considered Responsible Employees who are required to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must report the information to the Title IX Coordinator. Although I have to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact any of the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center (counselingcenter.uncc.edu, 7-0311); (2) Student Health Center (studenthealth.uncc.edu, 7-7400); or (3) Center for Wellness Promotion (wellness.uncc.edu, 7-7407). Additional information about your options is also available at titleix.uncc.edu under the “Students” tab.

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<thead>
<tr>
<th>Date</th>
<th>Theme/Chapter(s)</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>Sept. 9</td>
<td>Course Overview Syllabus</td>
<td>Aspirant Career – in class</td>
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<tr>
<td></td>
<td>Chapter 1: Introduction to HRM</td>
<td><strong>Read:</strong> <a href="https://example.com">HR Says Talent is Crucial for Performance—and the Pandemic Proves It.</a></td>
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<tr>
<td>Sept. 16</td>
<td>Chapter 3: HRM Strategy and Analysis</td>
<td><strong>Read:</strong> Question for your HR chief: Are we using our people data to create value?</td>
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<td><strong>Read:</strong> Bringing HR and Finance Together with Analytics.</td>
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<td>Sept. 23</td>
<td>Chapter 2: Equal Opportunity and the Law</td>
<td><strong>Read:</strong> <a href="https://example.com">The Journey to Equity and Inclusion (SHRM)</a></td>
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<td><strong>Read:</strong> Employment Vignettes</td>
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| Mon, Sept. 28 (12 noon-1pm) Virtual | **BCOB Panel Discussion “Diversity, Equity and Inclusion”**  
Panelists:  
- Latesha Byrd (CEO & Founder of Byrd Career Consulting)  
- Mike Freno (President, Barings LLC)  
- Craig Parkin (Senior Managing Director, Institutional Relationships, TIAA). |
| Sept. 30  | Chapter 4: Job Analysis and the Talent Management Process  
**Read:** EEO Case |
| Oct. 7    | **Exam 1 (Chapters 1-4)** |
| Oct. 14   | Chapter 5: Personnel Planning and Recruiting |
| Oct. 21   | Chapter 6: Employee Testing and Selection  
**Read:** Case – Banff Aspen Lodge: Staffing for Success |
| Oct. 28   | Chapter 9: Performance Management and Appraisal  
**Read:** The Performance Management Revolution |
| Nov. 3    | *Last day to withdraw from course(s); grade subject to Withdrawal Policy Fall 2020* |
| Nov. 4    | **EXAM 2 (Chapters 5, 6, 9, and HR Certifications)** |
| Thurs, Nov. 5 (12 noon-1pm) Virtual | **BCOB CEO Speaker Series:**  
Scott Case, Chief Information Officer of Truist |
| Nov. 11   | Chapter 12: Pay for Performance and Financial Incentives  
**Read:** Case – Show Me the Money  
**HR Interview Due** |
| Nov. 18   | Chapter 13: Benefits and Services  
**Read:** [COVID-19 Pandemic: Supervisor Tips & Tools for Motivating Remote Staff to Stay Engaged and Productive](https://www.example.com)  
**Read:** [How to Engage Remote Employees During the Coronavirus Pandemic](https://www.example.com) |
| Nov. 25   | Chapter 10: Managing Careers and Retention  
Chapter 14: Building Positive Employee Relations  
**Read:** [COVID-19 Pandemic: Supervisor Tips & Tools for Motivating Remote Staff to Stay Engaged and Productive](https://www.example.com)  
**Read:** [How to Engage Remote Employees During the Coronavirus Pandemic](https://www.example.com) |
| Dec. 2    | HR Voices from the Field  
**Dec. 9** | **Team Project: Consultant’s Proposal and Pitch**  
**Dec. 16** | **Reading Day**  
**TBD** | **Final Exam (Chapters 10, 12, 13, and 14)** |

**Note:** 1.) Additional assignments and readings will be shared in class and on Canvas. 2.) This course schedule may change based on unanticipated events and the pace of course progression and student learning.