



COLLEGE OF BUSINESS

Illinois State University

MGT 323: Human Resources Management **Fall 2026 (Hybrid)**

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Office Hours: Tuesdays (8:30-9:30 AM and 2:00-3:00 PM) and by appointment

Illinois State University Mission: Illinois State University prepares diverse, engaged, and informed members of society through collaborative teaching, scholarship, and service.

Illinois State University Vision: Illinois State University will be a national leader in student-focused education connecting teaching, research, innovation, and intercultural understanding.

Illinois State University Values:

- Excellence in Teaching, Learning, and Scholarship
 - Individualized Attention
 - Equity, Diversity, Access, and Belonging
 - Collaboration
 - Community and Civic Engagement
 - Respect
 - Integrity
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College of Business Purpose: At the Illinois State University College of Business, our purpose is to provide quality education, informed by scholarship, to a diverse group of students so that they become ethical businesspeople who positively impact society. Our focal areas of societal impact are improving the well-being of stakeholders, providing quality education, and promoting equity and empowerment for all. We pursue these impacts through innovation in curriculum, scholarship, and service.

College of Business Mission: Prepare students for success in a global business environment by providing excellent instruction and transformative learning opportunities within a diverse and innovative academic community that values excellence in teaching, research, and service.

College of Business Vision: To be the first choice for business education in Illinois and beyond.

College of Business Core Values:

- Diversity
- Inclusion
- Professionalism
- Respect
- Equity
- Belongingness
- Honesty

Course Number: MGT 323

Course Name: Human Resources Management

Course Description: Principles and procedures relating to human resources management, including staffing, appraisal, training, compensation, and other programs for business and other organizations.

Credit Hours: 3

Prerequisites: Grade of C or better in MGT 220

Course Learning Objectives: Upon completion of this course, students will be able to:

- Define human resource management (HRM) and explain how HRM contributes to an organization's performance.
- Identify ways HRM professionals can support organizational strategies for growth, quality, and efficiency.
- Summarize the major federal laws requiring equal employment opportunity.
- Explain how the nature of the employment relationship is changing.
- Describe current methods of job design, recruitment, selection, performance management, training, and development.
- Distinguish between different approaches to administering compensation and benefits.
- Identify the labor relations goals of management, labor unions, and society.

Required Textbook

Title: Fundamentals of Human Resource Management

Authors: Noe, Hollenbeck, Gerhart, & Wright

Edition: 2025 Release

Publisher: McGraw-Hill

ISU ISBN (eBook + Connect access): 9781264846948

The textbook and associated McGraw-Hill Connect access are required for MGT 323. The eBook + Connect access can be purchased through the ISU bookstore or directly through McGraw-Hill. When you click on the first SmartBook reading assignment in Canvas, you will be prompted to create a McGraw-Hill account (or login with a previously created account). You must use your ISU email for the account so that your grades transfer to Canvas. Once you are logged in to McGraw-Hill, you can purchase Connect access or enter the bookstore access code. A free 2-week trial option is also available.

Course Communication

Access to Canvas is necessary for this class as announcements, assignments, and course files (syllabus, PowerPoint slides, etc.) will be communicated via Canvas. The Canvas Modules page will be utilized to provide you with a weekly overview of class material. Announcements will be sent via Canvas to your ISU email so please ensure your notification settings for MGT 323 are set to "notify immediately" for Announcements. It is expected that you regularly check your ISU email in order to receive course communications. In addition, important announcements will be made in class; therefore, class attendance is very important.

Performance Evaluation

Students' performance will be evaluated out of 500 total points through the following assignments.

Assignment	Description	Points	%
Exams	3 Exams x 100 points each	300 points	60%
SmartBook Reading Assignments	12 SmartBook Reading Assignments x 8 points each, drop 2 lowest scores	80 points	16%
Weekly Homework Assignments	12 Weekly Homework Assignments x 7 points each, drop 2 lowest scores	70 points	14%
Class Citizenship	1 st Half / 2 nd Half = 2 x 25 points each half	50 points	10%
Total:		500 points	100%

Final letter grades for this course will be determined based on the following categories. I will not round points at the end of the semester in this course. Instead, extra credit opportunities will be offered throughout the semester, and students striving for a higher letter grade should take advantage of these extra credit opportunities.

Letter Grade	Description	Point Range	% Range
A	Excellent	450-500 points	90-100%
B	Good	400-449.99 points	80-89.99%
C	Satisfactory	350-399.99 points	70-79.99%
D	Poor, But Passing	300-349.99 points	60-69.99%
F	Failing	0-299.99 points	0-59.99%
I	Incomplete*	NA	NA

*A grade of incomplete (I) is reserved for students who are doing passing work but find it impossible, because of reasons beyond their control, to complete the required work by the end of the term. A grade of incomplete applies only in rare circumstances, and the student must obtain approval from the instructor as well as work with the instructor on an Incomplete Grade Agreement Form before an incomplete grade can be assigned for the course.

Assignments Overview

Full assignment requirements and guidelines will be posted on Canvas and discussed in class. An overview of each assignment appears below.

➤ Exams (60%)

There will be three exams in this course. Exams are non-cumulative and are scheduled during Week 6 (Exam 1), Week 11 (Exam 2), and during the Final Exam Period (Exam 3). Full credit make-up exams will only be offered when a student (a) provides documentation of their *required* participation in a university-sanctioned event (e.g., ISU student athletes required to attend a game), (b) has an excused absence documented through the [Dean of Students Office](#), or (c) provides documentation of a severe illness/emergency.

Exams will include multiple choice questions and essay questions. Additional details regarding exams will be shared during exam overviews and exam reviews (see course schedule). Exams may cover content from both on-line lessons (e.g., SmartBook readings, homework assignments, videos, on-line

exercises) and in-class lessons (e.g., lecture, class discussion, group discussion, in-class exercises). Students will complete exams in person in the classroom, unless a documented accommodation is provided. Each student may bring one double-sided (both front and back) 8 ½ x 11 inch page of notes, either hand-written or typed, for reference during the exam. No other material is allowed out while taking exams.

➤ **SmartBook Reading Assignments (16%)**

MGT 323 is a hybrid course. Most weeks you will complete an on-line asynchronous lesson that includes a SmartBook reading assignment. SmartBook reading assignments are a combination of reading the textbook and answering questions about concepts covered in the text. It is a reading experience that adapts to each individual student. SmartBook reading assignments are effort-based, meaning you will have multiple opportunities to answer questions about a concept. In fact, if you answer a question incorrectly, the SmartBook will point you to the area of the text where the concept is covered to assist you with answering future questions correctly.

There will be 12 SmartBook reading assignments throughout the course. These assignments will typically open on Tuesdays at 2 PM and will be available until the following Tuesday at 11 AM. Each SmartBook reading assignment is worth 8 points. Late submissions will not be accepted. I highly recommend starting these assignments well in advance of the deadline in order to avoid a score of zero, due to unforeseen technical issues. The two lowest SmartBook reading assignment scores will be dropped before final grades are computed. A missed SmartBook assignment can count as a dropped score.

➤ **Weekly Homework Assignments (14%)**

There will be weekly homework assignments due 12 times throughout the course (see course schedule). These interactive assignments help to reinforce readings and class content. Students will be allowed two attempts at each weekly homework assignment (the highest score will be recorded). Students may reference the textbook, notes, and any other course materials while completing weekly homework assignments.

Weekly homework assignments will typically open on Tuesdays at 2 PM and will be available until the following Tuesday at 11 AM. Before completing the weekly homework assignment, you should complete the SmartBook reading assignment and watch any videos included in the on-line lesson. Each homework assignment is worth 7 points. Late submissions will not be accepted. I highly recommend starting these assignments well in advance of the deadline in order to avoid a score of zero, due to unforeseen technical issues. The two lowest weekly homework assignment scores will be dropped before final grades are computed. A missed homework assignment can count as a dropped score.

➤ **Class Citizenship (10%)**

Class citizenship is worth 50 points total and consists of two main sets of behaviors: *participation* and *professionalism*. You will earn 25 points of your class citizenship grade during the first part of the semester (through October 10) and the remaining 25 points during the second part of the semester (through the end of the course).

Participation is the first component of class citizenship. To facilitate both your and your classmates' development, you will be asked to meaningfully contribute to MGT 323. Participation is evaluated in a number of areas:

- First, you cannot participate during class if you are not present. Therefore, attendance during in-class lessons and exam reviews represents one aspect of participation. A single absence during each half of the semester will not necessarily negatively impact class citizenship. However, more than a single absence during each half of the semester will result in a deduction in class citizenship points.
- Second, participation extends beyond attendance to also include the meaningful comments and questions you contribute to our in-class discussions, either as an individual or while reporting out after group exercises. These discussions provide you with the opportunity to practice speaking, persuasion, and listening skills (all important human resource management skills). I will be keeping track of who contributes to our discussions each class period.
- Third, participation will be evaluated in terms of engagement with your classmates during in-class activities. You will need to attend class in order to participate, but beyond that, I will look for you to be mentally present and actively contributing to group discussions.
- Fourth, we will complete exercises during certain in-class and on-line lessons. While these exercises are not worth a specific number of points, they will count towards your class citizenship participation grade, and it will be important for you to provide thoughtful answers in order to demonstrate meaningful participation.

Professionalism involves demonstrating courtesy, honesty, and responsibility in one's interactions with others. Throughout your career, professionalism will be required for you to succeed and advance. Thus, it will be important for demonstrating class citizenship in MGT 323. Professionalism is evaluated in terms of students' behavior during class as well as behavior outside of class on tasks directly related to MGT 323.

- Examples of professional behavior during class include arriving on-time, utilizing laptops for course-related tasks only, refraining from texting during class, helping others when they need assistance, and ensuring your comments are respectful.
- Examples of professional behavior outside of class include completing on-line lessons and submitting assignments on-time, ensuring your emails are courteous and respectful, and engaging in proactive communication when you encounter an issue that prohibits you from effectively engaging in the course (e.g., missing class due to illness).

Student Access and Accommodation Services:

Any student needing to arrange a reasonable accommodation for a documented disability and/or medical/mental health condition should contact [Student Access and Accommodation Services](#) at 308 Fell Hall, Office Phone [\(309\) 438-5853](#), Video Phone [\(309\) 319-7682](#) or visit the website at StudentAccess.IllinoisState.edu.

Academic Integrity:

You are expected to be honest in all academic work, consistent with the academic integrity policy as outlined in the [Code of Student Conduct](#) and any additional syllabus language. All work is to be appropriately cited when it is borrowed, directly or indirectly, from another source. Unauthorized and/or unacknowledged collaboration on any work, or the presentation of someone else's work as your own, is a form of academic dishonesty under the Code of Student Conduct.

Content generated by an Artificial Intelligence third-party service or site (AI-generated content) without proper authorization and attribution is a form of academic dishonesty. If you are unsure about whether something used in your work requires attribution, please reach out to me to discuss it as soon as possible. Allegations of academic dishonesty will be referred to [Student Conduct and Community Responsibilities](#) for review under the Student Code of Conduct. Students found responsible for academic dishonesty may also be assigned a grade penalty by the instructor.

Artificial Intelligence:

In this course, students can use generative AI tools (such as ChatGPT or Adobe Firefly) to complete specific assignments, given instructor guidance and permission, so long as the use of generative AI tools is properly disclosed. Instructions on what information to disclose will be provided for assignments allowing use of AI. Note that any use of generative AI must be both responsible and ethical. This means that students using generative AI are required to comply with all privacy laws and research requirements to protect data and must have appropriate permissions to enter data into a generative AI tool. Students should clarify any questions on whether data or information may be entered into a generative AI tool with the instructor.

Equity, Diversity, Access, and Belonging:

ISU is committed to creating and maintaining a learning environment that is welcoming, supportive, respectful, inclusive, diverse, and free from discrimination and harassment. University classrooms are perhaps the most diverse learning environment in which you have ever been. We will most often be speaking across differences—sex, gender, sexuality, race, nation, economic class, religion, age, ability, political views, and more. This diversity will be an asset to our discussions and other learning experiences in this course. I encourage you to consider the experiences of your classmates to be equally valuable as your own. For resources on reporting concerns, please contact the [Dean on Duty](#).

Mental Health:

Life at college can get very complicated. It's common to face challenges in college, whether they relate to academics, identity, relationships, mental health, or other personal matters. If you're feeling stressed, overwhelmed, anxious, depressed, or simply need someone to talk to, you're not alone—help is available.

[Student Counseling Services \(SCS\)](#) provides FREE and confidential counseling to all students, inclusive of all backgrounds, identities, and experiences. You can visit SCS in person at 320 Student Services Building, make an appointment online through the [Secure Student Health Portal](#), or call (309) 438-3655 to access services. Additional information can be found at [Counseling.IllinoisState.edu](#).

In addition, TimelyCare is a free, 24/7 virtual mental health and well-being platform for ISU students. It offers immediate access to mental health support, including on-demand mental health counseling, scheduled counseling visits, health coaching, and digital self-care. You can access [TimelyCare](#) by visiting online or through the [Redbird Well](#) page on the ISU mobile app, or by downloading the [TimelyCare](#) app.

Hybrid Course Schedule: The following dates, topics, and assignments are tentative and changes may be necessary.

Week	Online Lesson: Readings (Due Tuesday @ 11 AM)	Online Lesson: Assignments (Due Tuesday @ 11 AM)	Class Date	In-class Lesson
1	• Syllabus	-	T 8/18	Course Overview
1	-	-	TH 8/20	Introduction to Human Resource Management
2	• Ch 1&3 SmartBook	• Ch 1&3 Homework • W2 On-line Exercise	T 8/25	Managing Human Resources (Ch 1) / Providing Equal Employment Opportunities and a Safe Workplace (Ch 3)
3	• Ch 4 SmartBook	• Ch 4 Homework • W3 On-line Exercise	T 9/1	Analyzing Work and Designing Jobs (Ch 4)
4	• Ch 5 SmartBook	• Ch 5 Homework • W4 On-line Exercise	T 9/8	Planning for and Recruiting Human Resources (Ch 5)
5	• Ch 6 SmartBook	• Ch 6 Homework • W5 On-line Exercise	T 9/15	Selecting Employees and Placing Them in Jobs (Ch 6) / Exam Overview
5	-	-	TH 9/17	Exam Review
6	-	-	T 9/22	EXAM 1
7	• Ch 10 SmartBook	• Ch 10 Homework • W7 On-line Exercise	T 9/29	Managing Employees' Performance (Ch 10)
8	• Ch 7 SmartBook	• Ch 7 Homework • W8 On-line Exercise	T 10/6	Training Employees (Ch 7)
9	• Ch 8 SmartBook	• Ch 8 Homework • W9 On-line Exercise	T 10/13	Developing Employees for Future Success (Ch 8)
10	• Ch 11 SmartBook	• Ch 11 Homework • W10 On-line Exercise	T 10/20	Separating and Retaining Employees (Ch 11) / Exam Overview
10	-	-	TH 10/22	Exam Review
11	-	-	T 10/27	EXAM 2
12	• Ch 12 SmartBook	• Ch 12 Homework • W12 On-line Exercise	T 11/3	Establishing a Pay Structure (Ch 12)
13	• Ch 13 SmartBook	• Ch 13 Homework • W13 On-line Exercise	T 11/10	Recognizing Employee Contributions with Pay (Ch 13)
14	• Ch 14 SmartBook	• Ch 14 Homework • W14 On-line Exercise	T 11/17	Providing Employee Benefits (Ch 14)
15	-	-	M-F 11/23-11/27	THANKSGIVING BREAK (No Class)
16	• Ch 15 SmartBook	• Ch 15 Homework • W16 On-line Exercise	T 12/1	Collective Bargaining and Labor Relations (Ch 15) / Exam Overview
16	-	-	TH 12/3	Exam Review

Final Exam Period (12/5-12/11, Day & Time TBD): **EXAM 3**