



# THE OHIO STATE UNIVERSITY

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**AEDE 3160 Human Resource Management in Small Business  
COURSE OUTLINE AND SCHEDULE  
Mondays and Wednesdays @ 12: 10 PM  
Spring 2021**

**INSTRUCTOR:** Denise Kestner, MHS, MLHR, SPHR, SHRM-SCP  
**MAILBOX:** AEDE Administrative Office, Ag Admin Building, 250  
**HOURS:** By appointment  
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**REQUIRED TEXTBOOK & MATERIALS:**



Fundamentals of Human Resource Management (8<sup>th</sup> edition)  
Raymond Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright  
ISBN: 9781260079173



Harvard Business School Case (\$4.95 each)

Students will be assigned 2 cases from a group aligned with class topics by accessing a course link in Harvard Business School Publishing. Each student will purchase two cases with the option to elect a third in place of another course assignment (see Carmen). The cases can be stored electronically or printed at the student's discretion.

**COURSE DESCRIPTION:**

Human Resources Planning, Job Analysis, Organizational Structure, Recruitment and Selection, Training, Motivation, Leadership, Communication, Compensation, and Evaluating Employee Performance in the context of a small business.

**LEARNING GOALS:**

- Describe role of Human Resources and an HR manager in a small business environment.
- Explain the validity and reliability on which HR decisions are based upon.
- Formulate the potential outcomes of HR decisions and their legal ramifications for the firm.
- Develop an organizational recruitment plan.
- Conduct a job analysis of a position.
- Design a position documenting the specifications and job description.
- Discriminate between the different types of employee selection techniques and their applications.
- Defend the importance and purpose of employee development programs and succession planning.
- Evaluate how HR decisions impact employee engagement.
- Recommend methods to best motivate employee productivity.
- Evaluate the appropriate employee compensation plan based on the position, company, and the job market.
- Describe the various components of mandatory and customary employee benefits.

## **Course Structure**

This course is designed to help you master some of the basic principles of managing the human resource component of a small business. Lectures, case analysis, practice video segments, article analyses, e-question platform, and in class activities will allow you to grasp the content and practice applying it. Guest speakers will complement content and case discussions throughout the semester.

Students taking this course present a variety of interests in the content. Some take the course with a focus on small business because they are already working in a small business or plan to run one. Others take the course because they would like to expand their knowledge with regard to human resources as they consider working in the field. Many take the course because it is required in their major given the number of small businesses in the field. And finally, across all these students there typically is considerable interest in understanding human resources because the topic has the potential to significantly impact their careers no matter their path.

Given these student drivers the course is designed to assure ALL in the course master the content that forms the foundation for human resource management no matter your future plans. Exams and quizzes will be utilized to assess your competency level here. The course does however have a focus on small business. Your understanding of that environment and the challenges faced by small businesses with regard to human resources will be assessed through the remaining assignments in the course.

## **Exams**

Exams in this course will focus on your mastery of the course content as it applies to a variety of business segments to include a dual focus on small and large business organizations. There will be two exams in the course.

## **Small Business Owner Interview**

Students will have the option to interview a small business owner to discuss challenges and opportunities present as they work to manage the human resource component of their small business. Required questions and specifics about completing this assignment will be made available on the course Carmen shell. Should a student prefer, they will be given the option to complete an additional case analysis of identical point value in lieu of this assignment.

## **Individual Case Analysis**

Students will work through a minimum of two cases dealing with an issue common to HR professionals in small or not so small businesses. In addition, students will have the opportunity to elect to complete a third case assignment if they chose not to complete the assigned small business owner interview. The cases can be purchased for \$4.95 from Harvard Business School Publishing via a direct link that will be provided to you. More information about the case and assignment process will be provided in class and in Carmen.

**Grading:** Final grades will be a weighted average of your performance and will be calculated to two decimal places. Letter grades will be assigned according to the OSU Standard Grading Scheme cutoffs:

<b>Grade Components</b>	<b>Points</b>
Attendance & Participation	130
Exams (Mid-Term & Final)	170
Case Analysis (2)	150
Small Business Owner Interview OR Case Analysis	50
<b>Total Points</b>	<b>500</b>

Letter Grade and Percentages

Symbol	%	Symbol	%
A	93	C+	77
A-	90	C	73
B+	87	C-	70
B	83	D+	67
B-	80	D E	60
			59 or less

**COURSE SCHEDULE  
SPRING 2021**

<b>Week</b>	<b>Class Content</b>	<b>Deliverables</b>
<b>Week 1</b> January 11 <sup>th</sup> & 13 <sup>th</sup> , 2021	Welcome and introductions	Purchase textbook Plan to attend online Zoom session
<b>Week 2</b> Read: Chapters 1 & 2 <i>No Class January 18<sup>th</sup></i> January 20 <sup>th</sup> , 2021	Introduction to Human Resources & Small Business Managing HR and Trends in HR Case Analysis Intro, Topics & Selection	<b>Purchase Case One</b> Topic Selection: HR & Small Business; Trends in HR; or Workforce Development
<b>Week 3</b> Read: Chapter 3 January 25 <sup>th</sup> & 27 <sup>th</sup> , 2021	Equal Employment Opportunity and Workplace Safety	
<b>Week 4</b> Read: Chapters 5 February 1 <sup>st</sup> & 3 <sup>rd</sup> , 2021	Planning for and Recruiting Human Resources	<b>Case Analysis One Due</b> <i>(upload to Carmen by midnight)</i>
<b>Week 5</b> Read: Chapter 6 February 8 <sup>th</sup> & 10 <sup>th</sup> , 2021	Selecting Employees	<b>Purchase Case Two</b> Topic Selection: Recruitment & Selection; or Training & Development

<b>Week 6</b> Read: Chapter 7 February 15 <sup>th</sup> & 17 <sup>th</sup> , 2021	Training Employees	
<b>Week 7</b> Read: Chapter 8 February 22 <sup>nd</sup> , 2021 <b>No Class on February 24th</b>	Developing Employees	Case Analysis Two Due (upload to Carmen by midnight)
<b>Week 8</b> Read: Chapter 9 March 1 <sup>st</sup> & March 3 <sup>rd</sup> , 2021	Creating & Maintaining High Performance Organizations	
<b>Week 9</b>	Mid-Term Exam Prep (March 8 <sup>th</sup> ) Mid-Term Exam (March 10 <sup>th</sup> )	
<b>Week 10</b> Read: Chapter 10 March 15 <sup>th</sup> & 17 <sup>th</sup> , 2021	Managing Employee Performance	
<b>Week 12</b> Read: Chapter 11 March 22 <sup>nd</sup> & 24 <sup>th</sup> , 2021	Separating and Retaining Employees	
<b>Week 13</b> Read: Chapter 12 March 29 <sup>th</sup> , 2021 <b>No Class on March 31st</b>	Establishing a Pay Structure	
<b>Week 14</b> Read: Chapter 13 April 5 <sup>th</sup> & 7 <sup>th</sup> , 2021	Recognizing Employee Contributions with Pay	
<b>Week 15</b> Read: Chapter 14 April 12 <sup>th</sup> & 14 <sup>th</sup> , 2021	Providing Employee Benefits	Case Analysis Three OR Small Business Owner Interview Due (upload to Carmen by midnight)
<b>Week 16</b> April 19 <sup>th</sup> , 2021	Future of Human Resources & Small Business Course Wrap-up & Exam Prep Final Exam (April 21 <sup>st</sup> , 2021)	

**As a reminder:**

OSU Code of Student Conduct and Policy on Academic Misconduct

Academic misconduct of any kind, including failure to cite sources in a paper is unacceptable. Faculty rule 3335-5-54 requires that “each instructor shall report to the Committee of Academic Misconduct all instances of what he or she believes may be academic misconduct.” If you have any doubts concerning this policy it is your responsibility to consult with the instructor.

- All students are expected to abide by the University’s Code of Student Conduct (<http://studentaffairs.osu.edu/csc/>)
- Please refer to the OSU Website for details on Academic Misconduct (<http://oaa.osu.edu/coam.html>). Any violation of the University’s policy will be dealt with according to University procedures

**Disability Services**

The University strives to make all learning experiences as accessible as possible. I will work with you to provide accommodations for known disabilities. It is your responsibility to register with Student Life Disability Services to establish reasonable accommodations needed for the course. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

**Safety & Health Information**

Health and safety requirements: All students, faculty and staff are required to comply with and stay up to date on all university safety and health guidance (<https://safeandhealthy.osu.edu>), which includes wearing a face mask in any indoor space and maintaining a safe physical distance at all times. Non-compliance will result in a warning first, and disciplinary actions will be taken for repeated offenses.

[https://safeandhealthy.osu.edu/?utm\\_campaign=oaa\\_faculty-staff-awareness\\_fy21\\_safeteaching-20200806&utm\\_medium=email&utm\\_source=EOACLK](https://safeandhealthy.osu.edu/?utm_campaign=oaa_faculty-staff-awareness_fy21_safeteaching-20200806&utm_medium=email&utm_source=EOACLK)