Class meeting:  Mon, 6:00 p.m. – 8:45 p.m., BUS 210  
Instructor:  Marina Astakhova, PhD, Assistant Professor; Office: BUS 123  
E-mail: mastakhova@uttyler.edu  
Office Phone: (903)565-5897  
Office Hours:  Monday, 4:45 p.m. – 5:45 a.m.; Thursday, 3:30 p.m. – 4:30 p.m. or by appointment.

Textbook


Course Description & Objectives

The course is an advanced topics study of contemporary HRM practices and issues. Focus is on the role of HR managers and practices in developing competitive advantage for the firm. The course considers the role of both specific HR practices and the overall HR architecture in enhancing firm performance. The overall objectives of the course are:

1)  examine the strategic value and competitive advantage of HRM in the business environment;  
2)  gain a first-hand understanding of the assumption that all managers are accountable to their organizations in terms of the impact of their HRM activities, and they are expected to add value by leading their employees ethically and effectively;  
3)  learn theory principles and methods involved in all phases of employment.

Plan for the Course

The course is organized in 11 modules. The content of a module typically includes the following components: 1) power point slides, 2) article(s)/video for reading/viewing, and 3) an exercise. A module content may vary from module to module. In addition to the above, there will be 4) two exams, 5) International HRM in the News and 6) Group Project “Improving HRM Functions in the Organization.” There will also be opportunities to earn extra points during the course (please see under Point 6). Here is a detailed description of the course content items:

1. Power Point Slides and Lecture Notes. Power point slides and lecture notes will be posted for each module and will be based on the module topic and the corresponding chapter(s). Students need to study the slides as they contain material supplementary to that in the textbook.

2. Readings of Articles/Cases + Written Summaries. Most readings will be from your textbook as indicated in the course outline. Also, there will be supplemental readings (journal articles or cases) to provide in-depth understanding of selected topics. Articles and cases will be posted on Blackboard. These readings are mandatory. On the day when an article/a case is due, you are supposed to submit on
Blackboard a 1-2-page paper, Times New Roman, 12pt font, that summarizes the article/case and discusses your opinion (one paragraph) on the issue. Your opinion should not be limited to “I like/did not like the article.” Instead, it should relate to other readings you have done on the issue (textbook, other journal articles) and your work experience. Your ability to logically think, apply the material you learn and make appropriate connections is essential to receive a good grade. The absence of your opinion will automatically result in 30% reduction of the grade for the summary.

Your summaries need to be submitted by midnight Sunday the week they are due.

Articles/Readings are 25% of your grade.

3. Exercises. There will be 5 exercises throughout the course. They are meant to give brief hands-on exposure or practice in key topic areas. Examples of some exercises may include writing an interview questions, creating a job description, etc. Four exercises will be completed in class and would not require any additional preparation, except for reading the textbook material in advance. Your absence on the day of the exercise will result in zero points for that exercise. However, one exercise (Exercise 4) will require time outside of the classroom to prepare. The instructions for Exercise 4 are posted on Blackboard.

Exercises are 20% of your grade.

4. Exams. Exam questions will be drawn from your textbook, supplemental reading assignments, and power point slides. Exams are to be taken at the scheduled time. Each exam will be posted online on Friday the same week it is scheduled and will be due by 11:59 p.m. Central Time on Sunday the same week. Each exam will consist of 50 two-point multiple-choice questions. You can take an exam at any time during the period specified above and can spend as long on the exam as needed. However, once you started the exam you should complete it because there will be no option to save it and return to it. If you cannot take an exam due to a legitimate reason (e.g., illness, death in the immediate family), a make-up exam will be provided (you will be required to provide a formal document that excuses your absence to be eligible for a make-up exam). If you do not provide a legitimate excuse within 3 days after your absence, no make-up exam will be granted. Make-up exams are essay format.

Exams are 20% of your grade (10% for each).

5. International HRM in the News. This assignment will be done in groups and is based on Module 12. Each group will need to find a recent (no later than 2013) newspaper article that discusses an HRM-related topic in a country other than the U.S. E.g., Unions in China; Sexual Harassment in the Russian workplace, etc. Each group will need to make a presentation about the HRM-topic in the country of their interest. The details about the International HRM in the News presentation can be found in a separate file “International HRM in the News_What do I need to know” posted under Course Documents on Blackboard.

International HRM in the News is 15% of your grade.

6. Group Project: Improving HRM Functions in the Organization. The main goal of this project is to evaluate a company’s practices in the selected HR area (e.g., recruitment, selection, compensation,
etc.) and make relevant recommendations based on the knowledge learned in class. This project will be done in groups and will consist of two parts: presentation and paper. The project serves dual purposes. First, it is intended to help you connect theoretical knowledge to industry practices. Second, it will help you learn to work more effectively in groups. A great deal of time and effort will be required for this assignment. A detailed description of the project and group presentation requirements can be found in a separate document “Final Group Project_What do I need to Know,” which is posted on Blackboard.

**Group Project is 20% of your grade.**

### 8. Opportunity Shop for Extra Points

During the semester you can earn extra points which will be added to your final grade. Below are the options of how extra points can be earned. You can take an advantage of any or all of the options:

<table>
<thead>
<tr>
<th>Type of Opportunity Shop</th>
<th>Points Granted (will be added to the final grade)</th>
<th>How to Earn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Super active class participation</td>
<td>2 points</td>
<td>Two points will be granted to students who will actively participate during class sessions. Active participation means well-reasoned and insightful questions, comments, suggestions, examples. The decision will be made in the end of the semester and will be based on both your self-evaluations and Professor’s evaluation of your work.</td>
</tr>
<tr>
<td>Best Project (Improving HRM Functions in the Organization) presentation</td>
<td>2 point to each group member</td>
<td>Best group presentation will be based on other students’ evaluations of your group presentation. There will be voting for the Best Project after all your presentations are made.</td>
</tr>
<tr>
<td>Unexpected opportunity</td>
<td>To be determined</td>
<td>There may be other opportunities during the course time to earn an extra credit. Please be active, prepared and willing to learn!</td>
</tr>
</tbody>
</table>

**Grading**

The grading scale is predetermined to ensure that you always know your grade in the class. Grades will be based on the absolute standard below, and will *not* be curved. Extra points (if any) will be applied to the final grade. Grading will be based on the following factors and weighting:

- Exam 1 10%
- Exam 2 10%
- Exercises 20%
- Readings of Articles/Cases + Written Summaries 25%
- International HRM in the News 15%
- Group Project: Improving HRM Functions in the Organization 20%
Scale for final letter: A (90-100); B (80-89); C (70-79); D (60-69); and F (Below 60).

**UT Tyler Course Policies**

See below or access at [http://www.utttyler.edu/academicaffairs/syllabuspolicies.pdf](http://www.utttyler.edu/academicaffairs/syllabuspolicies.pdf)

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**Important Dates:**

**Census date:** September 4  
**Last day to withdraw from classes with an automatic W:** October 26

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**Students Rights and Responsibilities**

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: [http://www2.utttyler.edu/wellness/rightsresponsibilities.php](http://www2.utttyler.edu/wellness/rightsresponsibilities.php).

**Grade Replacement/Forgiveness and Census Date Policies**

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at [http://www.utttyler.edu/registrar](http://www.utttyler.edu/registrar). Each semester’s Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid.

**State-Mandated Course Drop Policy**

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped...
at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability Services
In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to cstaples@uttyler.edu

Student Absence due to Religious Observance
Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities
If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement
It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation
Everyone is required to exit the building when a fire alarm goes off. Follow your instructor’s directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.
***IMPORTANT***

Sending an email to Professor:

In order to ensure I get your email, you MUST:

- send your email from the Patriot email account, and
- put ‘MANA 5350-002’ in your email’s subject line.

NOTE: This information is needed in order to help ensure your email is not treated like spam and gets timely attention. In order to protect the privacy of students, the university requires that all email communication with students be conducted through the University Patriot email system. It is your responsibility to regularly check your Patriot email.

***IMPORTANT***

EXTREMELY IMPORTANT: Technical issues on Blackboard may occasionally prevent you from finishing your online assignment (e.g., test). I understand that IT is not perfect and will reopen the assignment ONLY if the IT DEPARTMENT/MYSELF have a technical proof that you indeed attempted to complete the task. If neither me nor IT finds any proof of your attempt to do the assignment, the assignment will NOT be re-opened and NO grade will be given. This is the rule and will not be subject to any alterations.

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## Course Outline*

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
<th>Topic</th>
<th>Reading and Videos</th>
<th>Assignments</th>
<th>Face-to-face or Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>08/24 – 08/28</td>
<td><strong>Introduction to SHRM</strong></td>
<td><em>Ch. 1. HR in a Globally Competitive Business Environment</em></td>
<td>• Article Summary 1 <em>(please post under Assignments)</em> is due at 11:59 p.m. Central Time on 08/30</td>
<td>Face-to-face BUS Building 210</td>
</tr>
<tr>
<td>2</td>
<td>08/31 – 09/04</td>
<td><strong>SHRM and Financial Aspect</strong></td>
<td><em>Ch. 2. The Financial Impact of HR Management Activities</em></td>
<td>• Article Summary 2 <em>(please post under Assignments)</em> is due at 11:59 p.m. Central Time on 09/06</td>
<td>Face-to-face BUS Building 210</td>
</tr>
<tr>
<td>3</td>
<td>09/07– 09/11</td>
<td><strong>No class (Labor Day)</strong></td>
<td></td>
<td>• Article Summary 3 <em>(please post under Assignments)</em> is due at 11:59 p.m. Central Time on 09/13</td>
<td>No Class</td>
</tr>
</tbody>
</table>
| 4      | 09/14 – 09/18 | **Diversity HR Planning Recruiting** | *Ch. 4. Diversity at Work* *Ch. 5. Planning for People* *Ch. 6. Recruiting* | • Exercise 1 *[will be done in class]  
• Determination of groups for International HRM in the News presentation and Final Group Project  
• Article Summary 4 *(please post under Assignments)* is due at 11:59 p.m. Central Time on 09/20 | Face-to-face BUS Building 210 |
| 5      | 09/21 – 09/25 | **Staffing**                | *Ch. 7. Staffing*                                       | • Article Summary 5 *(please post under Assignments)* is due at 11:59 p.m. Central Time on 09/27  
• Exercise 2 *[will be done in class]  
• The deadline for submitting the list of the HRM areas in the preferred order for the final project + the name of the selected company (Submit the hard copy of the document with your choices in class – 1 document per group) | Face-to-face BUS Building 210 |
| 6      | 09/28 – 10/02 | **Exam 1**                  | *Ch. 1, 2, 4, 5, 6, 7; Readings, Videos*               | The exam will be open from 10/02 till 11:59 p.m. on 10/04                   | Take-home exam, no face-to-face class |
| 6      | 10/05– 10/09 | **Training/Development**    | *Ch. 8. Workplace Training*                             | • Article Summary 6 *(please post under Assignments)* is due at 11:59 p.m. Central Time on 10/11  
• Exercise 3 *[will be done in class]  
• Start preparation for Exercise 4 | Face-to-face BUS Building 210 |
<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Session</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td>7</td>
<td>10/12 – 10/16</td>
<td>Performance Management, Career Management</td>
<td>Deliverable 1 for Final Group Project: Project timeline (submit a hard copy of the project timeline in class; 1 document per group)</td>
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<tr>
<td></td>
<td></td>
<td>Ch. 9, Performance Management, Ch. 10, Managing Careers</td>
<td>Article Summary 7 (please post under Assignments) is due at 11:59 p.m. Central Time on 10/18</td>
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<td></td>
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<td>Exercise 4 [“Best-self-portrait”; Individual exercise that would need to be completed in advance and a hard copy will be due in class on 10/12; instructions will be posted soon]</td>
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<td>Article Summary 8 (please post under Assignments) is due at 11:59 p.m. Central Time on 10/25</td>
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<td>Submission of the country of your choice for the International HRM in the News group presentation (submit a hard copy of the document stating the country your group selected; 1 document per group)</td>
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<td>Face-to-face BUS Building 210</td>
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<tr>
<td>8</td>
<td>10/19 – 10/23</td>
<td>Pay and Incentives</td>
<td>Article Summary 8 (please post under Assignments) is due at 11:59 p.m. Central Time on 10/25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ch. 11, Pay and Incentive Systems, Ch. 12, Indirect Compensation: Employee Benefit Plans</td>
<td>Exercise 4 [“Best-self-portrait”; Individual exercise that would need to be completed in advance and a hard copy will be due in class on 10/12; instructions will be posted soon]</td>
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<td>Face-to-face BUS Building 210</td>
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<tr>
<td>9</td>
<td>10/26 – 10/30</td>
<td>Safety in the Workplace</td>
<td>Article Summary 9 (please post under Assignments) is due at 11:59 p.m. Central Time on 11/01</td>
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<tr>
<td></td>
<td></td>
<td>Ch. 15, Safety, Health, and Employee Assistance Programs</td>
<td>Deliverable 2 for Final Group Project: Outline of ‘Best Practice’ with references (EMAIL your outline to me by 11:59 p.m. Central Time on 11/01; 1 document per group)</td>
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<td></td>
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<td></td>
<td>International HRM in the News Presentation (due in class; no paper is required)</td>
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<td>No class</td>
</tr>
<tr>
<td>10</td>
<td>11/02 – 11/06</td>
<td>Exam 2</td>
<td>The exam will be open from 11/06 till 11:59 p.m. on 11/08</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ch. 3, 8, 9, 10, 11, 12; Readings, Videos</td>
<td>Take-home exam, no face-to-face class</td>
</tr>
<tr>
<td>11-11</td>
<td>11/09 – 11/13</td>
<td>Legal Issues, Unions, Justice in the Workplace</td>
<td>Article Summary 10 (please post under Assignments) is due at 11:59 p.m. Central Time on 11/15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ch. 3, The Legal Content of Employment Decisions, Ch. 13, Union Representation and Collective Bargaining, Ch. 14, Procedural Justice and Ethics in Employee Relations</td>
<td>Exercise 5 [will be done in class]</td>
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<td></td>
<td>Face-to-face BUS Building 210</td>
</tr>
<tr>
<td>12</td>
<td>11/16 – 11/20</td>
<td>International HRM</td>
<td>International HRM in the News Presentation (due in class; no paper is required)</td>
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<td></td>
<td></td>
<td>Ch. 16, International HRM</td>
<td>Face-to-face</td>
</tr>
</tbody>
</table>

MANA 5350.002, Fall 2015
<table>
<thead>
<tr>
<th>Date: 11/23 – 12/27</th>
<th>Event: Thanksgiving, No Class</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date: 11/30 – 12/04</th>
<th>Event: Group Project: Improving HRM Functions in the Organization (Group Presentation and Paper)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Presentations are done in class. Group papers are due in class (one per group). Group member evaluations are due in class (each group member submits one – these evaluations would not be seen by other group members). Please read the instructions in the “Final Group Project_What do I need to Know” to better prepare for your presentations.</td>
</tr>
<tr>
<td></td>
<td>Face-to-face in BUS Building 210</td>
</tr>
</tbody>
</table>

* I reserve the right to modify this schedule according to the needs and progress of the class.