**Course Information:**  
100% online

**Dates:**  
Fall 2015  
*Start Date: 08/24/2015*  
*End Date: 12/12/2015*

**Instructor Contact Information:**  
*Name and Title:* Marina Astakhova, PhD, Assistant Professor, College of Business and Technology; Office: BUS 123  
*Telephone:* (903)565-5897  
*E-mail:* mastakhova@uttyler.edu  
*Online Chat Office Hours:* through Blackboard chat during office hours or upon student request.  
*Telephone Office Hours:* Monday, 3:45 p.m. – 4:45 p.m.; Thursday, 10:00 a.m. – 12:00 p.m. or by appointment.

**Course Textbook**  

Discussion articles/videos and other supplemental readings will be posted online during the semester.

**Course Description**  
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.

**Course Organization**  
Typical course materials and activities will include 1) **power point slides**, 2) **article(s)/videos** for reading/viewing which will be used in the corresponding discussion board assignments (DBA), 3) **5 DBAs**; 4) **5 exercises (3 group and 2 individual)**; 5) **10 quizzes**, 6) **3 exams** and 7) the **1 “International HR in the News” DBA**. Course activities vary depending on the week, so please see detailed schedule in the end of this syllabus. Here is a description of what each type of course activity constitutes:

1) **Power Point Slides.** Power point slides will be posted for each week and will be based on the topics and textbook chapters covered during that week. Students need to study the slides as they contain material **supplementary** to that in the textbook.  

2) **Article(s)/Video.** Almost every week you will need to read an article or a watch video which are supplementary to the material from power point slides and the textbook. The articles/videos will be posted on Blackboard in the corresponding weekly folders.  

3) **DBAs.** There will be 5 DBA during the course. DBAs will be based on the chapter covered in the module and/or article/video assigned for reading/watching in this particular module. A
DBA question will be posted 9 days prior to its due date (on Friday prior to the week when the DBA is due), so you will have a full week and the weekend (9 days) to complete it. **Each DBA will require 2 posts (200-300 words each):** a response to my question as well as a response to another student’s post (ONE student) of your choice. Each post would require 2 citations: one internal citation (a page from your textbook) and one external citation (any reputable business article). **So you will have 4 citations per each DBA.**

It is critical to follow the APA style in writing. Also, I will subtract points for sloppy writing that contains grammatical and/or stylistic errors.

More detailed information about the DBA requirements as well as where/how to post a DBA can be found in a separate document “Discussion Board Assignments (DBA): What Do I Need to Know” which is located under Course Documents on Blackboard.

**To find a DBA question you will need to go to your group = Group Discussion Board DBAs are 20% of your grade.**

4) **Exercises.** There will be 5 exercises throughout the course (3 group and 2 individual exercises). 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. Exercises will require advanced preparation, including reading the corresponding book chapters as well as doing online research. **Group exercises will have to be completed in groups** (the same groups as determined for other class activities will be used). Individual exercises will require individual work. Exercises will be posted on Blackboard on Friday prior to the week when they are due and will be open till 11:59 p.m. Sunday the following week. For Group exercises, group members need to coordinate their interaction on their own (distribute parts of assignment, do research, editing, proofreading, etc.). You may use any means of communication that are more convenient for you and your group members. One document with a complete exercise per group needs to be submitted on Blackboard by the deadline. **Exercises are 25% of your grade.**

5) **Quizzes.** There will be 10 quizzes covering the required reading material (textbook, power point slides, and readings) for a given module. The quizzes will be posted online on **Friday** the same week they are scheduled and will be due by 11:59 p.m. Central Time on Sunday the same week. Each quiz will consist of 5 one-point multiple-choice questions. You can take a quiz at any time during the period specified above and can spend as long on the quiz as needed. However, once you started the quiz you should complete it because there will be no option to save it and return to it. **I WILL NOT BE ABLE TO REOPEN A QUIZ FOR YOU AND YOU WILL LOSE POINTS.** Quizzes are very important as they will help you prepare for the exam. **Quizzes are 10% of your grade.**

6) **Exams.** Three multiple choice exams will be given during the semester. 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 2-point multiple-choice or true/false 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 excusing 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 30% of your grade (10% per exam).**

7) **International HR in the News DBA.** This assignment is very similar to a regular DBA. The difference is that I will not post any question but you will initiate the discussion yourselves.
You will need to find a recent newspaper article (within the last two years) that discusses an HR-related topic in a country other than the US. E.g., Unions in China; Sexual Harassment in Russia, etc. You will then need to provide a brief 200-300 word summary of your selected article. You will also need to read all other summaries prepared by your group members and write a response to ONLY one of them. More detailed information on the International HR in the News DBA can be found in a separate document “Discussion Board Assignments (DBA): What Do I Need to Know.”

**International HR in the News DBA is 15% of your grade.**

**IMPORTANT:**

**Announcements:** This will welcome you to the course as well as alert you to items requiring your attention. All announcements are communicated via email. Your Patriot email will be used for class-related communication. Please do not forget to regularly check it.

**Regular Blackboard visits:** Because it is an online course, it is absolutely imperative that you will regularly log on to Blackboard to be current on all course assignments as well as regularly check your UT Tyler email account for any important course-related announcements. Visiting Blackboard at least 3-4 times a week is highly warranted, especially given 5 group assignment which you will have to complete during the course.

**No makeup work without a formal excuse:** Makeup work is possible ONLY upon the presentation of a formal document excusing your absence (e.g., doctor’s note etc.). This document has to be scanned and emailed to me/brought to the office within three days of your absence. NO EXCEPTIONS will be allowed.

**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 5350-060’ 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.

***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 no proof is present, the assignment will NOT be re-opened and NO grade will be given.

**Grading Policy**

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:

- Quizzes 10%
- Exercises 25%
- Exam 1 10%
- Exam 2 10%
- Exam 3 (Final Exam, non-comprehensive) 10%
- Discussion Board Assignments (DBAs) 20%
- International HR in the News 15%

**Total: 100 % (mandatory points not including extra points)**
Scale for final letter: A (90-100); B (80-89); C (70-79); D (60-69); and F (Below 60).

| Technical Support | If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing itsupport@patriots.uttyler.edu. When you email IT Support, include a complete description of your question or problem including:
- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message
You may also visit Distance Education FAQs for helpful information. |
| UT Tyler Course Policies | See below or access at [http://www.uttyler.edu/academicaffairs/syllabuspolicies.pdf](http://www.uttyler.edu/academicaffairs/syllabuspolicies.pdf) |
| Important Dates | **Census date:** September 4  
**Last day to withdraw from classes with an automatic W:** October 26 |
| 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.uttyler.edu/wellness/rightsresponsibilities.php](http://www2.uttyler.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.uttyler.edu/Registrar](http://www.uttyler.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.

**COURSE CALENDAR**

This fully online course begins with an online course orientation to familiarize yourselves with the online learning environment. Each week starts on a Monday and ends on a Sunday.

All topics will be covered during the week they are listed.
All readings are to be completed prior to the week they are listed as this will give you more time to prepare for discussion board assignments and quizzes.
All assignments are due on the dates they are listed.
**DBA** = Discussion Board Assignments
**Example**: Discussion Board Assignment 1 = 1 DBA
**Q** = Quizzes
**Example**: Quiz 3 = 3Q
All quizzes are multiple choice questions and relate to the corresponding module and chapters covered in that module.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading and Videos</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>1</td>
<td>08/24 – 08/30</td>
<td>Introduction to SHRM</td>
<td>Ch. 1, HR in a Globally Competitive Business Environment</td>
<td>Reading 1&lt;br&gt;- IDBA, opens on 08/21 and closes at 11:59 p.m. Central Time on 08/30</td>
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<td>2</td>
<td>08/31 – 09/06</td>
<td>Financial Aspect of HR Activities</td>
<td>Ch. 2, The Financial Impact of HR Management Activities</td>
<td>Reading 2&lt;br&gt;- 2DBA, opens on 08/28 and closes at 11:59 p.m. Central Time on 09/06&lt;br&gt;- 2Q, opens on 09/04 and closes at 11:59 p.m. Central Time on 09/06</td>
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<td>3</td>
<td>09/07 – 09/13</td>
<td>Diversity HR Planning</td>
<td>Ch. 4, Diversity at Work Ch. 5, Planning for People</td>
<td>Reading 3&lt;br&gt;- Exercise 1, opens on 09/04 and closes at 11:59 p.m. Central Time on 09/13&lt;br&gt;- 3Q, opens on 09/11 and closes at 11:59 p.m. Central Time on 09/13</td>
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<tr>
<td>4</td>
<td>09/14 – 09/20</td>
<td>Recruiting</td>
<td>Ch. 6, Recruiting</td>
<td>Reading 4&lt;br&gt;- 3DBA, opens on 09/11 and closes at 11:59 p.m. Central Time on 09/20&lt;br&gt;- 4Q, opens on 09/18 and closes at 11:59 p.m. Central Time on 09/20</td>
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<tr>
<td>5</td>
<td>09/21 – 09/27</td>
<td>Exam 1</td>
<td>Ch. 1, 2, 4, 5, 6; Readings, Videos (if any)</td>
<td>Complete the exam online; the exam will be open Fri, September 25 and will close at 11:59 p.m. Sun, September 27</td>
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<tr>
<td>6</td>
<td>09/28 – 10/04</td>
<td>Staffing</td>
<td>Ch. 7, Staffing</td>
<td>Reading 5&lt;br&gt;- Exercise 2, opens on 09/25 and closes at 11:59 p.m. Central Time on 10/04&lt;br&gt;- 5Q, opens on 10/02 and closes at 11:59 p.m. Central Time on 10/04</td>
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<tr>
<td>7</td>
<td>10/05 – 10/11</td>
<td>Training/Development</td>
<td>Ch. 8, Workplace Training</td>
<td>Reading 6&lt;br&gt;- 4DBA, opens on 10/02 and closes at 11:59 p.m. Central Time on 10/11&lt;br&gt;- 6Q, opens on 10/09 and closes at 11:59 p.m. Central Time on 10/11</td>
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<tr>
<td>8</td>
<td>10/12 – 10/18</td>
<td>Performance Management/Career Management</td>
<td>Ch. 9, Performance Management Ch. 10, Managing Careers</td>
<td>Readings 7,8&lt;br&gt;- Exercise 3, opens on 10/09 and closes at 11:59 p.m. Central Time on 10/18&lt;br&gt;- 7Q, opens on 10/16 and closes at 11:59 p.m. Central Time on 10/18</td>
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<tr>
<td>9</td>
<td>10/19 – 10/25</td>
<td>Pay and Incentives</td>
<td>Ch. 11, Pay and Incentive Systems Ch. 12, Indirect Compensation: Employee Benefit Plans</td>
<td>Reading 9&lt;br&gt;- 5DBA, opens on 10/16 and closes at 11:59 p.m. Central Time on 10/25&lt;br&gt;- 8Q, opens on 10/23 and closes on 10/25</td>
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### Week 10
**10/26 – 11/01**
**Exam 2**
Ch. 7, 8, 9, 10, 11, 12; Readings, Videos
Complete the exam online; the exam will be open Fri, October 30 and will close at 11:59 p.m. Sun, November 1.

### Week 11
**11/02 – 11/08**
Legal Context of Employment Decisions
Ch. 3. The Legal Content of Employment Decisions
- **Reading 10**
- **Exercise 4**, opens on 10/30 and closes at 11:59 p.m. Central Time on 11/08
- **9Q**, opens on 11/06 and closes at 11:59 p.m. Central Time on 11/08

### Week 12
**11/09 – 11/15**
Unions
Justice in the Workplace
Safety in the Workplace
Ch. 13. Union Representation and Collective Bargaining
Ch. 14. Procedural Justice and Ethics in Employee Relations
Ch. 15. Safety, Health, and Employee Assistance Programs
- **Readings 11, 12**
- **Exercise 5**, opens on 11/06 and closes at 11:59 p.m. Central Time on 11/15
- **10Q**, opens on 11/13 and closes at 11:59 p.m. Central Time on 11/15

### Week 13
**11/16 – 11/22**
International HRM
Ch. 16. International Dimensions of HRM
- **International HR in the news DBA**, opens on 11/13 and closes at 11:59 p.m. Central Time on 11/22

### Week 14
**11/23 – 11/29**
Thanksgiving Break --- No class

### Week 15
**11/30 – 12/06**
Final Exam
Ch. 3, 13, 14, 15, 16; Readings, Videos
Complete the exam online; the exam will be open Friday, December 4 and will close at 11:59 p.m. Sunday, December 6.

### INSTRUCTOR BACKGROUND
Professor Marina Astakhova received both her MBA in Finance and PhD in Human Resources Management and Statistics from Kent State University, Ohio. She also has her BA and MA in Education earned from Volgograd Pedagogical University, Volgograd, Russia.

Her work experience in both Russia and the United States provides a broad perspective on issues related to Human Resources Management and Organizational Behavior. In Russia, she worked with TACIS, the program sponsored by the European Union, where she assisted local entrepreneurs with business plan writing and evaluation. In the United States, she worked as an HRM specialist at Goodyear Tire & Rubber Company. Among other HRM-related responsibilities at Goodyear, she conducted in-depth research on a potential company expansion to a foreign country and developed reports to the local and European management on the evaluation of HRM practices in the country of interest. Professor Astakhova also spent 10+ years in the educational field teaching at the University level both in the US and abroad.

### A NOTE FROM YOUR PROFESSOR:
People often think of Human Resources or “HR” as a department down the hall. Actually, HR is much more interesting and relevant than that. For example, each of us is a Human Resource. As a result, we need to manage our personal performance and career. Plus, if we are responsible for a team or a project or if we are in a supervisory position, we need...
to be able to obtain results through the efforts of other people. Knowing how to manage others is critical to your future success. Besides applying to us personally and as leaders, HR applies to professionals that are trained in depth in this field.

This course covers a broad scope of HRM topics. For example, workforce diversity, organizational culture, globalization as well as the nuts and bolts of staffing, compensation, and employment law.

A pre-course module has been developed to insure your success. This module includes the course syllabus and its key points that you can find posted on Blackboard. Also, in this module, we will be able to spend some time on getting familiarized with the requirements for Discussion Board Assignments as well as utilize discussion board and review the material posted within our online classroom. Discussion Board participation is a critical skill to master as you proceed with this course. Finally, in this module you will meet your classmates and define your personal expectations for our work together. Plan on investing adequate time (four to eight hours) in this module prior to the onset of Module One.

The attraction, development and engagement of human talent are critical management skills. Our course philosophy will be to appreciate HRM by participating in these online discussions as well as by utilizing other learning techniques such as by reading assignments; by watching videos; by conducting an interview; by designing a structured interview guide; by evaluating the work of another; and by conducting research.

Success within this course philosophy requires a willingness to CAREFULLY REVIEW all components of Module 0; read and reflect on text and other related materials; and an ability to discuss in writing all aspects of human resource management at a graduate level on-line.

I’m looking forward to working with you. See you online! Warmly, Professor Astakhova

CLASS POLICIES AND EXPECTATIONS

I plan to offer you a valuable learning experience, and expect us to work together to achieve this goal. Here are some general expectations regarding this course:

Each student has a UT-Tyler email account. If you wish to use a different email address for this course, please change your email address in Blackboard under “Blackboard Tools”, then “Personal Information.”

Readings, discussion forum participation, and written assignments must be completed according to the class schedule. It is important to contact the instructor as needed to discuss personal needs regarding course requirements and assignments.

It is essential that all students actively contribute to the course objectives through their experiences and working knowledge.

All assignments must be submitted on schedule, via Blackboard, and using Microsoft Office compatible software.

Assignments must be completed to an adequate standard to obtain a passing grade.

At the end of the course, you will be invited to participate in a University evaluation of this course. Your feedback is important to the University and to me as an instructor, and I encourage you to participate in the evaluation process.

It is important for you as students to know what to expect from me as your instructor: I will be available to you via e-mail and phone, and will promptly reply to your messages. I will be available to you for face-to-face appointments as requested. I will maintain the Blackboard web site with current materials, and will resolve any content-related problems promptly as they are reported to me. I will send out a weekly e-mail update to all class members to guide upcoming work and remind you of assignment due dates. I will return all assignments to you promptly, and will include individualized comments and suggestions with each assignment. I will hold our personal written or verbal communications in
confidence. I will not post any of your assignments for viewing by the class without requesting your approval in advance.
I will treat all members of the class fairly, and will do my best to accommodate individual learning styles and special
needs. If any of these points need clarification, or when special circumstances arise that require my assistance, please
contact me so that we can discuss the matter personally.

PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS

A three-credit course generally requires at least nine hours per week of time commitment. Here are some practical
guidelines to help schedule your time commitments for this online course:

A 16-week semester would require at least 144 hours of time commitment to successfully complete all readings, activities,
assignments, and texts as described in this syllabus. You should reserve at least 6 hours per week to read the required
textbook chapters and resources and participate in online discussions. You should organize your remaining time to
roughly correspond with the point value of each major assignment.

These guidelines may not reflect the actual amount of outside time that you – as a unique individual with your own
learning style – will need to complete the course requirements. The number of hours each week will vary based on
assignment due dates, so please plan ahead to insure that you schedule your academic, work, and personal time
effectively.