Instructor: Dr. Ann Gilley
agilley@uttyler.edu
Office: HPR 220
Office hours: Online and by appointment.
Preferred Method of Contact: E-mail

Course Description
This course examines contemporary HRM practices and issues, with a focus on the role of managers in creating competitive advantage for the firm.

Prerequisite: Graduate student status.

Text

Objectives
This course will enable students to:
- Examine the strategic value and competitive advantage of HRM within a dynamic business environment.
- Compare and contrast differing policies and practices.
- Gather and analyze data that allows for appraisal of current HRM practices, and make recommendations for improvement.
- Understand that all managers are responsible for HRM and accountable to their organizations and employees.

<table>
<thead>
<tr>
<th>Learning Outcome</th>
<th>Assignments/Projects</th>
<th>Discussions</th>
<th>Quizzes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examine the strategic value and competitive advantage of HRM within a dynamic business environment.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Compare and contrast differing policies and practices.</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Gather and analyze data that allows for appraisal of current HRM practices, and make recommendations for improvement.</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Understand that all managers are responsible for HRM and accountable to their organizations and employees.</td>
<td>X</td>
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<td>X</td>
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</table>
### Assessment

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Posts (10 @ 5 pts)</td>
<td>50</td>
</tr>
<tr>
<td>Quizzes</td>
<td>150</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200</td>
</tr>
</tbody>
</table>

### Grading Scale

- **A (91-100 %)**: Excellent work and evidence of achieving each of the learning objectives at an **expert level**.
- **B (81-90 %)**: Good work and evidence of achieving each of the learning objectives at a **mastery level**.
- **C (71-80 %)**: Average work and evidence of achieving each of the learning objectives at a **modest level**.
- **D (61-70 %)**: Poor work and **little or no evidence** of achieving each of the learning objectives.
- **F (60 % and below)**: Unacceptable work and **no evidence** of achieving each of the learning objectives.

### Grading Policy

All assignments, posts, projects, etc., are due on the specific date posted. **NO LATE WORK WILL BE ACCEPTED!** Failure to meet specific deadlines will result in a grade of 0 for the assignment, post, or project.

Each assignment will be graded based on:
- the assignment goals and questions,
- thoroughness and clarity, and
- evidence that each of the corresponding learning objectives has been satisfactorily addressed.

### Course Etiquette

Participate, support each other, type complete sentences, call me Ann, and do not submit late work. **Please keep up with the readings and discussion questions** as these will be critical to your ability to learn the material.

### Expectations

Each week you will be responsible for text reading(s), responding to the posted Discussion Question(s), and a related quiz. Expect to devote 4-8 hours per week to this course.

### Gilley’s Guidelines

- We are all dysfunctional – it’s only a matter of degree.
- Life is 10% what you make it, 90% how you take it.
- NICE goes a long way.
- No food, no meeting.
**Tentative Schedule**

<table>
<thead>
<tr>
<th>Week of...</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/24</td>
<td>Introductions, Identification of Target Companies for Individual Analysis</td>
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<tr>
<td>8/31</td>
<td>Read Chapter 1 &lt;br&gt;Syllabus Quiz (Quiz 1)</td>
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<tr>
<td>9/7</td>
<td>Chapter 2 &lt;br&gt;Quiz 2 (on chapters 1 and 2)</td>
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<tr>
<td>9/14</td>
<td>Chapter 3 &lt;br&gt;Quiz 3</td>
</tr>
<tr>
<td>9/21</td>
<td>Chapter 4 &lt;br&gt;Quiz 4</td>
</tr>
<tr>
<td>9/28</td>
<td>Chapter 5 &lt;br&gt;Quiz 5</td>
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<tr>
<td>10/5</td>
<td>Chapter 6 &lt;br&gt;Quiz 6</td>
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<tr>
<td>10/12</td>
<td>Chapter 7 &lt;br&gt;Quiz 7</td>
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<tr>
<td>10/19</td>
<td>Chapter 8 &lt;br&gt;Quiz 8</td>
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<tr>
<td>10/26</td>
<td>Chapter 9 &lt;br&gt;Quiz 9</td>
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<tr>
<td>11/2</td>
<td>Chapter 10 &lt;br&gt;Quiz 10</td>
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<tr>
<td>11/9</td>
<td>Chapter 11 &lt;br&gt;Quiz 11</td>
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<tr>
<td>11/16</td>
<td>Chapter 12 &lt;br&gt;Quiz 12</td>
</tr>
<tr>
<td>11/23</td>
<td>Thanksgiving Break!</td>
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<tr>
<td>11/30</td>
<td>Quiz 13 (optional)</td>
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**Quizzes will NOT be re-instated, nor will deadlines be extended for any reason!**
Course Work / Assignments

Quizzes and Exams
Quizzes and exams are designed to assess your understanding of the key components of assigned readings. Questions may include multiple choice, true/false, essay, or any appropriate manner and style.

Quizzes and exams are available on-line through the “Assessments” icon within “Content” of Blackboard. Quizzes and exams are subject to a time limitation (in minutes), may be attempted only once, and once you start you must finish (you cannot stop and resume later). Do NOT contact me with Blackboard issues! Contact IT.

Discussions
Questions relevant to the assigned readings will be routinely posted on the “Discussions” page of Blackboard to encourage discussion and interactive learning among students. Questions will be posted no later than midnight on Monday; you must respond substantively (brief paragraph) by midnight the following Sunday. See below for points allocation. Late posts will not receive credit.

DO: utilize chapter terminology, provide insight, originality, clarification, examples, or an opposing viewpoint.

DO NOT: simply restate someone else’s answer, agree or disagree, or reply with a “yes,” “no,” or other scant one-word answer.

More credit is awarded to first responders and those who provide additional insight into the topic. Initial posts submitted through Friday may earn up to 5 points, Saturday posts may earn up to 4 points, and Sunday posts may earn up to 3 points.

Discussions - Organizational HRM Analysis
Discussion Posts will require you to analyze a firm’s current approach to key course topics and make recommendations for improvement of each. Choose a company with which you are very familiar – your current or a past employer is highly recommended, or a firm with which you have access to information regarding internal policies and procedures.

Do not miss the deadline! Due dates of on-line quizzes, exams, and assignments are Sundays at 11 pm. Do NOT use lack of connectivity due to power outages or your system “going down” as an excuse; electronic quizzes cannot be reinstated for anyone who has missed the deadline. If you have connectivity issues, contact IT at extension 5555 immediately to resolve. Do NOT contact me with connectivity issues, despite what IT may say. Under NO circumstances will a quiz be re-instated or extended. Late submissions will not receive credit.

ALL ASSIGNMENTS, POSTS, AND QUIZZES ARE DUE BY 11 PM ON SUNDAYS.
University Policies

**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://www.uttyler.edu/wellness/StudentRightsandResponsibilities.html

**Grade Replacement/Forgiveness**
If you are repeating this course for a grade replacement, you must file an intent to receive grade forgiveness with the registrar by the 12th day of class. Failure to do so will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates will receive grade forgiveness (grade replacement) for only three course repeats; graduates, for two course repeats during his/her career at UT Tyler.

**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 12th day of class (See Schedule of Classes for the specific date).

Exceptions to the 6-drop rule include, but are not limited to, the following: totally withdrawing from the university; being administratively dropped from a course; dropping a course for a personal emergency; dropping a course for a documented change of work schedule; or dropping a course for active duty service with the U.S. armed forces or Texas National Guard.

Petitions for exemptions must be submitted to the Registrar's Office and must be accompanied by documentation of the extenuating circumstance. Please contact the Registrar's Office if you have any questions.

**Disability Services**
In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Support Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact Ida MacDonald in the Disability Support Services office in UC 282, or call (903) 566-7079 or (TDD 903-565-5579).

**Student Absence due to Religious Observance**
Students who anticipate being absent from class due to a religious observance are 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.
**Academic Dishonesty Statement**  
Academic dishonesty, such as unauthorized collusion, plagiarism, and cheating, as outlined in the Handbook of Operating Procedures, University of Texas at Tyler, will not be tolerated. University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the students’ official school records. Also, please note that the Handbook obligates you to report all observed cases of academic dishonesty to the instructor. Violations of the Academic Dishonesty policy will result in a failing grade for the assignment and possibly for the course, depending on the severity of the violation.

Examples of collusion, plagiarism, and/or cheating include yet are NOT LIMITED TO the following:

- Failure to properly cite sources of information, whether from the Internet/online, books, articles, newspapers, journals, or ANY OTHER SOURCE;
- Submitting someone else’s work (including ideas/intellectual property) and representing it as your own;
- Cutting/pasting of others’ work (including that found on the Internet) into your assignment.

Examples of unauthorized collaboration include yet are NOT LIMITED TO the following:

- Giving or showing someone else your paper to use as a guide for an individual assignment;
- Taking another student’s draft and writing or helping the final paper for him/her.

Examples of cheating include and yet are NOT LIMITED TO the following:

- Telling other students questions on a test that they have not yet taken;
- Passing notes with answers or other pertinent information during a test;
- Using notes or other materials during a test without permission from the instructor;
- Using electronic devices (computer, cell phone, tablet, etc.) during a test without permission from the instructor.

To prevent unauthorized use of YOUR work, **do not give copies** (electronic, hard, or otherwise) of your work **to any other individual or group**.

When in doubt – **CITE**.

**Policy on Incomplete Assignments**
If a student fails to meet any or all of his/her assignment responsibly, an incomplete **WILL NOT** be issued. Rather, the points for all completed assignments will be calculated and the corresponding grade will be issued. This is a graduate course; ‘**Extra credit’ is not an option.** Assignments cannot be made up once the semester is completed.