SYLLABUS — FALL 2020

COURSE NUMBER MANA 5350.002
COURSE TITLE STRATEGIC HRM
INSTRUCTOR Dr. Marina Astakhova
EMAIL mastakhova@uttyler.edu
OFFICE COB 350.45
OFFICE HOURS By Appointment
CLASS MEETINGS Ref. EMBA Cohort Schedule

I. 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.

II. Required Textbook/Course Materials

- Cascio, Wayne F., Managing Human Resources: Productivity, Quality of Work life, Profits, 11th ed., ISBN-13:9781259911927

- Articles/videos and other supplemental readings will be posted online during the semester.

III. Course Learning Objectives

- examine the strategic value and competitive advantage of HRM in the business environment;
- 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;
- earn theory principles and methods involved in all phases of employment;
- learn about the specifics of HR knowledge in healthcare.

IV. Soules CBT Core Values

Professional Proficiency; Technological Competence; Global Awareness; Social Responsibility; Ethical Courage

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

If you get an error message, a description and message number

What you were doing at the time you got the error message

UT COURSE POLICIES

You can access at UT Course Policies at http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf

V. GRADING POLICY

curved. Extra points (if any) will be applied to the final grade. Grading will be based on the following factors and weighting:

- Individual Case Studies (7)	30%
- Lead the Discussion	15%
- HRM in the News DBA	15%
- International HRM Presentations	15%
- Improving HRM Function	25%
- Super active class participation	5%

_____

Total	105%

Final Grades		
A	=	90% +
B	=	80% - 89%
C	=	70% - 79%
D	=	60% - 69%
F	=	<60%

VI. COURSE CONTENT

Format: The majority of class time will be spent on lectures, class discussions, case studies, and simulation. Active participation is important to ensure that the concepts in the course are properly understood and integrated. Comments and questions will nearly always be welcome during a class meeting, but special times will also be designated during each topic where discussion will be the primary means of instruction. Participation can take many forms, including asking questions that clarify the class material, providing insightful comments on the topic based on the textbook and article readings.

Respectful Learning Environment: Please show engagement and respect for the classroom learning environment by turning off cell phones. You are also expected to be civil in your critiques and discussions with classmates AND authors of research. Conflict and debate is highly encouraged (and will be facilitated) in this class, but only in a professional and respectful manner (critique ideas and methodologies, not individuals).

Attendance & Preparation: You are expected to attend all class sessions and come prepared to significantly contribute to discussion by reading all of the required materials.

Academic Integrity: You are expected to adhere to university policies of academic integrity. For a tutorial, please see here: http://www2.uttyler.edu/wellness/rightsresponsibilities.php. Violations will result in a failing grade for the course. As scientists in training, I expect you take this stuff seriously.

Special Accommodations: Please contact me early in the semester if you are in need in special accommodations so that arrangements can be made in a timely manner.

Case Studies (30%): There will be 7 HBR HR-related cases during the course. You will need to read the case and answer the questions after it. Plan to spend 2-5 hours per case. You will need to do additional research to provide support for your decisions. Your answers should take 3-5 pages, 12pt Times New Roman, and contain an appendix with supportive tables, graphs, references etc. (whenever applicable). Your written submission is individual. After you submit a case, we will have a class discussion. Your grade will be based on the quality of your submitted work as well as your participation in the class discussion of a case (50/50).

Lead the Discussion (15%): Each of you will be a discussion leader once during the semester and will lead a 30-minute class discussion on an HR topic. The discussion should draw upon additional readings on the topic. You can be as creative as needed in how you lead your discussion (e.g., presentation, interactive session, group work etc.). You are expected to demonstrate your knowledge of the topic as well as to be able to actively engage others in the discussion.

HRM in the News Discussion Board Assignment (DBA) (15%): There will be a bi-weekly DBA during the course. DBAs will be based on a chapter(s) covered in the module and/or article(s)/video(s) assigned in the course during that module. Each DBA will require 2 posts. Post 1 is a response to my question (300 – 400 words) and Post 2 is a response to any other [ONLY ONE] student's post (300 - 400 words). Each post (either Post 1 or Post 2) should contain 2 references: one "internal" reference (from the book chapter, article/videos used in the course) and one "external" reference (from any reputable business newspaper, magazine or scientific journal. Overall, there should be 4 references per one DBA. All external references require a full citation in the end of the post following the APA format. 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.

International HRM Presentations (15%): Each team will need to find a recent (no later than 2015) business press article(s) that discuss an HRM-related topic in a country other than the U.S. E.g., Unions in China; Sexual Harassment in the Russian workplace, etc. Teams will need to make a 15-minute presentation about the HRM-topic in the country of their interest.

Improving HRM Functions (25%): This is an individual project/presentation for which you will need to identify your company's problematic HR practice (e.g., recruitment, selection, training, compensation, etc.) and make relevant recommendations based on the knowledge learned in class and additional research . A 10-minute presentation (no paper) is required.

VII. Course Calendar

Date	MODULE/TOPIC	ASSIGNMENTS
09/11/2020 (5-9pm, Fri) **09/12/2020** (8am-10am, Sat)	**Module 1:** Ch 1. HR in a Globally Competitive Business Environment Ch 2. HR Technology Ch 3. Talent Analytics: The Financial Aspect of HR Activities	⇒ Read the syllabus (due by the beginning of the class on Fri, 09/11) ⇒ **Case 1** (**Queen Mary Hospital: Fighting the SARS Crisis**) due by beginning of class (submit online) ⇒ DBA 1 (due by the beginning of the first class)
09/26/2020 (10am-4pm, Sat)	**Module 2:** Ch. 5. Diversity at Work Ch. 6. Planning for People	⇒ **Case 2** (**Barbara Norris: Leading Change in the General Surgery Unit**) due by beginning of class (submit online) ⇒ Lead the discussion 1 & 2 (Sat, 09/26) ⇒ DBA 2 (due by beginning of class)
10/02/2020 (5-9pm, Fri) **10/03/2020** (8am-4pm, Sat)	**Module 3:** Ch. 7. Recruiting Ch 8. Staffing	⇒ Lead the discussion 3, 4, & 5 (Sat, 10/03) ⇒ **Case 3** (**G. Cowen: New Recruits**) due by due by beginning of class (submit online) ⇒ DBA 3 (due by beginning of class) ⇒ Submit group decisions on the country of choice for the International HR presentations
10/17/2020 (10am-4pm, Sat)	**Module 4:** Ch 9. Training & On-boarding Ch 10. Performance Management Ch. 11. Compensation Ch. 12. Indirect Compensation	⇒ Lead the discussion 6, 7, & 8 (Sat, 10/17) ⇒ **Case 4** (**Performance Pay for MGOA Physicians**) due by beginning of class (submit online) ⇒ DBA 4 (due by beginning of class) ⇒ Submit a brief description of the HR topic for the "Improving HRM Functions" project
11/06/2020 (5pm-9pm, Fri) **11/07/2020** (8am-10am, Sat)	**Module 5:** Ch. 4. The Legal Content of Employment Decisions Ch. 13. Union Representation & Collective Bargaining	⇒ **Case 5** (**The Ritz-Carlton Hotel Co.**) due by beginning of class (submit online) ⇒ Lead the discussion 9, 10, & 11 (Sat, 11/07) ⇒ DBA 5 (due by beginning of class)
11/21/2020 (10am-4pm, Sat)	**Module 6:** Ch. 14. Procedural Justice and Ethics Ch. 15. Safety, Health, and Employee Assistance Programs Ch. 16. International Dimensions of HRM	⇒ **Case 6** (**Changi General Hospital: Balancing Work-Life in a Healthcare Organisation**) due by beginning of class (submit online) ⇒ Lead the discussion 12 & 13 (Sat, 11/21) ⇒ International HRM presentations
12/04/2020 (5pm-9pm, Fri) **12/05/2020** (8am-10am, Sat)	**Module 7:** Improving HR Functions	⇒ Improving HR Functions individual presentations

Lead the Discussion Topics

Module 2 (Saturday, 09/26/2020)

Lead the discussion 1: Millennials: Good or Bad/Generational Differences
Lead the discussion 2: Can Work Diversity Fail?

Module 3 (Saturday, 10/03/2020)

Lead the discussion 3: How Much Can you Say about your Former Employee?
Lead the discussion 4: Recruiting and Selecting Virtually: How to Succeed
Lead the discussion 5: The Art of the Interview /How to Make Right Selection Decisions

Module 4

Saturday, 10/17/2020
Lead the discussion 6: Learning Culture/Training Paradox
Lead the discussion 7: Rewarding an A while Hoping for B/Incongruence between Performance Expectations and Rewards
Lead the discussion 8: Are Annual Performance Reviews Dead?

Module 5 (Saturday, 11/07/2020)

Lead the discussion 9: Do Insubordinates Deserve a Second Chance?/How to Deliver Bad News (e.g., bad performance reviews, termination)
Lead the discussion 10: What Benefits do Great Companies Offer?
Lead the discussion 11: Flextime and Work from Home: Good or Bad? Is it a New Normal?

Module 6 (Saturday, 11/21/2020)

Lead the discussion 12: How to Deal with Toxic Employees?
Lead the discussion 13: HR Analytics: A New Future?

Cohort Weekends:

September 2020

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2020

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2020

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December 2020

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

VIII. UT Tyler Policies

http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

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/rightsresponsibilities.php

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at http://www.uttyler.edu/about/campus-carry/index.php

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free

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. 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.

VIII. UT Tyler Policies (cont.)

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. 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/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit

https://hood.accessiblelearning.com/UTTyler and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at http://www.uttyler.edu/disabilityservices , the SAR office located in the University Center, # 3150 or call 903.566.7079

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.

VIII. UT Tyler Policies (cont.)

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.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

"Cheating" includes, but is not limited to:

- copying from another student's test paper;

- using, during a test, materials not authorized by the person giving the test;

- failure to comply with instructions given by the person administering the test;

- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;

- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;

- collaborating with or seeking aid from another student during a test or other assignment without authority;

- discussing the contents of an examination with another student who will take the examination;

- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;

- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;

- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;

- falsifying research data, laboratory reports, and/or other academic work offered for credit;

- taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and

- misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.

VIII. UT Tyler Policies (cont.)

- "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.

- "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

- All written work that is submitted will be subject to review by SafeAssignTM, available on Canvas.

UT Tyler Resources for Students

UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu

UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu

The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.

UT Tyler Counseling Center (903.566.7254)