



University of Texas at Tyler
 Human Resources Management
 MANA 5350.001, Fall 2019



Class meeting: Mon, 6:00 p.m. – 8:45 p.m., SCOB 103

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Office Hours: Monday, 4:45 p.m. – 5:45 p.m.; Thursday, 8:00 a.m. – 10:00 a.m. or by appointment.

Textbook

Required Text(s): Cascio, Wayne F., *Managing Human Resources: Productivity, Quality of Work life, Profits*, 10th ed., ISBN10: 0078112958; ISBN13: 9780078112959 [NOT 11th ed.]

Publisher website/book or ebook purchase [NOTE: you can purchase the book from any other place – no restrictions]:

<https://www.mheducation.com/highered/product/managing-human-resources-cascio/M9780078112959.html>

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

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 16 modules which correspond to 16 course weeks. The content of a module typically includes several of the following components and may vary from module to module: 1) power point slides, 2) supplementary articles/videos + reflections, and 3) an exercise, 4) an exam, 5) a case; 6) International HRM in the News and 7) Group Project “Improving HRM Functions in the Organization.” There will also be opportunities to earn extra points during the course. 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. Supplementary Articles/Videos + Written Reflections. Most readings will be from your textbook as indicated in the course outline. Also, there will be supplemental readings (academic and business press articles) to provide in-depth understanding of selected topics. Articles/videos will be posted on Canvas. Those readings/videos are mandatory. You will be responsible for writing a reflection on the assigned article or video each week. The reflection will have to include the following: a) an extended paragraph summarizing the article and b) your reflection on the article content (this part can include your opinion on the issue, constructive criticism, connection to your own work experience and/or any industry example you will find in the literature). 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 and business press 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. Make sure you proofread your submission. If necessary, please get assistance from the Writing Center. Poor grammar/typos would result in a poor grade (-30% automatically).

Your reflection should not exceed 3 pages (double-spaced; 12 pt Times New Roman). Each reflection should contain at least two citations/references. The use of APA style is mandatory.

Below is the link to the APA style guidelines:

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html

Supplementary Articles/Videos + Written Reflections are 15% 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. 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.

Exercises are 15% of your grade.

4. Exams. Exam questions will be drawn from your textbook, supplemental reading assignments, and power point slides. Exams are IN-CLASS and will be taken at the scheduled time. They are closed-book, closed notes exams. Each exam will consist of 2 parts: an individual part and a group part which will together contribute to the score. Exams may (but are not limited to) include construct definitions, construct comparisons and juxtapositions, essays, and short cases. Exams will contain NO multiple-choice questions. Preparation for the exam has to be substantial.

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

5. Cases. There will be 3 HRM cases during the course. Each case will be released a week prior to the date it is due. You will need to read the case and answer the questions after it. Plan to spend 2-3 days on each case. You will need to do additional research as your answers have to be supported by research and industry evidence. Your answers should take 3-5 pages and contain supportive tables, graphs, references etc. You will work individually on each case (i.e., the submission is individual). However, in class, you may be combined in groups, with groups competing against each other. Each of you will receive an individual and not a group grade based on how well you participated in class in your group discussions as well as the quality of your written submission (50/50).

Cases are 15% of your grade.

6. International HRM in the News. This assignment will be done in groups. Each group will need to find a recent (no later than 2015) business press 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 on the selected HRM-topic in class. 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 Canvas.

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

7. Group Project: HR Analytics. The main goal of this project is to learn basics of HR analytics, such as collecting and analyzing data, interpreting results (“story telling”) and make relevant recommendations based on the knowledge learned in class. This project will be done in groups. The details of the project are on ppt slides posted on Canvas and will also be explained in class. A great deal of time and effort will be required for this assignment.

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:

Type of Opportunity Shop	Points Granted (will be added to the final grade)	How to Earn
Super active class participation	2 points	Two points will be granted to students who will actively participate during class sessions. Active participation means <u>well-reasoned and insightful</u> 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.
Best Project (Improving HRM Functions in the	2 point to each group member	Best group presentation will be based on other students’ evaluations of your group presentation.

Organization) presentation		There will be voting for the Best Project after all your presentations are made.
Unexpected opportunity	To be determined	There may be other opportunities during the course time to earn an extra credit. Please be active, prepared and willing to learn!

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 15%
- Supplementary Articles/Videos + Written Reflections 15%
- Cases 15%
- International HRM in the News 15%
- Group Project: HR Analytics 20%

Scale for final letter: A (90-100); B (80-89); C (70-79); D (60-69); and F (Below 60).

Technical Support	<p>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:</p> <p>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</p> <p>You may also visit Distance Education FAQs for helpful information.</p>
Important Dates	<p>Census date: September 9, 2019 Last day to withdraw from classes with an automatic W: November 4, 2019</p>
UT Tyler Academic Course Policies	<p>http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf</p> <p>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.</p> <p>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</p> <p>Campus Carry</p>

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.

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.

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
- “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 SafeAssign™, 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)

*****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 5350-001' 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 Canvas 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 it was indeed a technical issue. If neither me not IT finds no such proof, 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.

No makeup work without a formal excuse: Makeup work is possible ONLY if a formal document excusing your absence (e.g., doctor's note etc.) is provided. This document has to be scanned and emailed to me/brought to my office within three days of your absence. NO EXCEPTIONS will be allowed. Any other late work will receive zero points.

Course Outline*

Module/Week	Date	Topic	Reading and Videos	Assignments/Course Activities	Online Submissions
1	08/26/2019	Introduction to SHRM	<i>Ch. 1.</i> HR in a Globally Competitive Business Environment	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 1 prior to the beginning of the class and be ready to discuss them</i>) 	<i>Determination of groups for the Final Group Project (submit a hard copy of the group members by the end of the class)</i>
2	09/02/2019	No class (Labor Day)			Reflection 1 (Submit online by 11:59 p.m. on Sunday, 09/01)
3	09/09/2019	SHRM and Financial Aspect	<i>Ch. 2.</i> The Financial Impact of HR Management Activities	<ul style="list-style-type: none"> • Discussion of Case 1 • Articles (<i>read the articles in Week 3 prior to the beginning of the class and be ready to discuss them</i>) 	Case 1 (Submit online by 11:59 p.m. on Sunday, 09/08)
4	09/16/2019	Diversity HR Planning	<i>Ch. 4.</i> Diversity at Work <i>Ch. 5.</i> Planning for People	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 4 prior to the beginning of the class and be ready to discuss them</i>) • Exercise 1 [will be done in class] 	<ul style="list-style-type: none"> • Reflection 2 (Submit online by 11:59 p.m. on Sunday, 09/15) • <i>Determination of groups for International HRM in the News presentation</i>
5	09/23/2019	Recruiting Staffing	<i>Ch. 6.</i> Recruiting <i>Ch. 7.</i> Staffing	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 5 prior to the beginning of the class and be ready to discuss them</i>) • Discussion of Case 2 • Exercise 2 [will be done in class] 	<ul style="list-style-type: none"> • Case 2 (Submit online by 11:59 p.m. on Sunday, 09/22) • Deliverable 1 for Final Project
6	09/30/2019	Exam 1	Ch. 1, 2, 4, 5, 6, 7; Readings, Videos	<i>The exam will be in class</i>	
7	10/07/2019	Training/Development	<i>Ch. 8.</i> Workplace Training	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 7 prior to the beginning of the class and be ready to discuss them</i>) • Exercise 3 [will be done in class] • Start preparation for Exercise 4 	<ul style="list-style-type: none"> • Reflection 3 (Submit online by 11:59 p.m. on Sunday, 10/06) • Deliverable 2 for Final Project
8	10/14/2019	Performance Management Career Management	<i>Ch. 9.</i> Performance Management <i>Ch. 10.</i> Managing Careers	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 8 prior to the beginning of the class and be ready to discuss them</i>) 	<ul style="list-style-type: none"> • Reflection 4 (Submit online by 11:59 p.m. on Sunday, 10/13) • Exercise 4 (Submit online)

				<ul style="list-style-type: none"> • Exercise 4 [preparation in advance required; discussion will be done in class] 	by 11:59 p.m. on Sunday, 10/13)
9	10/21/2019	Pay and Incentives	<p>Ch. 11. Pay and Incentive Systems Ch. 12. Indirect Compensation: Employee Benefit Plans</p>	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 9 prior to the beginning of the class and be ready to discuss them</i>) • Discussion of Case 3 	<ul style="list-style-type: none"> • Case 3 (Submit online by 11:59 p.m. on Sunday, 10/20) • <i>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, submitted in class)</i>
10	10/28/2019	Safety in the Workplace	Ch. 15. Safety, Health, and Employee Assistance Programs	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 10 prior to the beginning of the class and be ready to discuss them</i>) 	<ul style="list-style-type: none"> • Deliverable 3 for Final Project
11	11/04/2019	Legal Issues Unions Justice in the Workplace	<p>Ch. 3. The Legal Content of Employment Decisions Ch. 13. Union Representation and Collective Bargaining Ch. 14. Procedural Justice and Ethics in Employee Relations</p>	<ul style="list-style-type: none"> • Articles (<i>read the articles in Week 11 prior to the beginning of the class and be ready to discuss them</i>) • Exercise 5 [will be done in class] 	<ul style="list-style-type: none"> • Reflection 5 (Submit online by 11:59 p.m. on Sunday, 11/03)
12	11/11/2019	Exam 2	Ch. 3, 8, 9, 10, 11, 12; Readings, videos	<i>The exam will be in class</i>	
13	11/18/2019	International HRM	Ch. 16. International HRM	<ul style="list-style-type: none"> • International HRM in the News Presentation (<i>due in class; no paper is required</i>) • Please read the instructions in the document “<i>International HRM in the News_What do I need to Know</i>” to better prepare for your presentations. 	<ul style="list-style-type: none"> • Submit a hard copy of your group presentation slides in class (one per group) • Submit a hard copy of group member evaluation form in class
14	11/25/2019	Thanksgiving, No Class			

15	12/02/2018	Group Project: HR Analytics (Group Presentation and Paper)	Presentations are done in class. Group member evaluations are due in class (<u>each group member</u> submits one – these evaluations would not be seen by other group members).	<ul style="list-style-type: none"> • Submit a hard copy of your group paper AND presentation slides in class (one per group) • Submit a hard copy of group member evaluation form in class
16		No class		

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