



Students may want to **print** this syllabus for reference to information offline

Course Information:	Face-to-face class
Dates:	Fall 2021 <i>Start Date:</i> 08/23/2021 <i>End Date:</i> 12/11/2021
Instructor Contact Information:	<i>Name and Title:</i> Marina Astakhova , PhD, Associate Professor, College of Business and Technology <i>Office:</i> COB 350.45 <i>Telephone:</i> (903)565-5897 <i>E-mail:</i> mastakhova@uttyler.edu <i>Phone Office Hours:</i> by appointment.
Course Textbook	<i>Required Text(s):</i> Cascio, Wayne F., <i>Managing Human Resources: Productivity, Quality of Work life, Profits</i> , 10th ed., ISBN10: 0078112958; ISBN13: 9780078112959 [You can purchase earlier editions if you prefer; there would be no significant differences]. Ebook [NOTE: you can purchase the book/ebook from any other place – no restrictions]: https://www.amazon.com/Managing-Human-Resources-Wayne-Cascio-ebook/dp/B00VF63JOC 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: <ol style="list-style-type: none"> 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 which will be used in the corresponding discussion board assignments (DBA), 3) 3 DBAs ; 4) 4 exercises (3 group exercises and 1 individual exercise) ; 5) 2 mini-exams , 6) 1 “International HR in the News” DBA , and 7) 1 Reflection paper . 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: <ol style="list-style-type: none"> 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 may contain material <i>supplementary</i> to that in the textbook. Also, the slides is a great way to have your knowledge checked for a chapter, as they contain a summary of the material covered in the respective chapter. 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 Canvas in the corresponding weekly folders. 3) DBAs. There will be 3 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.**

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

DBAs are 20% of your grade.

Grading Criteria for DBAs

CRITERIA/POINTS	0 Point (Failure)	midpoint	4 Points (Excellent)
Timeliness of posts	No posts or posts after the deadline		the first post is made 24 hours prior to the deadline and the second post is made prior to the deadline
Total number of posts per DBA	0 (no posts are made)		both posts are made; a response to Professor’s question and to another student’s post)
Total Number of “Internal” References (from Textbook)	0 (no “internal” references are used)		2 internal references are provided (1 in the response to the professor’s question and 1 in the response to another student’s post)
Total Number of “External” References (from other resources)	0 (no “external” references are used)		2 external references are provided (1 in the response to the professor’s question and 1 in the response to another student’s post)
Compliance with APA format	No APA style was used in any of the postings.		All references are cited using the correct APA format
Logical progression of post	Random thoughts with no sense of a plan to reach a logical conclusion. No clear main idea or direction for flow of information.	midpoint	Form is superior; obvious attention to proofreading and grammar. Main idea is stated early and clearly; argument or ideas are built using a logical progression of thoughts which are stated clearly and succinctly.
Depth and relevance of post to the topic at hand	Post (or reply) shows superficial thinking based on personal experiences or opinions only, there is little consideration of contributions to the topic in the literature. Literature support is not relevant to the topic or major literature contributions are missing. Post strays from topic with much irrelevant information and does not address the intent of the assignment.	midpoint	Post (or reply) clearly shows evidence of critical thinking and analysis to a substantial depth expected of a Master's Degree student. Ideas offered are relevant to the topic and show the ability to extrapolate complex ideas from various sources into a coherent argument or statement(s).

Grammar

Spelling and grammar errors detract from the midpoint substance of the post or reply.

There are no grammatical errors in the post; it is clearly written.

4) Exercises. There will be 4 exercises throughout the course (3 group and 1 individual exercises). They are meant to give brief hands-on exposure or practice in key topic areas. 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). 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 Canvas by the deadline. Individual exercises will require individual work and an individual submission.

Exercises are 30% of your grade.

5) Mini-Exams. There will be 2 mini-exams during the course. Exam questions will be drawn from your textbook, supplemental reading assignments, and power point slides and will cover the preceding material. Each exam will consist of 20 multiple-choice questions. You can take a mini exam at any time before its deadline and can spend as long as needed (the exam is not timed). However, once you started the mini-exam you should complete it – it is one attempt only. **I WILL NOT BE ABLE TO REOPEN AN EXAM AND YOU WILL LOSE POINTS.**

Exams are 20% of your grade (10% per exam).

6) International HR in the News DBA. This assignment is very similar to a regular DBA in that, you will need to make two posts. Post 1 will contain a brief 300-400 word summary of your selected article. Post 2 will contain a response to **ONLY ONE** of your group member's posts. **Post 2 (a response to a group member's post) should contain both internal and external references.** It should also contain 300-400 words.

However, there are two main differences:

Difference 1: I will not post any question because you will initiate the discussion yourselves. To do so, you will need to find a recent business article (within the last two years) that discusses an HR-related topic in a country other than the U.S. Examples of topics include but are not limited to: unions in China; sexual harassment in Russia, working conditions for women in Nepal, etc.. Make sure that your topic covers an HR-related issue. For example, poverty in India or women abuse in New Zealand are **NOT** directly related to HR.

Difference 2: Your Post 1 does not need any internal or additional external citation. It only requires the reference to the article you selected. Your Post 2, however, requires both internal and external citation.

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

7) Reflection Paper "When Theory and Practice Go Astray"

"In theory, there is no difference between theory and practice. But, in practice, there is."

Albert Einstein (also attributed to Yogi Berra)

Every HR manager has a list of "best practices" regarding personnel policies, but does the knowledge of these ideal practices always translate into their successful implementation? Unfortunately, there is often a discrepancy between an ideal practice (what you learn about in a textbook) and the way this practice is implemented in an organization.

Think of any HR practice (e.g., related to recruitment, selection, training, performance appraisal, etc.) in YOUR organization that does not run the way the theory (your HR textbook and articles you read in the course) suggests it should. Then do the following:

- a) Describe the discrepancy juxtaposing the theory and practice
- b) Describe any consequences (current or potential) of this discrepancy

c) Suggest solutions (REALISTIC and SPECIFIC) to fix the discrepancy

(by realistic I mean the solutions that can be implemented, given your company's environment; by specific I mean a **detailed** description how you suggest the discrepancy can be eliminated). For example, if the theory states that HR departments and managers should work together to develop and implement successful HR practices, and your company is very small and does not have an HR department, the suggestion to hire several HR specialists and launch an HR department is not feasible and will never be implemented immediately (it can be a long-term solution if the company grows). Meanwhile, you can suggest that a manager and employees (or team leaders) can work together to assure synergy. For example, monthly meetings should be held in which managers and team leaders discuss organizational issues, propose a plan of action and oversee its implementation. Additionally, a manager should have a face-to-face meeting with each employee (it is possible because the company is very small) to discuss problems and ask for employees' feedback. Finally, drafts of the strategic organizational plan should be discussed at the overall company meeting where each employee can express s/he voice and make a contribution.

The length of your reflection paper should be 1-3 pages, Times New Roman, double-spaced. References are optional.

Examples of discrepancies:

Example 1: Transfer of training knowledge is critical and has to be put in place on a regular basis, however, in Company ABC individuals are required to go through training semi-annually, yet their job requirements remain unchanged and call for no implementation of the new knowledge.

Example 2: An interview should be typically conducted by 2-3 people to prevent perception biases and obtain the most objective information. However, only one manager in Company ABC conducts all the interviews.

Reflection paper is 15% of your grade.

IMPORTANT Course Policies:

Announcements: Those will welcome you to the course as well as alert you to items requiring your attention. All announcements will be posted through Canvas and sent by email. **Your Patriot email will be used for class-related communication. Please do not forget to regularly check it.**

Regular Canvas logins: It is absolutely imperative that you will regularly log on to Canvas to be current on all course assignments as well as regularly check your UT Tyler email account for any important course-related announcements. Visiting the Canvas course page at least 3-4 times a week is highly warranted, especially given 3 group assignments in the course and DBAs. If you do not log in regularly and miss your group's announcements and missed contributing to an exercise, you will receive zero points for that exercise. If you are busy and cannot meet some of the group-mandated deadlines, it is your responsibility to contact your group and make alternative arrangement that will work for both you and your group.

No makeup work without a formal excuse: Makeup work is possible ONLY if a formal VERIFIABLE document excusing your absence (e.g., doctor's note, etc.) is provided. This document has to have your name, reason for your absence, has an organization's verifiable information (a formal blank, logo, address etc.) and a signature, name, contact information of a person who prepared the note. The document needs to be scanned and emailed to me/brought to the office within three days of your absence. NO EXCEPTIONS will be allowed. Any other late work will receive zero points.

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' or 'MANA 5350.061' in your email's subject line.

	<p>NOTE: This information is needed in order to help ensure your email is not treated like spam and gets timely attention.</p> <p><u>EXTREMELY IMPORTANT:</u> Make sure you allow enough time for your submissions to come through the system, therefore start submitting them at least several hours prior to their deadline(s). If you experience any technical issues, take a screenshot of what is happening and contact IT support asap. If it is very close to the deadline and the issue is not resolved email the assignment to me. If it reaches me before the deadline I will then consider it for grading (of course, given that your IT issue is confirmed by the IT support). If I receive your email after the assignment's deadline, despite the technical issue, I will not grade it and you will receive zero points. NO EXCEPTIONS.</p>
<p>Grading Policy</p>	<p>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:</p> <ul style="list-style-type: none"> - Exercises 30% - Mini Exam 1 10% - Mini Exam 2 10% - Discussion Board Assignments (DBAs) 20% - International HR in the News 15% - Reflection paper 15% <p>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).</p>
<p>Technical Support</p>	<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>
<p>Important Dates</p>	<p>Census date: September 3, 2020 Last day to withdraw from classes with an automatic W: November 1, 2020</p>
<p>UT Tyler Academic Course Policies</p>	<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 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</p> <p>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,</p>

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

	<p>Canvas.</p> <p>UT Tyler Resources for Students</p> <p>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)</p>
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COURSE CALENDAR

Each week starts on a Monday and ends on a Sunday.

DBA = Discussion Board Assignment

The exams are multiple-choice and relate to the material covered in the preceding weeks.

	Date	Topic	Reading and Videos	Assignments
Week 1	08/23 – 08/29	Introduction to SHRM	Ch. 1. HR in a Globally Competitive Business Environment	<ul style="list-style-type: none"> ▪ Introduce yourself ▪ Reading 1 + Videos
Week 2	09/30 – 09/05	Financial Aspect of HR Activities	Ch. 2. The Financial Impact of HR Management Activities	<ul style="list-style-type: none"> ▪ Reading 2 + Videos ▪ DBA 1 (due at 11:59 p.m. Central Time on 09/05)
Week 3	09/06 – 09/12	Diversity HR Planning	Ch. 4. Diversity at Work Ch. 5. Planning for People	<ul style="list-style-type: none"> ▪ Reading 3 + Videos ▪ Exercise 1 (group exercise; due at 11:59 p.m. Central Time on 09/12)
Week 4	09/13 – 09/19	Recruiting	Ch. 6. Recruiting	<ul style="list-style-type: none"> ▪ Reading 4 + Videos ▪ DBA 2 (due at 11:59 p.m. Central Time on 09/19)
Week 5	09/20 – 09/26	Mini-Exam 1	Ch. 1, 2, 4, 5, 6; Readings, Videos	Complete the exam online (due at 11:59 p.m., on 09/26)
Week 6	09/27 – 10/03	Staffing	Ch. 7. Staffing	<ul style="list-style-type: none"> ▪ Reading 5 + Videos ▪ Exercise 2 (group exercise; due at 11:59 p.m. Central Time on 10/03)
Week 7	10/04 – 10/10	Training/ Development	Ch. 8. Workplace Training	<ul style="list-style-type: none"> ▪ Reading 6 + Videos ▪ DBA 3 (due at 11:59 p.m. Central Time on 10/10)
Week 8	10/11 – 10/17	Performance Management/ Career Management	Ch. 9. Performance Management Ch. 10. Managing Careers	<ul style="list-style-type: none"> ▪ Readings 7,8 + Videos ▪ Exercise 3 (individual exercise; due at 11:59 p.m. Central Time on 10/17)

Week 9	10/18 – 10/24	Pay and Incentives	<p>Ch. 11. Pay and Incentive Systems</p> <p>Ch. 12. Indirect Compensation: Employee Benefit Plans</p>	<ul style="list-style-type: none"> ▪ Reading 9 + Videos
Week 10	10/25 – 10/31	Mini-Exam 2	Ch. 7, 8, 9, 10, 11, 12; Readings, Videos	Complete the exam online (<i>due at 11:59 p.m. on 10/31</i>)
Week 11	11/01– 11/07	Legal Context of Employment Decisions	Ch. 3. The Legal Content of Employment Decisions	<ul style="list-style-type: none"> ▪ Reading 10 + Videos ▪ Exercise 4 (<i>group exercise; due at 11:59 p.m. Central Time on 11/07</i>)
Week 12	11/08 – 11/14	<p>Unions</p> <p>Justice in the Workplace</p> <p>Safety in the Workplace</p>	<p>Ch. 13. Union Representation and Collective Bargaining</p> <p>Ch. 14. Procedural Justice and Ethics in Employee Relations</p> <p>Ch. 15. Safety, Health, and Employee Assistance Programs</p>	<ul style="list-style-type: none"> ▪ Reading 11 + Videos
Week 13	11/15 – 11/21	International HRM	Ch. 16. International Dimensions of HRM	<ul style="list-style-type: none"> ▪ Reading 12 + Videos ▪ International HR in the news DBA (<i>due at 11:59 p.m. Central Time on 11/21</i>)
Week 14	11/22 – 11/28	Thanksgiving Break --- No class		
Week 15	11/29 – 12/05	Reflection paper		<ul style="list-style-type: none"> ▪ Reflection Paper “When Theory and Practice Go Astray” (<i>due at 11:59 p.m. on 12/05</i>)