



University of Texas at Tyler
Human Resources Management
 MANA 5350.060 Summer 2022
 (Online Class)



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

Course Information:	100% online
Dates:	Summer 2022 <i>Start Date:</i> 05/31/2022 <i>End Date:</i> 06/30/2022
Instructor Contact Information:	<i>Name and Title:</i> Marina Astakhova , PhD, Associate Professor, Soules School of Business; Office: COB 345 <i>Telephone:</i> (903) 565-5897 <i>E-mail:</i> mastakhova@uttyler.edu <i>Telephone Office Hours:</i> by appointment.
Course Textbook	<i>Required Text(s):</i> Cascio, Wayne F., Managing Human Resources: Productivity, Quality of Work life, Profits, 10th ed., ISBN10: 0078112958; ISBN13: 9780078112959 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; 4) learn about the specifics of HR knowledge in healthcare.
Course Organization	The course will last ONLY 7 weeks . Typical course content and activities will include 1) power point slides, 2) article(s)/videos for reading/viewing which will be used in the respective discussion board assignments (DBAs), 3) 1 DBA; 4) 1 group exercise; 5) 2 exams, 6) 1 “International HR in the News” DBA, and 7) 1 Reflection paper . Course activities vary depending on the week, so please see the 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) <u>Power Point Slides</u>. Power point slides 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 <i>supplementary</i> to that in the textbook. 2) <u>Article(s)/Videos</u>. Almost every week you will need to read an article and/or watch a video which are supplementary to the material from power point slides and the textbook. The articles/videos will be posted on Canvas in weekly folders. 3) <u>DBA</u>. DBA will be based on a chapter(s) covered in the module and/or article(s)/video(s) assigned in the course during that module. 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 in your 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

DBA is 20% of your grade.

Grading Criteria for DBAs

CRITERIA/POINTS	0 Point (Failure)	1 Midpoint	4 Points (Excellent)
Timeliness of posts	No posts or posts after the deadline	1 point is subtracted automatically of your first post is made less than 24 hours prior to 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)	2 points are subtracted is only one post is made (either a response to Professor’s question or to another student’s post)	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)	only one internal reference is used (either in the response to the professor’s question OR in the response to another student’s post)	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)	only one external reference is used (either in the response to the professor’s question OR in the response to another student’s post)	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.	1-2 points are subtracted for the incorrect use of the APA style	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	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).

information and does not address the intent of the assignment.

Grammar	Spelling and grammar errors detract from the substance of the post or reply.	midpoint	There are no grammatical errors in the post; it is clearly written.
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4) Group exercise. It is meant to give brief hands-on exposure or practice in key topic areas. The exercise will require advanced preparation, including reading the corresponding book chapters as well as doing online research. 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 (e.g., GoogleDoc).

One document per group with a completed exercise needs to be submitted on Canvas by the deadline (a designated group member can submit the completed group assignment).

Exercise is 20% of your grade.

5) Exams. There will be 2 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 multiple-choice questions. You can take an exam at any time before its deadline. **The exams are time-limited: you can spend up to 1.5 hours on each.** Make sure you have a reliable Internet connection and sufficient time prior to taking your exam. I WILL NOT BE ABLE TO REOPEN EXAMS; IF YOU FAIL TO TAKE AN EXAM YOU WILL RECEIVE ZERO POINTS.

Exams are 20% of your grade.

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 20% 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 20% 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: Because it is an online course, 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

	<p>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.</p> <p><u>Sending an email to Professor:</u></p> <p>In order to ensure I get your email, you MUST:</p> <ul style="list-style-type: none"> - send your email from the Patriot email account, and - put 'MANA 5350.060 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>
Grading Policy	<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. Grading will be based on the following factors and weighting:</p> <ul style="list-style-type: none"> - Discussion Board Assignment (DBA) 20% - Exercise 20% - Exams 20% - International HR in the News 20% - Reflection paper 20% <p>Total: 100 % (mandatory points) Scale for final letter: A (90-100); B (80-89); C (70-79); D (60-69); and F (Below 60).</p>
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: June 3, 2022 Last day to withdraw from classes with an automatic W: June 21, 2022</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>

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.

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)

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.

All assignments WILL BE OPEN FROM THE BEGINNING OF THE COURSE but they ALL have their respective DUE DATES. You will no longer see an assignment on Canvas after its due date, so please make sure you complete all assignments on time. Otherwise, you will receive zero points for missed assignments.

Reading 1 etc. = to find the articles for your readings you will need to go to the corresponding Week folder (e.g., Week 1). There you will find a PDF file(s) with the article(s) you will need to read during that particular week. The files will be named Reading 1, Reading 2, etc.

	Date	Topic	Corresponding Book Chapters	Assignments Due
Week 1	05/31–06/05	Introduction to SHRM Financial Aspects of HR Activities Diversity/HR Planning	Ch. 1. HR in a Globally Competitive Business Environment Ch. 2. The Financial Impact of HR Management Activities Ch. 4. Diversity at Work Ch. 5. Planning for People	<ul style="list-style-type: none"> ▪ Readings 1, 2, 3 + Videos ▪ DBA 1, opens on the first day of the course and closes at 11:59 p.m. Central Time on Sunday, 06/05
Week 2	06/06-06/12	Recruiting Staffing Training/Development Exam 1	Ch. 6. Recruiting Ch. 7. Staffing Ch. 8. Workplace Training Ch. 1, 2, 4, 5, 6; Readings, Videos (if any)	<ul style="list-style-type: none"> ▪ Readings 4, 5, 6, 7 + Videos <p>Complete the exam online; the exam opens on the first day of the course and closes at 11:59 p.m. Central Time on Sunday, 06/12.</p>
Week 3	06/13-06/19	Performance Management/ Career Management Pay and Incentives Exam 2	Ch. 9. Performance Management Ch. 10. Managing Careers Ch. 11. Pay and Incentive Systems Ch. 12. Indirect Compensation: Employee Benefit Plans Ch. 7, 8, 9, 10, 11, 12; Readings, Videos (if any)	<ul style="list-style-type: none"> ▪ Readings 8,9 + Videos <p>Complete the exam online; the exam opens on the first day of the course and closes at 11:59 p.m. Central Time on Sunday, 06/19.</p>

Week 4	06/20 -06/26	<p>Legal Context of Employment Decisions</p> <p>Unions</p> <p>Justice in the Workplace</p>	<p>Ch. 3. The Legal Content of Employment Decisions</p> <p>Ch. 13. Union Representation and Collective Bargaining</p> <p>Ch. 14. Procedural Justice and Ethics in Employee Relations</p>	<ul style="list-style-type: none"> ▪ Readings 10, 11, 12 + Videos ▪ Exercise (group exercise), opens on the first day of the course and closes at 11:59 p.m. Central Time on Sunday, 06/26
Week 5	06/27 – 06/30	<p>Safety in the Workplace</p> <p>International HRM</p> <p>Reflection Paper “When Theory and Practice Go Astray”</p>	<p>Ch. 15. Safety, Health, and Employee Assistance Programs</p> <p>Ch. 16. International Dimensions of HRM</p>	<ul style="list-style-type: none"> ▪ Reading 13 + Video ▪ International HR in the News DBA, opens on the first day of the course and closes at 11:59 p.m. Central Time on Thursday, 06/30. ▪ Submit the paper online. The submission opens on the first day of the course and closes at 11:59 p.m. Central Time on Thursday, 06/30.

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 Leadership, 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 15 years in the educational field teaching at the University level both in the US and abroad.

Dr. Astakhova joined The University of Texas at Tyler in 2012 right upon her completion of her PhD degree. She was promoted from Assistant Professor to Associate Professor of Management in only 3 years based on her outstanding achievements in research and teaching (for comparison, this process takes 6 years).

Dr. Astakhova has published more than 20 articles on different organizational behavior topics, 4 book chapters, 8 conference proceedings and has made over 40 research presentations at leading management and industrial psychology conferences. She has received multiple awards from national management organizations.

Dr. Astakhova consults both profit and non-profit businesses in the areas of human resource management and organizational behavior.

Dr. Astakhova loves travelling! She has been to 30+ countries but has not yet visited all states in the U.S. ☹️.