MGNT 4621  
Applications In Human Resource Management  
Fall 2011

Instructor:  Dr. Thomas W. Gainey  
Class Time:  12:30 pm - 1:45 pm (TR)  
Room No.:  RCOB 2201  
Office No.:  RCOB 2217  
Office Phone:  678-839-4828  
E-Mail:  tgainey@westga.edu

Office Hours:  Monday/Wednesday (8:30 am – 12:00 pm) (1:00 – 3:00 pm)  
Tuesday/Thursday (8:30 – 9:30 am) (2:00 – 3:00 pm)


Note:  In addition to the Nkomo, Fottler, and McAfee (2011) textbook, we will also read a number of articles from HR Magazine (the journal published by SHRM). These articles are available on-line at the UWG Library website:  http://www.westga.edu/library.

Course Description:  This course allows you to apply the concepts learned in the basic human resources (HR) course (MGNT 4620). Through case analysis, practitioner-related articles, and assigned projects you will gain an appreciation of the types of situations that HR professionals face on a routine basis. Additionally, you will become adept at using research tools used by HR professionals to address situations with which they may not be familiar. Further, you will receive exposure to the journals, websites, and professional organizations that HR practitioners use to stay abreast of changes in the field.

Learning Objectives:

- Students will analyze an HR-related case, examine feasible alternatives for solving the case, recommend specific actions, and present their findings to the class.
- Students will research an HR-related topic and prepare a class presentation on the topic using PowerPoint.
- Students will develop HR technical skills by completing a quantitative-based assignment related to compensation. This assignment will be completed using Microsoft EXCEL and/or Microsoft Word.

Attendance:  You are expected to attend each class and be in your seat by 12:30 pm. If you are not in your seat by 12:30 pm or if you leave early, you will be counted absent. With proper documentation and with prior approval, university-sponsored events or work-related activities (within reason) will not count as an absence. Also, if you are sick and can provide documentation from a physician in a timely manner, your absence will be excused. If you have more than six (6) unexcused absences, you may be dropped from this course by the instructor. Please understand that your attendance record will be examined when I assign your class participation grade. Generally, only individuals with no more than 1 unexcused absences will be eligible to receive full credit for class participation. Thus, I strongly suggest that you miss class only when it is absolutely necessary and that you arrive on time to class.
Grades: Your final grade will be determined as follows:

<table>
<thead>
<tr>
<th>Group Case Presentation</th>
<th>10%</th>
<th>Scale:</th>
<th>A</th>
<th>(90 -100)</th>
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<tbody>
<tr>
<td>Individual Article Presentation</td>
<td>10%</td>
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<td>B</td>
<td>(80 – 89)</td>
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<tr>
<td>HR Projects</td>
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<td>(70 - 79)</td>
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<td>HR Tasks</td>
<td>25%</td>
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<td>Quizzes</td>
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<tr>
<td>Class Participation</td>
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**Group Case Presentation:** Working in groups of 2-3, you will be required to analyze and present an HR-related case. While I do not expect you to “dress up” for these presentations, I do expect your presentations to be well-organized, the content of your presentations to be reasonable, and for you to use clear, succinct visuals (e.g., PowerPoint slides). I expect your case presentation to last 10 - 15 minutes. Additionally, I expect you to do research and use at least two outside sources of information. Further, you are expected to prepare a handout for your instructor (this handout should include your references). To give you some insight into how your presentations will be graded, I have attached a Case Presentation Rubric to this syllabus. It is up to you, as a group, as to how you divide up the work. Some individuals may feel more comfortable doing research, some may prefer preparing a PowerPoint presentation, and others may want to actually present the case to the class. However, regardless of how you decided to divide up the work, I do expect each person to make a contribution.

**Individual Article Presentation:** HR Professionals are often required to update managers and employees on a variety of different issues. Thus, it is important that you possess the ability to read about HR-related topic and then be able to explain to others what it means. You will be assigned one article from HR Magazine this semester. Then, in 10 - 15 minutes, you are expected to present this article to the class in a succinct, clear manner. Generally, you will want to use PowerPoint for the presentation (no more than 5 slides).

**HR Projects:** You will be assigned five HR Projects this semester. Each of these projects will give you an opportunity to complete a task that HR practitioners should be familiar with. We will not have a formal class meeting when these projects are assigned. Rather, I will allow you this time to work on the projects and I will be available to answer questions. Specific instructions for completing these projects will be available on CourseDen. HR Projects are due at the beginning of the following class period.

*Please note that these assignments are individual efforts – you are not allowed to offer or receive any type of assistance with the assignments.*

**HR Tasks:** You will be assigned seven HR Tasks this semester. These tasks should take less than an hour to complete. HR Tasks are due at the beginning of the class in which they are assigned.

*Please note that these assignments are individual efforts – you are not allowed to offer or receive any type of assistance with the assignments.*

**Quizzes:** You will be given three very short quizzes over the HR Magazine articles that are covered in this course. These quizzes will be very general in nature and will be designed to make certain that you retain the main idea(s) from the articles. Generally, make-up quizzes will not be given. Consideration for rescheduling a quiz will be given only if you notify the instructor at the earliest possible time and if you can present appropriate documentation regarding your absence.

**Class Participation:** Your class participation is ten percent of your final grade. Everyone begins the semester with ten full points. Assuming you have no more than 1 unexcused absences, you are properly prepared for each class session, and you actively participate in group discussions, you will maintain you ten points in this area.
**CourseDen:** Your grades for this class, specific instructions for completing assignments, and limited readings will be posted on CourseDen. Also, if you lose your syllabus, a copy is posted for your convenience.

**Note:** Please note that I do not go to CourseDen on a daily basis. If you need to contact me via e-mail, please contact me directly at tgainey@westga.edu. I check this e-mail on a regular basis.

**Responsibility For Material:** I am certain that you will make every effort to attend each session of this course. However, in the event that you do miss class, it is your responsibility to obtain lecture notes from a classmate and to be prepared for the next session. Although I am more than willing to help explain unclear material, I cannot review all material presented during lectures on an individual basis.

**Classroom Rules:**

- Do not engage in private discussions with others while someone else is speaking.
- No food, drinks, or tobacco products are allowed in the classroom at any time.
- Without prior approval, the use of tape recorders is not permitted.
- Turn off all cell phones before entering the classroom.

**Penalties for Breach of Academic Integrity**

Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of penalties including but not limited to failing the assignment, failing the course, and referral to Office of the Vice President for Academic Affairs.

**NOTE:** Violations of the academic honesty policy may result in expulsion from the University.

**Official Communication Channel**

Your UWG e-mail account will be the official communication method at UWG and can accessed through http://myuwg.westga.edu. You are responsible for checking this e-mail account on a regular basis.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Aug 23 (T) – Session # 1</td>
<td>Introduction</td>
</tr>
<tr>
<td>Aug 25 (R) – Session # 2</td>
<td>The HRM Function</td>
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<tr>
<td>Aug 30 (T) – Session # 3</td>
<td><strong>HR Project # 1 (no class)</strong></td>
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<td>Sept 1 (R) – Session #4</td>
<td>Changes in the Workforce</td>
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<td>Sept 6 (T) – Session # 5</td>
<td>Changes in the Workplace</td>
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<td>Sept 8 (R) – Session # 6</td>
<td>The Legal Environment: Harassment</td>
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<td>Sept 13 (T) – Session # 7</td>
<td>The Legal Environment: Discrimination</td>
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<td>Sept 15 (R) – Session # 8</td>
<td>The Legal Environment: Immigration / ADA</td>
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<td>Sept 20 (T) – Session # 9</td>
<td>Recruitment and Selection / Quiz 1</td>
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<td>Sept 22 (R) – Session # 10</td>
<td><strong>HR Project # 2 (no class)</strong></td>
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<td>Sept 27 (T) – Session # 11</td>
<td>Recruitment and Selection</td>
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<td>Sept 29 (R) – Session # 12</td>
<td>Training</td>
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<td>Oct 4 (T) – Session # 13</td>
<td>Technology Issues</td>
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<td>Oct 6 (R) – Session # 14</td>
<td>Performance Appraisals</td>
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<td><strong>Oct 11 (T) – Session # 15</strong></td>
<td><strong>HR Project # 3 (no class)</strong></td>
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<td>Oct 13 (R) – Session # 16</td>
<td>Compensation</td>
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<td>Oct 18 (T) – Session # 17</td>
<td>Compensation</td>
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<td>Oct 20 (R) – Session # 18</td>
<td>Compensation</td>
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<td>Oct 25 (T) – Session # 19</td>
<td>Motivation / Quiz 2</td>
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<td><strong>Oct 27 (R) – Session # 20</strong></td>
<td><strong>HR Project # 4 (no class)</strong></td>
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<td>Nov 1 (T) – Session # 21</td>
<td>Health and Safety</td>
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<td>Nov 3 (R) – Session # 22</td>
<td>Discipline</td>
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<td>Nov 8 (T) – Session # 23</td>
<td>Drug Testing and Treatment</td>
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<td>Nov 10 (R) – Session # 24</td>
<td>Employee Relations</td>
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<td><strong>Nov 15 (T) – Session # 25</strong></td>
<td><strong>HR Project # 5 (no class)</strong></td>
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<td>Nov 17 (R) – Session # 26</td>
<td>Labor Relations</td>
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<td><strong>Nov 22 (T) – Holiday</strong></td>
<td>Thanksgiving Break (no class)</td>
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<tr>
<td><strong>Nov 24 (R) – Holiday</strong></td>
<td>Thanksgiving Break (no class)</td>
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<td>Nov 29 (T) – Session # 27</td>
<td>International HR</td>
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<td>Dec 1 (R) – Session # 28</td>
<td>Task # 7 / Quiz 3</td>
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<td>Dec 8 (R) – Session # 29</td>
<td>Final Class Period (11 am – 1 pm) - TBA</td>
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SESSION ASSIGNMENTS

August 23 (T) (Session #1)  (Introduction)

- Review Syllabus

August 25 (R) / Session # 2  (The HRM Function)

- Read, “Get Hired, Not Fired: 50 Secrets Your HR Person Won’t Tell You”. This article is posted on CourseDen. For class, select 3 of these 50 secrets that really surprised you or that you think are really important. Be prepared to discuss the 3 you selected in class.
- Read, “A Model for Analyzing Cases in Human Resource Management”. This article is posted on CourseDen. This article will be a good guide for you to use as you prepare your group cases this semester.
- If your “Last Name” begins with A – G, read and be prepared to discuss Case # 1 (The New Director of Human Resources)
- If your “Last Name” begins with H – Z, read and be prepared to discuss Case # 2 (The Human Resource Function of Harrison Brothers Corporation)

August 30 (T) / Session # 3  (HR Project #1) (no class)

- First, read the article, “Build a Legal Employment Application” (HR Magazine, March, 1999).
- Second, complete Skill Builder # 48 (Evaluating Job Application Forms). Specific instructions for completing this project are available on CourseDen.

September 1 (R) / Session # 4  (Changes in the Workforce)

- HR Magazine: (March, 2011) “Muslim Employees: Valuable but Vulnerable”
- HR Magazine: (December, 2008) “Religion at Work”
- HR Magazine: (May, 2011) “Mixing it Up”
- HR Magazine: (January, 2009) “One Workforce – Many Languages”
- HR Magazine: (June, 2009) “Does the United States Need Foreign Workers”

September 6 (T) / Session # 5  (Changes in the Workplace)

- HR Magazine: (June, 2011) “Make Telecommuting Pay Off”
- Group Case (Group 1) – Case # 25 (Employee Layoffs at St. Mary’s Hospital)
- Task # 1: Complete Exercise # 28 (Which Employee Should Be Terminated?). Specific instructions for completing this task are available on CourseDen.

September 8 (R) / Session # 6  (The Legal Environment: Harassment)

- HR Magazine: (November, 2001) “Sexual Harassment and the Three Big Surprises”
- HR Magazine: (September, 2007) “Full Disclosure”
September 13 (T) / Session # 7  (The Legal Environment: Discrimination)

- HR Magazine: (December, 2003) “Constant Inconsistency”
- Group Case (Group 2) – Case # 12 (Analyzing Promotion Data: Applying the 80% Rule)

September 15 (R) / Session #8  (The Legal Environment: Immigration / ADA)

- Group Case (Group 3)– Case # 14 (LGA Industries: Employing Undocumented Immigrants)
- HR Magazine: (January, 1999) “Interviewing People with Disabilities”
- HR Magazine: (July, 2011) “Hidden Wounds”

September 20 (T) / Session # 9  (Recruitment and Selection)

- QUIZ # 1
- HR Magazine: (February, 2011) “Close-Up On Screening”
- HR Magazine: (February, 2011) “Seeing Behind the Mask”
- Group Case (Group 4) – Case # 34 (Recruiting Recreational Vehicle Surveyors)

September 22 (R) / Session # 10  (HR Project #2) (no class)

- Complete Exercise # 6 (Evaluating the Financial Impact of Human Resource Management Activities: Reducing the Cost of Turnover). Specific instructions for completing this project are available on CourseDen.

September 27 (T) / Session #11  (Recruitment and Selection)

- Group Case (Group 5) – Case # 38 (A Solution for Adverse Impact)
- HR Magazine: (June, 2011) “Your Cheating Heart”
- HR Magazine: (February, 2010) “Heady Debate: Rely on Temps or Hire Staff?”

September 29 (R) / Session #12  (Training)

- Group Case (Group 6) – Case # 52 (The Safety Training Program)

October 4 (T) / Session #13  (Technology Issues)

- HR Magazine: (December, 2009) “Twittering and Facebooking While They Work”
- HR Magazine: (June, 2007) “Keeping E-Mail in Check”
- HR Magazine: (December, 2007) “Caught in the Web”
October 6 (R) / Session #14  (Performance Appraisals)

- Group Case (Group 7) – *Case # 60* (Mills Paper Company: Performance Management or Age Discrimination?)
- Task #2: Complete *Exercise # 61* (EvalSim – A Performance Evaluation Exercise)  (See CourseDen for specific instructions)

October 11 (T) / Session #15  (HR Project # 3)  (no class)

- Complete *Skill Builder # 32* (Human Resource Forecasting Assignment). Specific instructions for completing this project are available on CourseDen.

October 13 (R) / Session #16  (Compensation)

- Group Case (Group 8) – *Case # 65* (The Overpaid Bank Tellers)
- HR Magazine: (June, 2005) “A Duty to Dock Pay”
- Task # 3: Complete *Exercise # 69* (Allocating Merit Raises)  (See CourseDen for specific instructions).

October 18 (T) / Session # 17  (Compensation)

- HR Magazine: (April, 2009) “Executive Pay: Perception and Reality”
- HR Magazine: (April, 2010) “How to Mend Recession-Torn 401(k) Plans”

October 20 (R) / Session #18  (Compensation)

- HR Magazine: (June, 2010): “Now It’s Employer’s Turn”
- HR Magazine: (March, 2007): “Going the Distance for Health Savings”
- Group Case (Group 9) – *Case # 77* (Controlling Employee Benefit Costs)
- Task # 4 (Last Name A-D): Complete *Incident # 82* (The Educational Leave Problem)  (See CourseDen)
- Task # 4 (Last Name E-J): Complete *Incident # 83* (The Lost Vacation Days)  (See CourseDen)
- Task # 4 (Last Name M-Z): Complete *Incident # 84* (The Medical Leave Problem)  (See CourseDen)

October 25 (T) / Session #19  (Motivation)

- QUIZ # 2
- Task # 5:  Read, “On the Folly of Rewarding A, While Hoping for B.”. *Academy of Management Executive*, Kerr, S. 1995, pp. 7-14. Write one paragraph on which of the “Fouled Up Systems” described in this article is most important and what you can learn from it.
- HR Magazine: (December, 2010) “Taking Up Slack”
- HR Magazine: (May, 2010) “Raising Engagement”
- HR Magazine: (March, 2008) “The Brain at Work”
October 27 (R) / Session #20 (HR Project # 4) (No Class)

- Complete Exercise # 40 (Evaluating the Recruiting Function). Specific instructions for completing this project are available on CourseDen.

November 1 (T) / Session #21 (Health and Safety)

- HR Magazine: (October, 2010) “Does Work Make You Fat?”

November 3 (R) / Session #22 (Discipline)

- Task # 6 (Last Name A-C): Complete Incident # 92 (Facebook Posting: I Hate My Stupid Boss) (See CourseDen)
- Task # 6 (Last Name D-G): Complete Incident # 93 (Can He Wear an Earring at Work?) (See CourseDen)
- Task # 6 (Last Name H-M): Complete Incident # 94 (Spiked Milk) (See CourseDen)
- Task # 6 (Last Name N-Z): Complete Incident # 95 (Caught in the Act: Immoral Behavior at Work) (See CourseDen)

November 8 (T) / Session #23 (Drug Testing and Treatment)

- HR Magazine: (November, 2010) “Putting Drug Screening to the Test”
- HR Magazine: (November, 2010) “What to Do About Substance Abuse”
- Group Case (Group 10) – Case # 88 (The Drug Testing Problem at Standard Chemical)

November 10 (R) / Session #24 (Employee Relations)

- HR Magazine: (February, 2008) “Sign in the Name of Love”

November 15 (T) / Session #25 (HR Project # 5) (no class)

- Complete Exercise #40 (Evaluating the Recruiting Function). Specific instructions for completing this project are available on CourseDen.

November 17 (R) / Session #26 (Labor Relations)

- Group Case (Group 11) – Case # 98 (Union Organizing at SGA Industries)
- Read, “How Unions are Stifling America” (article is available on CourseDen).
November 29 (T) / Session #27 (International HR)

- Group Case (Group 12) – Case # 105 (Fred Bailey: An Innocent Abroad)
- Group Case (Group 13) – Case # 106 (A Clash of Cultures in the Workplace: German Managers in South Africa)
- HR Magazine: (December, 2004) “Perfect Strangers”
- HR Magazine: (May, 2011) “Extreme HR”

December 1 (R) / Session #28  Task #8 / Final Quiz

- Quiz # 3
- Task # 7: Complete *Skill Builder #75* (Developing A Wage Structure). See CoursDen for specific instructions.

December 8 (T) / Session #29

- TBA