Instructor: Dr. Thomas W. Gainey  
Class Time: 12:30 pm - 1:50 pm (MW)  
Room No.: RCOB 2202  
Office No.: RCOB 2217  
Office Phone: 678-839-4828  
E-Mail: tgainey@westga.edu  

Office Hours: Monday/Wednesday (8:00 am – 9:30 am)  
Tuesday/Thursday (8:00 am – 12:00 noon)  
* Other Days/Times By Appointment *  


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.  

Credit Hour Policy (3 credit hours): For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.  

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 assigned seat by 12:30 pm or if you leave early, you will be counted as absent (I will forgive one tardy if you see me immediately after class). 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 used when I assign your class participation grade. Generally, only individuals with no more than one unexcused absence 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>Individual Presentation</th>
<th>20 %</th>
<th>Scale:</th>
<th>A</th>
<th>(90 -100)</th>
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<tbody>
<tr>
<td>Group Case Presentation</td>
<td>15 %</td>
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<td>B</td>
<td>(80 – 89)</td>
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<tr>
<td>HR Projects</td>
<td>25 %</td>
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<td>C</td>
<td>(70 - 79)</td>
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<tr>
<td>HR Tasks</td>
<td>20 %</td>
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<td>D</td>
<td>(60 - 69)</td>
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<tr>
<td>Quizzes</td>
<td>10 %</td>
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<td>F</td>
<td>(0 – 59)</td>
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<tr>
<td>Class Participation</td>
<td>10 %</td>
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**Individual Presentation:**  HR Professionals are often required to update managers and employees on a variety of different issues. Thus, it is important that you have the ability to read about current HR-related topics and then be able to effectively explain them to others.  For your presentation, you will be assigned one article from *HR Magazine*. This article will serve as your “foundation article” for the presentation. You are then expected to find three additional sources of related information (an article, video, interview, etc.) to support this basic topic.  Your entire presentation must last between 13-17 minutes.  For the instructor, you will need to provide a hard copy of your PowerPoint presentation as well as the three additional sources that you used.  For your classmates, your final slide should provide a list of the three (3) most important points that you made in your presentation.  This list will serve as the material that will be used to prepare your quizzes.  Attached to this syllabus is a “Individual Presentation Rubric” that will be used to grade your presentation.

**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 12 - 15 minutes. Additionally, I expect you to do research and use at least three outside sources of information.  Further, you are expected to prepare a hard copy of your presentation 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 *Group 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.

**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 might be assigned to a working HR professional.  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. IF YOU HAVE QUESTIONS, ASK YOUR INSTRUCTOR.*

**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. IF YOU HAVE QUESTIONS, ASK YOUR INSTRUCTOR.*

**HR Projects/ HR Tasks Due Dates:** All *HR PROJECTS* AND ALL *HR TASKS* are due at the beginning of class.  You are required to have these assignments READY TO TURN IN (printed, stapled, etc.) at the beginning of class.  If the assignment is not ready at the beginning of class, I WILL DEDUCT 20 PTS.  If you do not turn in the assignment within 24 hours of the due date/time, you will receive a 0 on the assignment.

*Note: If you have an excused absence and proper documentation, I will allow you to turn in the assignment at the beginning of the next class period.*
Quizzes: You will be given three quizzes over the individual presentations made in class. At the end of each presentation, the individual will present a list of the five most important points that were made. It is your responsibility to take notes on these points and to study these notes for the quizzes. The quizzes will be very general in nature and will be designed to make certain that you retain the main idea(s) from the presentations. 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 one unexcused absence, you are properly prepared for each class session, and you actively participate in group discussions, you will maintain your ten points in this area.

Please note that if I determine that you are working on materials not related to this course during our class time, your class participation grade will be negatively impacted and you will be asked to leave the classroom.

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.

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.

Student Rights and Responsibilities

Please carefully review the information at the following link:

http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf

The document at this link contains important information pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information each semester.
# TENTATIVE COURSE OUTLINE

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Due</th>
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<tbody>
<tr>
<td>Aug 26 (M) – Session # 1</td>
<td>Introduction</td>
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<tr>
<td>Aug 28 (W) – Session # 2</td>
<td>The HRM Function</td>
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<tr>
<td>Sept 2 (M) - Holiday</td>
<td>Labor Day Holiday (no class)</td>
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<tr>
<td>Sept 4 (W) – Session # 3</td>
<td>Changes in the Workforce</td>
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<td>Sept 9 (M) – Session # 4</td>
<td>Changes in the Workplace</td>
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<td>Sept 11 (W) – Session # 5</td>
<td>The Legal Environment: Harassment</td>
<td>Task # 1</td>
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<td>Sept 16 (M) – Session # 6</td>
<td>HR Project # 1 (no class)</td>
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<td>Sept 18 (W) – Session # 7</td>
<td>The Legal Environment: Discrimination</td>
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<td>Sept 23 (M) – Session # 8</td>
<td>The Legal Environment: Immigration / ADA</td>
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<td>Sept 25 (W) – Session # 9</td>
<td>[QUIZ 1] / Recruitment and Selection</td>
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<td>Sept 30 (M) – Session # 10</td>
<td>HR Project # 2 (no class)</td>
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<td>Oct 2 (W) – Session # 11</td>
<td>Recruitment and Selection</td>
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<td>Oct 7 (M) – Session # 12</td>
<td>Performance Appraisals</td>
<td>Task # 2</td>
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<td>Oct 9 (W) – Session # 13</td>
<td>Motivation</td>
<td>Task # 3</td>
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<td>Oct 14 (M) – Session # 14</td>
<td>HR Project # 3 (no class)</td>
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<td>Oct 16 (W) – Session # 15</td>
<td>Technology</td>
<td>HR Project #3</td>
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<td>Oct 21 (M) – Session # 16</td>
<td>Compensation Issues</td>
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<td>Oct 23 (W) – Session # 17</td>
<td>Compensation – Employee Concerns</td>
<td>Task #4</td>
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<td>Oct 28 (M) – Session # 18</td>
<td>HR Project # 4 (no class)</td>
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<td>Oct 30 (W) – Session # 19</td>
<td>[QUIZ 2] / Employee Benefits</td>
<td>Project #4 / Task # 5</td>
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<td>Nov 4 (M) – Session # 20</td>
<td>Employee Health</td>
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<td>Nov 6 (W) – Session # 21</td>
<td>Employee Safety</td>
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<td>Nov 11 (M) – Session # 22</td>
<td>Employee Discipline</td>
<td>Task #6</td>
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<td>Nov 13 (W) – Session # 23</td>
<td>Employee Relations</td>
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<td>Nov 18 (M) – Session # 24</td>
<td>International HR</td>
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<tr>
<td>Nov 20 (W) – Session # 25</td>
<td>HR Project # 5 (no class)</td>
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<td>Nov 25 (M) – Holiday</td>
<td>Thanksgiving Break (no class)</td>
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<tr>
<td>Nov 27 (W) – Holiday</td>
<td>Thanksgiving Break (no class)</td>
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<tr>
<td>Dec 2 (M) – Session # 26</td>
<td>Labor Relations</td>
<td>HR Project #5</td>
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<td>Dec 4 (W) – Session # 27</td>
<td>[QUIZ 3] / Task # 7 / End of Semester Adm.</td>
<td>Task #7</td>
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<td>Dec 11 (W) – Session # 28</td>
<td>Final Class Session (11:00 am – 1:30 pm)</td>
<td>Career Development Workshop</td>
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SESSION ASSIGNMENTS

August 26 (M) Session #1 (Introduction)

- Review Syllabus

August 28 (W) / 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)

September 4 (W) / Session #3 (Changes in the Workforce)

- HR Magazine: (December, 2008) “Religion at Work”
- HR Magazine: (May, 2011) “Mixing it Up”
- HR Magazine: (May, 2013) “Closing the Latino Education Gap”

September 9 (M) / Session #4 (Changes in the Workplace)

- HR Magazine: (April, 2013) “Phasing Out Face Time”
- HR Magazine: (May, 2012) “Modern Day Slavery”
- 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 11 (W) / Session #5 (The Legal Environment: Harassment)

- HR Magazine: (November, 2001) “Sexual Harassment and the Three Big Surprises”
- HR Magazine: (September, 2007) “Full Disclosure”
- Read and be prepared to discuss Exercise #18 (What is Sexual Harassment?)
- Read and be prepared to discuss Incident #22 (Beautyism in the Workplace)
September 16 (M) / Session # 6  (HR Project #1) (no class)

- First, read the article, “Build a Legal Employment Application” (HR Magazine, March, 1999). This article is available from GALILEO (See UWG Library website) within the ABI/INFORM database.
- Second, complete **Skill Builder # 48** (Evaluating Job Application Forms). Specific instructions for completing this project are available on CourseDen.

September 18 (W) / Session # 7  (The Legal Environment: Discrimination)

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

September 23 (M) / Session # 8  (The Legal Environment: Immigration / ADA)

- Group Case (Group 3) – **Case # 14** (LGA Industries: Employing Undocumented Immigrants)
- HR Magazine: (March, 2012) “Elephant in the Living Room”
- HR Magazine: (July, 2011) “Hidden Wounds”

September 25 (W) / Session # 9  (Recruitment and Selection)

- QUIZ # 1
- Group Case (Group 4) – **Case # 34** (Recruiting Recreational Vehicle Surveyors)
- HR Magazine: (December, 2012) “Search and Verify”
- HR Magazine: (February, 2011) “Seeing Behind the Mask”

September 30 (M) / Session # 10  (HR Project #2) (no class)

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

October 2 (W) / 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: (March, 2012) “Strategic Temp-Tations”
- Read and be prepared to discuss **Incident # 47** (Nepotism)
October 7 (M) / Session # 12 (Performance Appraisals)

- Group Case (Group 6) – *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 9 (W) / Session # 13 (Motivation)

- HR Magazine: (December, 2010) “Taking Up Slack”
- HR Magazine: (May, 2010) “Raising Engagement”
- HR Magazine: (March, 2008) “The Brain at Work”

October 14 (M) / Session # 14 (HR Project # 3) (no class)

- Complete Skill Builder # 74 (You be the Judge: Is this Job Exempt?). Specific instructions for completing this assignment will be posted on CourseDen.

October 16 (W) / Session # 15 (Technology)

- HR Magazine: (June, 2007) “Keeping E-Mail in Check”
- HR Magazine: (December, 2007) “Caught in the Web”
- Read and be prepared to discuss *Case # 90* (Surfing the Internet on Company Time)

October 21 (M) / Session # 16 (Compensation Issues)

- Group Case (Group 7) – *Case # 65* (The Overpaid Bank Tellers)
- HR Magazine: (June, 2005) “A Duty to Dock Pay”
- HR Magazine: (September, 2011) “Executive Pay: Perception and Reality”
- Task # 4: Complete Exercise # 69 (Allocating Merit Raises) (See CourseDen for specific instructions).

October 23 (W) / Session # 17 (Compensation – Employee Concerns)

- HR Magazine: (February, 2012) “Hidden Costs of Layoffs”
- HR Magazine: (April, 2010) “How to Mend Recession-Torn 401(k) Plans”
October 28 (M) / Session # 18  (HR Project # 4)  (No Class)

- Complete *Skill Builder # 75* (Developing a Wage Structure). Specific instructions for completing this assignment are available on CourseDen.

October 30 (W) / Session # 19  (Employee Benefits)

- QUIZ # 2
- HR Magazine: (June, 2010): “Now It’s Employer’s Turn”
- HR Magazine: (March, 2007): “Going the Distance for Health Savings”
- Group Case (Group 8) – *Case # 77* (Controlling Employee Benefit Costs)
- Task # 5 (Last Name A-D): Complete *Incident # 82* (The Educational Leave Problem) (See CourseDen)
- Task # 5 (Last Name E-J): Complete *Incident # 83* (The Lost Vacation Days) (See CourseDen)
- Task # 5 (Last Name M-Z): Complete *Incident # 84* (The Medical Leave Problem) (See CourseDen)

November 4 (M) / Session # 20  (Employee Health)

- HR Magazine: (October, 2010) “Does Work Make You Fat?”
- HR Magazine: (October, 2012) “Sleepless in Seattle…”
- HR Magazine: (October, 2012) “The Smoking Money Pit”

November 6 (W) / Session # 21  (Employee Safety)

- Group Case (Group 9) – *Case # 52* (The Safety Training Program)
- Group Case (Group 10) – *Case # 88* (The Drug Testing Problem at Standard Chemical)
- HR Magazine: (November, 2010) “Putting Drug Screening to the Test”

November 11 (M) / Session # 22  (Employee Discipline)

- HR Magazine: (November, 2010) “What to do About Substance Abuse”
- 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 13 (W) / Session # 23  (Employee Relations)

- HR Magazine: (February, 2008) “Sign in the Name of Love”
- HR Magazine: (May, 2008) “Keep Pace with Older Workers”

November 18 (M) / Session # 24 (International HR)

- Group Case (Group 11) – Case # 105 (Fred Bailey: An Innocent Abroad)
- Group Case (Group 12) – 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”

November 20 (W) / Session # 25  (HR Project # 5) (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.

December 2 (M) / Session # 26 (Labor Relations)

- Group Case (Group 13) – Case # 98 (Union Organizing at SGA Industries)
- Read, “How Unions are Stifling America” (article is available on CourseDen).

December 4 (W) / Session # 27  Task #7 / Quiz 3

- QUIZ # 3
- Task # 7: Complete Case #103 (Selecting a Manager for a Nigerian Facility). Specific instructions for completing this assignment are available on CourseDen.

December 11 (W) / Session # 28

- (11:00 am) – Career Development Workshop