

**MGNT 4621**  
**Applications in Human Resource Management**  
**Fall 2015**

**Instructor:** Dr. Thomas W. Gainey  
**Class Time:** 9:30 am - 10:50 am (MW)  
**Room No.:** Miller Hall 2214  
**Office No.:** Miller Hall 2217  
**Office Phone:** 678-839-4828

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

**e-mail: [tgainey@westga.edu](mailto:tgainey@westga.edu) - Please e-mail me directly at this address (not through CourseDen). If you do not get a response within a 24-hour period (M-F), assume I did not receive the e-mail and please resend it.**

**Required Text/Web Access:** (1) Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders, 7<sup>th</sup> Edition, S.M. Nkomo, M.D. Fottler, & R.B. McAfee. South-Western, 2011. I found rentals of this text from \$25.49. (2) SHRM Student Membership – Join online at [www.shrm.org](http://www.shrm.org). The student membership is \$35 and is good for one year.

**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 **9:30 am**. **If you are not in your assigned seat by 9:30 am 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. 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.

## **DETERMING YOUR GRADE**

Your final grade will be determined as follows:

Twelve-Minute Topic Presentation	15 %	<i>Scale:</i>	<i>A</i>	(90 -100)
Twelve Minute Topic Takeaways	10 %		<i>B</i>	(80 – 89)
Group Presentation	10 %		<i>C</i>	(70 - 79)
HR Projects	25 %		<i>D</i>	(60 - 69)
HR Tasks	25 %		<i>F</i>	(0 – 59)
Current Events	5 %			
Class Participation	10 %			

**IMPORTANT:** There are no exams in this class. However, you must be a very organized, diligent student to earn a good grade. If you are not prepared on the assigned dates, your grade will be significantly impacted.

**IMPORTANT:** Please understand that anything you turn in to me or prepare for class should be written in a professional manner. I will examine the syntax, punctuation, spelling, etc. on any work that you prepare and turn in to me.

**IMPORTANT:** Please note that all assignments (excluding the group presentation) are individual efforts. You are not allowed to offer or receive any type of assistance with the assignments. If there is evidence of you working together or discussing these assignments, you will be considered to be in violation of the UWG Student Conduct Code related to Academic Dishonesty. If you have questions about an assignment, just ask me.

**IMPORTANT:** All HR Projects and HR Tasks must be ready to turn in (i.e., printed out, stapled, etc.) at the beginning of class. If the assignment is not ready, I will deduct the equivalent of 2 (out of 10) points. If you do not turn in the assignment within 24 hours of the due date/time, you will receive a 0 on the assignment. 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.

**Twelve-Minute Topic Presentations (15%):** 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 an HR-related topic. You will also be assigned an “Anchor Article (AA)” from *HR Magazine* (available at SHRM website). In addition to the “Anchor Article (AA),” you are expected to find three additional sources of related information (e.g., articles, videos, relevant examples, etc.) to support your topic. Your entire presentation must last, at a minimum, 12 minutes. However, you will be allowed to use up to 15 minutes. Before the presentation, you will need to provide me with a hard copy of your PowerPoint presentation as well as a reference sheet that cites the three additional sources that you used. ***Attached to this syllabus is the “Twelve Minute Topic Presentation” rubric that will be used to grade your presentation.***

**Twelve-Minute Topic Takeaways (10%):** The presentations represent a key learning opportunity in this course. Thus, I expect everyone to be an active listener during this process and take notes. For each presentation, you will be expected to write a very brief synopsis (no more than 5 sentences) of the presentations in an e-journal (typed summary in a WORD document is fine). For topics not assigned to students and presented in class, you will be responsible for reading them yourself before class. You will turn a hard copy of these journals to me on **September 28<sup>th</sup>, October 19<sup>th</sup> and December 2<sup>nd</sup>.**

**Group Presentations (10%):** 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 assignments, I do expect your work to be well-organized and professional. These presentations should last between 10 and 15 minutes. ***Attached to this syllabus is the “Group” rubric that will be used to grade your presentation.***

**HR Projects (25%):** You will be assigned six *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.

**HR Tasks (25%):** 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.

**Current Events (5%):** During September, October, and November you will be required to complete a current events assignment (i.e., three assignments total). For these assignments, you need to select an article from “HR News” on the SHRM website that has been written within the past six weeks. Once you read it, provide an explanation of the main points in the article in 5-7 sentences. Also, please provide the citation for the article. I encourage you to turn these in early in the month so that you don’t have to worry about it at the last minute. Please note that these assignments are due no later than 9:30 am on the following dates: Current Event #1 (**September 21**), Current Event #2 (**October 21**), and Current Event #3 (**November 18**).

**Class Participation (10%):** 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 may be asked to leave the classroom.**

## OTHER NOTES

**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.

**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](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

<b>Date</b>	<b>Topic</b>	<b>Due</b>
Aug 24 (M) – Session # 1	Introduction – Course Expectations	
Aug 26 (W) – Session # 2	The HRM Function	
Aug 31 (M) – Session # 3	Important HR Stuff – Getting Hired	
Sept 2 (W) – Session # 4	Changes in the Workforce	
<b>Sept 7 (M) - Holiday</b>	<b>Labor Day Holiday (no class)</b>	
Sept 9 (W) – Session # 5	Changes in the Workplace	<b>HR Task #1</b>
<b>Sept 14 (M) – Session # 6</b>	<b>HR Project # 1 (no class)</b>	
Sept 16 (W) – Session # 7	Legal – Discrimination	<b>HR Project #1</b>
Sept 21 (M) – Session # 8	Legal – Accommodations	<b>Current Event #1</b>
<b>Sept 23 (W) – Session # 9</b>	<b>HR Project # 2 (no class)</b>	
Sept 28 (M) – Session # 10	Staffing – Hiring Options	<b>HR Project #2, TWELVE MINUTE JOURNAL</b>
Sept 30 (W) – Session # 11	Staffing – Hiring Tools	
Oct 5 (M) – Session # 12	HR Technology – Social Media	<b>HR Task #2</b>
Oct 7 (W) – Session # 13	HR Technology – Emerging Issues	
<b>Oct 12 (M) – Session # 14</b>	<b>HR Project # 3 (no class)</b>	
Oct 14 (W) – Session # 15	Motivation	<b>HR Task #3, HR Project #3</b>
Oct 19 (M) – Session # 16	Performance Appraisals	<b>HR Task #4, TWELVE MINUTE JOURNAL</b>
Oct 21 (W) – Session # 17	Important HR Stuff – Getting Paid	<b>Current Event #2</b>
<b>Oct 26 (M) – Session # 18</b>	<b>HR Project # 4 (no class)</b>	
Oct 28 (W) – Session # 19	Compensation: Employee-Related Issues	<b>HR Task#5, HR Project #4</b>
Nov 2 (M) – Session # 20	Managing Health Care Costs	
Nov 4 (W) – Session # 21	Employee Health in the Workplace	
Nov 9 (M) – Session # 22	Employee Safety	
<b>Nov 11 (W) – Session # 23</b>	<b>HR Project # 5 (no class)</b>	
Nov 16 (M) – Session # 24	Employee Relations/Discipline	<b>HR Task #6, HR Project # #5</b>
Nov 18 (W) – Session # 25	International HR – Session I	<b>HR Task #7, Current Event #3</b>
<b>Nov 23 (M) – Holiday</b>	<b>Thanksgiving Break (no class)</b>	
<b>Nov 25 (W) – Holiday</b>	<b>Thanksgiving Break (no class)</b>	
<b>Nov 30 (M) – Session # 26</b>	<b>HR Project # 6 (no class)</b>	
Dec 2 (W) – Session # 27	International HR – Session II	<b>HR Project #6, TWELVE MINUTE JOURNAL</b>
Dec 9 (W) – Session # 28	Final Class Session (8:00 am – 10:30 am) Career Development Workshop	

## **SESSION ASSIGNMENTS**

### **August 24 (M) Session # 1 (Introduction – Course Expectations)**

- Review Syllabus

### **August 26 (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)

### **August 31 (M) / Session # 3 (Important HR Stuff – Getting Hired)**

- In preparation for this class, go to: <http://www.practiceaptitudetests.com/amember/member>. At the website, look for the following practice exams in the bottom half of the page (no login required): **numerical, verbal, diagrammatic, and situational**. Take at least one exam in each of these four areas. Be prepared to discuss in class.
- Lauren Johnson (Career Services) – Resume/Cover Letter Development & Using Social Media in Your Job Search.

### **September 2 (W) / Session # 4 (Changes in the Workforce)**

- **Generational Gaps:** AA “Mixing it Up” (May 2011)
- **Helicopter Parents:** AA “First-Person Account: Getting on Board with Helicopter Parents” (Dec 2013)
- **Fairness Among Workers:** AA “50 Years of Progress” (June 2014)

### **September 9 (W) / Session # 5 (Changes in the Workplace)**

- **Flexibility at Work:** AA “Phasing Out Face Time” (April 2013)
- **Combating Modern-Day Slavery:** AA “Modern Day Slavery” (May 2012)
- **The Value of Time:** AA “The Gift of Time” (November 2011)
- 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 14 (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 16 (W) / Session # 7 (Legal – Discrimination)**

- Group Case (Group 2) – *Case # 12* (Analyzing Promotion Data: Applying the 80% Rule)
- Group Case (Group 3)– *Case # 14* (LGA Industries: Employing Undocumented Immigrants)
- **Handling Discrimination Charges:** AA “Defusing Discrimination Claims” (May 2009)
- **Sex Offenders in the Workplace:** AA “Full Disclosure” (September 2007)
- Read and be prepared to discuss *Incident # 22* (Beautyism in the Workplace)

### **September 21 (M) / Session # 8 (Legal – Accommodations)**

- **Accommodating Religion:** AA “Matters of Faith” (December 2013)
- **Accommodating Pregnancy:** AA “Accommodating Pregnant Employee” (February 2014)
- **Accommodating Substance Abuse:** AA “Elephant in the Living Room” (March 2012)
- **Accommodating PTSD:** AA “Hidden Wounds” (July 2011)

### **September 23 (W) / Session # 9 (HR Project #2) (no class)**

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

### **September 28 (M) / Session # 10 (Staffing: Hiring Options)**

- **Hiring Interns:** AA “Fresh Faces” (November 2013)
- **Hiring Using Technology:** AA “Better Hiring Through Technology” (June 2013)
- **Hiring Temporary Employees:** AA “Strategic Temp-tations” (March 2012)
- Group Case (Group 4) – *Case # 34* (Recruiting Recreational Vehicle Surveyors)
- **TURN IN TWELVE MINUTE TOPIC JOURNALS (articles – Session 1 through Session 8)**

### **September 30 (W) / Session # 11 (Staffing: Hiring Tools)**

- **Criminal Background Screening:** AA “The Dilemma of Criminal Background Screening” (June 2014)
- **Checking References and Social Media When Hiring:** AA “Seeing Behind the Mask” (February 2011)
- **Integrity Testing:** AA “Your Cheating Heart” (June 2011)
- Group Case (Group 5) – *Case # 38* (A Solution for Adverse Impact)
- Read and be prepared to discuss *Incident # 47* (Nepotism)

### **October 5 (M) / Session # 12 (HR Technology: Social Media)**

- **Social Media: An HR Problem:** AA “Polish Your Social Media Policy” (August 2013)
- **Social Media: An HR Opportunity:** AA “HR Technology: Emergency Channels” (September 2013)
- **Task # 2:** Analyze Case #90 (Surfing the Internet on Company Time). Specific instructions for completing this task are available on CourseDen.

### **October 7 (W) / Session # 13 (HR Technology: Emerging Issues)**

- **Big Data:** AA “The Benefits of Big Data” (October 2013)
- **Mobile HR:** AA “Mobile Applications Support HR Functions” (February 2014)
- **Cyberspies:** AA “Keep Cyberspies Out” (July 2013)
- **Gamification:** AA “Education & Training Gamification: Win, Lose, or Draw for HR?” (May 2014)

### **October 12 (M) / Session # 14 (HR Project # 3) (no class)**

- Complete (Your Decision: Exempt or Non Exempt?). Specific instructions for completing this assignment will be posted on CourseDen.

### **October 14 (W) / Session # 15 (Motivation)**

- **Task # 3:** Read, “On the Folly of Rewarding A, While Hoping for B.”. *Academy of Management Executive*, Kerr, S. 1995, pp. 7-14. (See CourseDen for Specific Instructions).
- **Slacking Employees:** AA “Taking Up Slack” (December 2010)
- **Engaged Employees:** AA “Raising Engagement” (May 2010)
- **Our Incredible Brain:** AA “The Brain at Work” (March 2008)

### **October 19 (M) / Session # 16 (Performance Appraisals)**

- **TURN IN TWELVE MINUTE TOPIC JOURNALS (articles – Session 9 through Session 15)**
- Group Case (Group 6) – **Case # 60** (Mills Paper Company: Performance Management or Age Discrimination?)
- **Task #4:** Complete **Exercise # 61** (EvalSim – A Performance Evaluation Exercise) (See CourseDen for specific instructions)
- Review/Critique the UWG Staff Evaluation (Instructions Provided in Class)

### **October 21 (W) / Session # 17 (Important HR Stuff – Getting Paid)**

- Nothing to prepare for today’s class – just bring a calculator and pencil. We are going to really tear apart our paychecks and understand just what all of those deductions mean.

### **October 26 (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 28 (W) / Session # 19 (Compensation: Employee-Related Issues)**

- **Unemployment Costs:** AA “Hidden Costs of Layoffs” (February 2012)
- **Basic Financial Literacy:** AA “Financial Education – Stress = Improved Productivity” (June 2012)
- **A 401(k) Primer:** AA “How to Mend Recession-Torn 401(k) Plans” (April 2010)
- Group Case (Group 7) – *Case # 65* (The Overpaid Bank Tellers)
- Task # 5: Complete *Exercise # 69* (Allocating Merit Raises) (See CourseDen for specific instructions).

### **November 2 (M) / Session # 20 (Managing Health Care Costs)**

- **The Rising Cost of Healthcare:** AA “Health Insurance Premium Increases Expected to Rise” (March 2014)
- **The Rising Cost of Prescriptions:** AA “Soaring Specialty Drug Costs Require HR Response” (March 2014)
- **Nontraditional Solutions to Healthcare:** AA “Going the Distance for Health Savings” (March 2007)
- Group Case (Group 8) – *Case # 77* (Controlling Employee Benefit Costs)

### **November 4 (W) / Session # 21 (Employee Health in the Workplace)**

- **Obesity in the Workplace:** AA “Does Work Make You Fat?” (October 2010)
- **The Impact of Sleep Deprivation:** AA “Sleepless in Seattle...” (October 2012)
- **The Tobacco Free Workplace:** AA “The Smoking Money Pit” (October 2012)
- A Discussion on Handling “Gross” Things with Employees (nothing to prepare – I will handle this one.)

### **November 9 (M) / Session # 22 (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)
- **Impact of New Marijuana Laws in the Workplace:** AA “What do State Marijuana Laws Mean for Employers’ Drug Policies?” (June 2014)
- **Workplace Violence:** AA “Defuse Workplace Violence” (November 2013)

### **November 11 (W) / Session # 23 (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.

### **November 16 (M) / Session # 24 (Employee Relations/Discipline)**

- **Handling Romance in the Workplace:** AA “Sign in the Name of Love” (February 2008)
- 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)
- Employee Discipline: Your Good Old Professor’s Perspective (nothing to prepare – just come prepared to listen and participate).

### **November 18 (W) / Session # 25 (International HR – Session I)**

- **U.S vs U.K.:** AA “Perfect Strangers” (December 2004)
- **Keeping International Employees Safe:** AA “Extreme HR” (May 2011)
- **International Employment Laws Differ:** AA “Terminating Overseas Employees” (January 2014)
- Task # 7: Complete **Case #103** (Selecting a Manager for a Nigerian Facility). Specific instructions for completing this assignment are available on CourseDen.

### **November 30 (M) / Session # 26 (HR Project # 6) (no class)**

- Complete “An International Experience” exercise. Specific instructions for completing this assignment are available on CourseDen.

### **December 2 (W) / Session # 27 (International HR – Session II)**

- 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)
- **TURN IN TWELVE MINUTE TOPIC JOURNALS (articles - Session 17 through Session 25)**
- A Quick Look at HR Project #6

### **December 9 (W) / Session # 28**

- (8:00 am) – Career Development Workshop