

**MGNT 4621**  
**Applications in Human Resource Management**  
**Fall 2016**

**Instructor:** Dr. Thomas W. Gainey  
**Class Time:** 9:30 am - 10:45 am (MW)  
**Room No.:** Miller Hall 2202  
**Office No.:** Miller Hall 2217  
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**Office Hours:** Monday/Wednesday (8:00 am – 9:30 am)  
Tuesday/Thursday (8:00 am – 11:30 am)  
\* 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:** (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.

**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 HR-related cases, examine feasible alternatives for solving the cases, and recommend specific actions.
- 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 quantitative-based assignments related to staffing and compensation. These assignments 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:

Article Presentation	15 %	<i>Scale:</i>	<i>A</i>	(90 -100)
Exams	30 %		<i>B</i>	(80 – 89)
HR Projects	25 %		<i>C</i>	(70 - 79)
HR Tasks	20 %		<i>D</i>	(60 - 69)
Current Events	5 %		<i>F</i>	(0 – 59)
Class Participation	5 %			

**IMPORTANT:** Please understand that anything you turn in to me or prepare for class should be written in a professional manner. Imagine that you are in an HR position and you are preparing work for your manager. I will examine and grade the grammar, punctuation, spelling, etc. your work.

**IMPORTANT:** Please note that all assignments 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 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.

**HR Magazine Article Presentation (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 article from *HR Magazine* (available at the SHRM website). In addition to explaining the information in this article, you may use additional sources of information (e.g., articles, videos, relevant examples, etc.) to support your presentation. Your entire presentation must last between 13 and 15 minutes (you will likely need to practice your presentation to make certain that you can meet this time requirement). Before the presentation, you will need to provide me with a hard copy of your PowerPoint presentation. ***The rubric that I use to grade this presentation is attached.***

*NOTE: To find the articles, go to the SHRM website ([www.shrm.org](http://www.shrm.org)). Once on the website, go to “Publications” and then to “HR Magazine”. Next, select the “Sections” tab and then “Past Issues” (look at left side of webpage). You may have to do a little exploring within the particular issue to find your article – sometimes SHRM assigns some cute little headings in the Table of Contents which may not align exactly with your article title.*

**Exams (30%):** You will be given three exams during the semester so can I can make certain that you understand the material presented in class. Thus, I expect everyone to be an active listener and take notes. I will post particular areas of interest from the class presentations that could potentially be used to create test questions (this will help narrow down the material for you).

***IF YOU MISS AN EXAM, YOU WILL BE GIVEN A ZERO. CONSIDERATION FOR RESCHEDULING AN EXAM WILL ONLY BE GIVEN IF YOU NOTIFY ME BEFORE THE EXAM AND CAN PROVIDE APPROPRIATE DOCUMENTATION.***

**HR Projects (25%):** You will be assigned six *HR Projects* this semester. **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 are available on CourseDen. *HR Projects* are due at the beginning of the following class period.

**HR Tasks (20%):** 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. Instructions for completing these tasks are available on CourseDen.

**Current Events (5%):** **You will be required to complete three** current events assignments. For these assignments, you need to select an article from the SHRM website ([www.shrm.org](http://www.shrm.org)). Once on the website, go to “Publications” then go to “HR News”. You must select an article 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. Please note that these assignments are due no later than 9:30 am on the following dates: Current Event #1 (**August 31<sup>st</sup>**), Current Event #2 (**September 14<sup>th</sup>**), and Current Event #3 (**November 7<sup>th</sup>**).

**Class Participation (5%):** Your class participation is five percent of your final grade. Everyone begins the semester with five 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/exercises, you will maintain your five 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, you will receive a zero for your class participation grade and you may be asked to leave the classroom.**

## OTHER NOTES

**CourseDen:** Your grades for this class and specific instructions for completing assignments 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 10 (W) – Session # 1	Introduction – Course Expectations	
Aug 15 (M) – Session # 2	What Makes People Tick and Perform	
Aug 17 (W) – Session # 3	Assessing Applicants: It’s Getting Difficult	
Aug 22 (M) – Session # 4	HR Project #1 ( <b>NO CLASS</b> )	
Aug 24 (W) – Session # 5	Changes in the Workforce	HR Project #1
Aug 29 (M) – Session # 6	Changes in the Workplace	HR Task #1
Aug 31 (W) – Session #7	Legal: Accommodations	Current Event # 1
Sept 5 (M) - Holiday	LABOR DAY HOLIDAY ( <b>NO CLASS</b> )	
Sept 7 (W) – Session # 8	Legal: Updates and Compliance	
Sept 12 (M) – Session # 9	Staffing: Hiring Tools	
Sept 14 (W) – Session # 10	Staffing: Hiring Environment	Current Event # 2
Sept 19 (M) – Session # 11	EXAM I	
Sept 21 (W) – Session # 12	HR Technology: The Current Environment	
Sept 26 (M) – Session # 13	HR Project # 2 ( <b>NO CLASS</b> )	
Sept 28 (W) – Session # 14	HR Technology: Emerging Issues	HR Project #2, HR Task #2
Oct 3 (M) – Session # 15	Motivation	HR Task #3
Oct 5 (W) – Session # 16	Performance Appraisals	HR Task #4
Oct 10 (M) – Session # 17	HR Project # 3 ( <b>NO CLASS</b> )	
Oct 12 (W) – Session # 18	Tearing Apart the Paycheck	HR Project #3
Oct 17 (M) – Session # 19	Compensation: Employee-Related Issues	HR Task #5
Oct 19 (W) – Session # 20	Managing Health Care Costs	
Oct 24 (M) – Session # 21	HR Project # 4 ( <b>NO CLASS</b> )	
Oct 26 (W) – Session # 22	EXAM II	HR Project #4
Oct 31 (M) – Session # 23	Employee Health in the Workplace	
Nov 2 (W) – Session # 24	HR Project # 5 ( <b>NO CLASS</b> )	
Nov 7 (M) – Session # 25	Wellness Library: Lightning Talks	HR Project #5, Current Event #3
Nov 9 (W) – Session # 26	Employee Safety	
Nov 14 (M) – Session # 27	Employee Relations: A Sample of the Issues	HR Task #6
Nov 16 (W) – Session # 28	Employee Relations: Approaches We Take	
Nov 21 (M) – Session # 29	Those Difficult Conversations	
Nov 23 (W) – Session # 30	HR Project # 6 ( <b>NO CLASS</b> )	
Nov 28 (M) – Session # 31	International HR	HR Project #6, HR Task #7
Nov 30 (W) – Session # 32	EXAM III	
Final Class	TBA	

## **SESSION ASSIGNMENTS**

### **August 10 (W) Session # 1 (Introduction – Course Expectations)**

- Review Syllabus

### **August 15 (W) / Session # 2 (What Makes People Tick and Perform)**

- HR Magazine (June 2015): “What Makes a Great Employer”
- HR Magazine (June 2015): “Heads Up: What Do Personality Tests Really Reveal?”
- In preparation for this class take the free online personality test at: <http://www.truity.com/test/big-five-personality-test>. (Record your scores on each of the five dimensions).

### **August 17 (W) / Session # 3 (Assessing Applicants: It’s Getting Difficult)**

- 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.
- HR Magazine (May, 2015): “What’s the Value of an Online Degree”

### **August 22 (M) / Session # 4 (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.

### **August 24 (W) / Session # 5 (Changes in the Workforce)**

- HR Magazine (May 2011): “Mixing it Up”
- HR Magazine (November 2014): “Capturing the Wisdom of Four Generations”
- HR Magazine (December 2013): “First-Person Account: Getting on Board with Helicopter Parents”
- HR Magazine (November 2014): “Men Need Work/Life Balance, Too”

### **August 29 (M) / Session # 6 (Changes in the Workplace)**

- HR Magazine (December 2008): “Religion at Work”
- HR Magazine (June 2015): “Has the Telecommuting Bubble Burst”
- HR Magazine (May 2012): “Modern Day Slavery”
- HR Magazine (November 2011): “The Gift of Time”
- Task # 1: Complete *Exercise # 28* (Which Employee Should Be Terminated?). Specific instructions for completing this task are available on CourseDen.

### **August 31 (W) / Session # 7 (Legal: Accommodations)**

- HR Magazine (December 2013): “Matters of Faith”
- HR Magazine (February 2014): “Accommodating Pregnant Employee”
- HR Magazine (October 2014): “Accommodating Mental Illness”
- HR Magazine (March 2012): “Elephant in the Living Room”

### **September 7 (W) / Session # 8 (Legal: Updates and Compliance)**

- HR Magazine (September 2015): “A Remarkable Transformation”
- HR Magazine (May 2009): “Defusing Discrimination Claims”
- HR Magazine (February 2016): “Top 10 Employee Handbook Updates for 2016”
- Watch Video at: <https://www.dol.gov/featured/overtime>
- Watch Video at: <https://www.youtube.com/watch?v=qSjGouBmo0M> (“Why Are American Health Care Costs So High?”)

### **September 12 (M) / Session # 9 (Staffing: Hiring Tools)**

- HR Magazine (March 2015): “Competencies Hold the Key to Better Hiring”
- HR Magazine (June 2016): “Interviews That Work”
- HR Magazine (June 2011): “Your Cheating Heart”
- HR Magazine (February 2011): “Seeing Behind the Mask”
- Read and be prepared to discuss *Incident # 47* (Nepotism)

### **September 14 (W) / Session # 10 (Staffing: Hiring Environment)**

- HR Magazine (March 2012): “Strategic Temp-tations”
- HR Magazine (July 2015): “Freelance Nation”
- HR Magazine (April 2016): “Managing Employees By the Hour”
- HR Magazine (June 2015): “Alumni Networks Redefine Loyalty”

### **September 19 (M) / Session # 11 (EXAM I)**

- A listing of potential topics for exam questions is provided on CourseDen.

### **September 21 (W) / Session # 12 (HR Technology: The Current Environment)**

- Review EXAM I
- HR Magazine (August 2013): “Polish Your Social Media Policy”
- HR Magazine (September 2013): “HR Technology: Emergency Channels”
- HR Magazine (July 2013): “Keep Cyberspies Out”

### **September 26 (M) / Session # 13 (HR Project #2) (no class)**

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

### **September 28 (W) / Session # 14 (HR Technology: Emerging Issues)**

- HR Magazine (October 2013): “The Benefits of Big Data”
- HR Magazine (May 2014): “Education & Training Gamification: Win, Lose, or Draw for HR?”
- HR Magazine (June 2015): “Monitoring Employee Productivity: Proceed with Caution”
- HR Magazine (June 2013): “HR Technology: Better Hiring Through Technology”
- Task # 2: Analyze Case #90 (Surfing the Internet on Company Time). Specific instructions for completing this task are available on CourseDen.

### **October 3 (M) / Session # 15 (Motivation)**

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

### **October 5 (W) / Session # 16 (Performance Appraisals)**

- HR Magazine (August 2014): “Performance Management Gets Social”
- HR Magazine (April 2015): “Is it Time to Put the Performance Review on a PIP”
- 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 10 (M) / Session # 17 (HR Project # 3) (no class)**

- Specific instructions for completing this assignment will be posted on CourseDen.

### **October 12 (W) / Session # 18 (Tearing Apart the Paycheck)**

- 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 17 (M) / Session # 19 (Compensation: Employee-Related Issues)**

- HR Magazine (June 2012): “Financial Education – Stress = Improved Productivity”
- HR Magazine (September 2015): “No Salary Negotiations Allowed”
- HR Magazine (May 2016): “Talk Pays When Talking Pay”
- HR Magazine (March 2015): “The Limits of Unlimited Vacation”
- Task # 5: Complete *Exercise # 69* (Allocating Merit Raises) (See CourseDen for specific instructions).

### **October 19 (W) / Session # 20 (Managing Health Care Costs)**

- HR Magazine (March 2014): “Soaring Specialty Drug Costs Require HR Response”
- HR Magazine (March 2016): “Strategic Moves: The Exchange Option for Retirees”
- HR Magazine (September 2015): “Big Data is Shaping Employers’ Benefit Strategies”
- HR Magazine (March 2007): “Going the Distance for Health Savings” (March 2007)

### **October 24 (M) / Session # 21 (HR Project # 4) (no class)**

- Specific instructions for completing this assignment are available on CourseDen.

### **October 26 (W) / Session # 22 (EXAM II)**

- A listing of potential topics for exam questions is provided on CourseDen.

### **October 31 (M) / Session # 23 (Employee Health in the Workplace)**

- Review EXAM II
- HR Magazine (September 2015): “Coping With Cognitive Declines at Work”
- HR Magazine (October 2010): “Does Work Make You Fat?”
- HR Magazine (October 2012): “Sleepless in Seattle...”

### **November 2 (W) / Session # 24 (HR Project # 5) (No Class)**

- EAP: Wellness Library. Specific instructions for completing this assignment are available on CourseDen.

### **November 7 (M) / Session # 25**

- Wellness Library: Lightning Talks

### **November 9 (W) / Session # 26 (Employee Safety)**

- HR Magazine (November 2013): “Defuse Workplace Violence”
- HR Magazine (June 2014): “What do State Marijuana Laws Mean for Employers’ Drug Policies?”
- HR Magazine (March 2016): “Are You in a Bully-Prone Industry?”
- A Discussion on Handling “Gross” Things with Employees (nothing to prepare – I will handle this one.)

### **November 14 (M) / Session # 27 (Employee Relations: A Sample of the Issues)**

- HR Magazine (August 2014): “5 Types of Bad Bosses”
- HR Magazine (July 2015): “5 Wacky Termination Cases – and Their Lessons”
- HR Magazine (April 2016): “My Job Ate My Vacation: The Flexibility Paradox”
- 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 16 (W) / Session # 28 (Employee Relations: Approaches We Take)**

- HR Magazine (July 2015): “How to Resolve Workplace Conflicts”
- HR Magazine (December 2014): “How to Conduct a Workplace Investigation”
- HR Magazine (October 2014)” “Happy Workers Care About the Work They Do”
- Employee Discipline: Your Good Old Professor’s Perspective (nothing to prepare – just come prepared to listen and participate).

### **November 21 (M) / Session # 29 (Those Difficult Conversations)**

- Read HR Magazine (April 2016): “That Difficult Conversation: 11 Tips For Talking About Poor Performance”
- Scenarios to Practice Handling Needed Conversations (Assignments will Be Provided)

### **November 23 (W) / Session # 30 (HR Project # 6) (no class)**

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

### **November 28 (M) / Session # 31 (International HR)**

- HR Magazine (December 2004): “Perfect Strangers”
- HR Magazine (May 2011): “Extreme HR”
- HR Magazine (January 2014): “Terminating Overseas Employees”
- HR Magazine (February 2016): “Finding the Right Talent Around the Globe”
- Task # 7: Complete *Case #103* (Selecting a Manager for a Nigerian Facility). Specific instructions for completing this assignment are available on CourseDen.

### **November 30 (W) / Session # 32 (EXAM III)**

- A listing of potential topics for exam questions is provided on CourseDen.

### **FINAL CLASS – EXAM WEEK**

- TBA