

MGNT 4621

Applications in Human Resource Management

Fall 2018

Instructor: Dr. Thomas W. Gainey
Class Time: 9:30 am - 10:45 am (T/R)
Room No.: Miller Hall 1309
Office No.: Miller Hall 2217
Office Phone: 678-839-4828
Office Hours: M/W (9:00 am – 10:00 am), T/R (8:30 am – 9:30 am)
* Other Days/Times By Appointment *

BASIC COURSE INFORMATION

e-mail: 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, 7th Edition, S.M. Nkomo, M.D. Fottler, & R.B. McAfee. South-Western, 2011. I found rentals of this text from \$20.49.

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%
Exams	30%
HR Projects	25%
HR Tasks	20%
Class Participation	10%

GRADING SCALE

A	90-100
B	80-89
C	70-79
D	60-69
F	0-59

IMPORTANT NOTES

Note #1: 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, presentation, etc. your work.

Note #2: 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.

Note #3: 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 20 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.

DESCRIPTION OF GRADED ITEMS

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*. *HR Magazine* is published each month by SHRM. It is probably the most widely read publications among HR professions. 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: Depending on when the article was published, there are two ways to find the articles online. (1) For more recent articles, go to the SHRM website (www.shrm.org). Once on the website, go to "HR Today" -> "HR Magazine" -> "Past Issues" (As of 7/5/18, articles were available between April 2016 – May 2018) (2) For older articles, you can use the ABI/INFORM database online at the UWG Library (if you are not familiar with how to use this database, please see me or a member of the library staff).

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 a study guide to help narrow down the material for you as you prepare for the exams.

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.

Class Participation (10%): Your class participation is ten percent of your final grade. Everyone begins the semester with ten 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 ten points in this area.

Please note that I reserve the right to administer quizzes at the beginning of class if I determine that students are not preparing for class. The grades on these quizzes will impact the class participation grade.

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.

MISCELLANEOUS ITEMS

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.

Academic Support, Online Courses, Honor Code, UWG E-mail Policy, Credit Hour Policy, and HB 280

The VPAA's Office at UWG provides common language on each of the above issues at the following website:

https://www.westga.edu/administration/vpaa/assets/docs/faculty-resources/common_language_for_course_syllabi_v2.pdf

Each semester, it is the student's responsibility to review these policies.

TENTATIVE COURSE OUTLINE

Aug 16 (R) – Session # 1	Introduction – Course Expectations	
Aug 21 (T) – Session # 2	What Makes People Tick and Perform	
Aug 23 (R) – Session # 3	Assessing Applicants: It’s Getting Difficult	
Aug 28 (T) – Session # 4	HR Project #1 (NO CLASS)	
Aug 30 (R) – Session # 5	Changes in the Workforce	HR Project #1
Sept 4 (T) – Session # 6	Changes in the Workplace	
Sept 6 (R) – Session #7	Legal: Accommodations	
Sept 11 (T) – Session # 8	Legal: Updates and Compliance	HR Task #1
Sept 13 (R) – Session # 9	Staffing: Tools and Environment	
Sept 18 (T) – Session # 10	Staffing: The Interview Process	
Sept 20 (R) – Session # 11	EXAM I	
Sept 25 (T) – Session # 12	HR Project # 2 (NO CLASS)	
Sept 27 (R) – Session # 13	HR Technology: The Current Environment	HR Project # 2
Oct 2 (T) – Session # 14	HR Technology: Emerging Issues	HR Task #2
Oct 4 (R)	FALL BREAK (NO CLASS)	
Oct 9 (T) – Session # 15	Motivation	HR Task #3
Oct 11 (R) – Session # 16	Performance Appraisals	HR Task #4
Oct 16 (T) – Session # 17	HR Project # 3 (NO CLASS)	
Oct 18 (R) – Session # 18	Tearing Apart the Paycheck	HR Project #3
Oct 23 (T) – Session # 19	Compensation: Employee-Related Issues	HR Task #5
Oct 25 (R) – Session # 20	Managing Health Care Costs	
Oct 30 (T) – Session # 21	HR Project # 4 (NO CLASS)	
Nov 1 (R) – Session # 22	EXAM II	HR Project #4
Nov 6 (T) – Session # 23	Employee Health in the Workplace	
Nov 8 (R) – Session # 24	HR Project # 5 (NO CLASS)	
Nov 13 (T) – Session # 25	Employee Safety	HR Project #5
Nov 15 (R) – Session # 26	Employee Relations: A Sample of the Issues	HR Task #6
Nov 20 (T)	THANKSGIVING HOLIDAY (NO CLASS)	
Nov 22 (R)	THANKSGIVING HOLIDAY (NO CLASS)	
Nov 27 (T) – Session # 27	Employee Relations: Approaches We Take	
Nov 29 (R) – Session # 28	HR Project # 6 (NO CLASS)	
Dec 4 (T) – Session # 29	International HR	HR Project #6, HR Task #7
Dec 6 (R) – Session # 30	EXAM III	
Dec 13 (R)	TBA	

SESSION ASSIGNMENTS

August 16 (R) Session # 1 (Introduction – Course Expectations)

- Review Syllabus

August 21 (T) / Session # 2 (What Makes People Tick and Perform)

- Read HR Magazine (June 2015): “Heads Up”
- Read HR Magazine (February 2018): “Rookie Mistakes”
- 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 23 (R) / 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.
- Read HR Magazine (May 2015): “What’s the Value of an Online Degree”

August 28 (T) / Session # 4 (HR Project #1) (NO CLASS)

- Complete *Skill Builder # 48* (Evaluating Job Application Forms). Specific instructions for completing this project are available on CourseDen.

August 30 (R) / Session # 5 (Changes in the Workforce)

- HR Magazine (December 2013): “First-Person Account: Getting on Board with Helicopter Parents”
- HR Magazine (February 2018): “More Than a Number”
- HR Magazine (April 2017): “Retool Recruiting to Attract Millennials”
- HR Magazine (May 2011): “Mixing it Up” (Dr. Gainey)

Sept 4 (T) / Session # 6 (Changes in the Workplace)

- HR Magazine (January 2018): “Temp Tales”
- HR Magazine (May 2012): “Modern Day Slavery”
- HR Magazine (April 2017): “How to Create a Culture of Civility” (Dr. Gainey)
- HR Magazine (February 2017): “Is It Time to Kill the 40-Hour Workweek?” (Dr. Gainey)

September 6 (R) / Session # 7 (Legal: Accommodations)

- HR Magazine (December 2013): “Matters of Faith”
- HR Magazine (March 2017) “How to Be a Pet-Friendly Employer”
- HR Magazine (October 2014): “Accommodating Mental Illness”
- HR Magazine (March 2012): “Elephant in the Living Room” (Dr. Gainey)

September 11 (T) / Session # 8 (Legal: Updates and Compliance)

- HR Magazine (May 2009): “Defusing Discrimination Claims”
- HR Magazine (June/July 2017): “7 Manager Mistakes with Costly Consequences”
- HR Magazine (October 2013) “Legal Trends: Effective Responses to EEOC Charges” (Dr. Gainey)
- In preparation for this class, please go to the following website:
https://www1.eeoc.gov/eeoc/statistics/enforcement/charges_by_state.cfm (Select “Georgia”). What kind of trends do you see? What are the most common discrimination charges?
- Task # 1: Complete Exercise # 28 (Which Employee Should Be Terminated?). Specific instructions for completing this task are available on CourseDen.

September 13 (R) / Session # 9 (Staffing: Tools and Environment)

- HR Magazine (June 2011): “Your Cheating Heart”
- HR Magazine (April 2018): “Hiring Blind”
- HR Magazine (February 2011): “Seeing Behind the Mask” (Dr. Gainey)
- In preparation for this class, please go to the following website:
<https://testyourself.psychtests.com/testid/3977>. While the test is actually 242 questions, I would like for you to simply answer the first 30 questions. This will give you some idea of what an Integrity and Work Ethics test looks like. I would also like for you to copy down one of the questions and tell me specifically what you think this question is trying to measure. I will take this paper up during class and it will count as part of your class participation grade.

September 18 (T) / Session # 10 (Staffing: The Interview Process)

- HR Magazine (June 2016): “Interviews That Work”
- Interview – Role Play
- In preparation for this class, read HR Magazine (December 2017/January 2018) “10 Classic Interview Questions to Ask.” I would like for you to answer Questions #1, #3, and #4 (Please type your answers to these three questions and be prepared to turn in your answers during class. This will count as part of your class participation grade).

September 20 (R) / Session # 11 (EXAM I)

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

September 25 (T) / Session # 12 (HR Project #2) (no class)

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

September 27 (R) / Session # 13 (HR Technology: The Current Environment)

- Review EXAM I
- HR Magazine (November 2016): “Communicating with Employees During a Crisis”
- HR Magazine (July 2013): “Keep Cyberspies Out”
- HR Magazine (August 2013): “Polish Your Social Media Policy” (Dr. Gainey)
- What are HRIS? (Dr. Gainey)

October 2 (T) / Session # 14 (HR Technology: Emerging Issues)

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

October 9 (T) / Session # 15 (Motivation)

- HR Magazine (December 2010): “Taking Up Slack”
- HR Magazine (May 2010): “Raising Engagement” (Dr. Gainey)
- HR Magazine (March 2008): “The Brain at Work” (Dr. Gainey)
- 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 11 (R) / 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” (Dr. Gainey)
- 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 16 (T) / Session # 17 (HR Project # 3) (no class)

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

October 18 (R) / 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 23 (T) / Session # 19 (Compensation: Employee-Related Issues)

- HR Magazine (September 2016): “Employee Benefits Get Extreme”
- HR Magazine (March 2015): “The Limits of Unlimited Vacation”
- HR Magazine (June 2012): “Financial Education – Stress = Improved Productivity” (Dr. Gainey)
- HR Magazine (May 2016): “Talk Pays When Talking Pay” (Dr. Gainey)
- Task # 5: Complete *Exercise # 69* (Allocating Merit Raises) (See CourseDen for specific instructions).

October 25 (R) / Session # 20 (Managing Health Care Costs)

- 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 2014): “Soaring Specialty Drug Costs Require HR Response” (Dr. Gainey)
- HR Magazine (March 2007): “Going the Distance for Health Savings” (Dr. Gainey)
- Watch Video at: <https://www.youtube.com/watch?v=qSjGouBmo0M> (“Why Are American Health Care Costs So High?”)

October 30 (T) / Session # 21 (HR Project # 4) (no class)

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

November 1 (R) / Session # 22 (EXAM II)

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

November 6 (T) / Session # 23 (Employee Health in the Workplace)

- Review EXAM II
- HR Magazine (September 2015): “Coping With Cognitive Declines at Work”
- HR Magazine (March 2017): “Promote an Active Workplace with Standing Desks”
- HR Magazine (October 2012): “Sleepless in Seattle...” (Dr. Gainey)
- HR Magazine (March 2018): “Untangling the FMLA” (Dr. Gainey)

November 28(R) / Session # 24 (HR Project # 5) (No Class)

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

November 13 (T) / Session # 25 (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?” (Dr. Gainey)

- A Discussion on Handling “Gross” Things with Employees (nothing to prepare – I will handle this one.)

November 15 (R) / Session # 26 (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 (September 2017): “Their Time of Grief”
- Task # 6: Please see CourseDen for specific instructions.

November 27 (T) / Session # 27 (Employee Relations: Approaches We Take)

- HR Magazine (July 2015): “How to Resolve Workplace Conflicts”
- HR Magazine (February 2018): “Indecent Behavior”
- Employee Discipline: Your Good Old Professor’s Perspective (nothing to prepare – just come prepared to listen and participate).

November 29 (R) / Session # 28 (HR Project # 6) (no class)

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

December 4 (T) / Session # 29 (International HR)

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

December 6 (R) / Session # 30 (EXAM III)

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

December 13 (R) / Session #31

- TBA (8:00 am – 10:00 am)