University of Texas at Tyler

Course Information: Strategic Human Resource Management

MANA 5350.701, 703, 705

Spring 2022

Asynchronous/Online

Start Date: 01/09/2023

End Date: 02/25/2023

Instructor Information   Wendelyn Risher

Visiting Lecturer

Soules College of Business

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The best way to contact me is by email. Your subject line should include: Class code, semester and year, and topic of your email (MANA5350.70X – SP23 – Question re Ch. 1).   Responses can be expected within 48 hours though are often addressed sooner. Address your messages to Prof. Risher and sign your messages with your full name.

In Person Office Hours: By appointment on Thursday

Online Office Hours: By appointment

Course Textbook   Required Text: Cascio, Wayne F., Managing Human Resources:

Productivity, Quality of Work Life, Profits, 12th ed.

ISBN 9781260681352

You will use the book. You may use an ebook or hard copy. I will be teaching and testing from the 12th edition. If you choose an earlier version of the text, make sure you're paying attention to the exam reviews for tested information.   Discussion articles/videos and other supplemental readings will be posted online during the semester.

Course Description

The course is an advanced topics study of contemporary HRM practices and issues. Focus is on the role of HR managers and practices in developing competitive advantage for the firm. The course considers the role of both specific HR practices and the overall HR architecture in enhancing firm performance. The overall objectives of the course are:

1) examine the strategic value and competitive advantage of HRM in the business environment

2) gain a first-hand understanding of the assumption that all managers are accountable to their organizations in terms of the impact of their HRM activities, and they are expected to add value by leading their employees ethically and effectively

3) learn theory principles and methods involved in all phases of employment.

Course Organization & Major Activities

Course activities will vary weekly based on the material. Typical course materials and activities will include:

1) *Power Point Slides and Recorded Lectures.* Will be based on topics and textbook chapters.

2) *Supplemental Articles and Videos.* Most weeks you will need to read an article and/or watch a video to supplement material from lectures, power point slides and the textbook. The articles/videos will be posted on CANVAS in the corresponding weekly folders.

3) *Article Assignment Discussion Board Assignments.* There will be 3 article assignment discussion board assignments during the course based on the material covered in one of the modules.

- Your response to my question and must be 300 – 400 words. This post should use at least two references from reputable sources such as your text, module materials, or scientific journals. Sources like wikis and Yahoo/MSN and other non-business related media may be useful, but should NOT be counted as your "reputable" sources.

- You are welcome to respond to your classmate's postings, but it is not required.

- References should follow APA style. [General Format // Purdue Writing Lab](#)

- Grammar and style are important. Proofread your work accordingly.

4) *Lab Notes.* Each module, you will complete and turn in lab notes describing your group guided discussions.   This assignment will serve as your attendance and participation grade.

5) Group Exercises. There will be 3 group exercises throughout the course. They are meant to give additional exposure or practice in key topic areas.

- Group exercises are to be completed in groups. (The same groups as determined for other class activities will be used).   You should not expect to complete the work individually (even if you really, really don't like group work).

- **One** document with a complete exercise per group will be submitted on CANVAS by the deadline. If errors are found, an additional submission may be made by the original poster without penalty. However, postings made by additional group members of the same work will result in point deductions.

6) *Exams.* There will be 4 exams during the course.   See course outline below for estimated dates.

- Exam 1 – Environment – Chapters 1, 2, 3 & 4

- Exam 2 – Employment – Chapters 5, 6, 7 & 8

- Exam 3 – Development & Compensation – Chapters 9, 10, 11 & 12

- Exam 4 – Labor-Management Accommodation & Support and International Implications – Chapters 13, 14, 15 & 16

- Exam questions will be drawn from your textbook, supplemental reading assignments, and power point slides and lectures. Each exam will consist of 40(ish) multiple-choice questions.

- Exams and assignments are perpetually open – that means you can complete them whenever you're ready up to and including the due date listed. Exams are not cumulative. *Exams will be taken via CANVAS Quizzes. Lockdown Browser is not required.* **Exams are not open book or open notes and should be completed on your own without aid from others.** Using these or any other resources during a test will be considered cheating and will be referred to the appropriate University officials. Tests will be timed, so once you begin, you must take the test in its entirety. The tests are approximately 40 multiple choice questions. You will see one question at a time and will not be able to go back once you answer a question. Please manage your time carefully. You will have 90 minutes for each exam.

7) *International HR in the News Discussion Board.* This assignment requires a Discussion Board posting based on a recent (5 years old max) business article that discusses an HR-related topic in a country other than the U.S. You might choose something like unions in China; sexual harassment in Russia, working conditions for women in Nepal… In order to receive credit, your topic MUST be related to HR.

- Your posting regarding your chosen international HR topic and must be 300 – 400 words. This post should use at least two references from reputable sources such as your text, module materials, or scientific journals. Sources like wikis and Yahoo/MSN and other non-business related media may be useful, but should NOT be counted as your "reputable" sources.

- References should follow APA style.

  https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html

- Grammar and style are important. Proofread your work accordingly.

8) **Reflection Paper.** "In theory, there is no difference between theory and practice. But, in practice, there is." Albert Einstein (also attributed to Yogi Berra). HR managers are generally intentional about using best practices and policies, but the knowledge of ideal practices doesn't always translate into successful implementation. Unfortunately, there is often a discrepancy between an ideal practice (what you learn about in a textbook) and the way this practice is implemented in an organization.

Identify an HR practice (related to recruitment, selection, training, development, performance management, HRIS) in YOUR organization that does not run the way theory (based on your HR textbook and articles you read in the course) suggests it should. Then do the following:

Describe the discrepancy between the theory and practice.

Describe any consequences (current or potential) of this discrepancy.

Suggest relevant specific, realistic solutions to fix the discrepancy you chose. By realistic I mean the solutions can be implemented given your company's environment; by specific I mean a detailed description of how you suggest the discrepancy might be eliminated.

Your reflection paper should be 3 pages, 12-pt Times New Roman, double-spaced. References should be in addition to the three pages

IMPORTANT Course Information

Student To Dos: Will be used to introduce each week's module and topics. Be sure to read these each week and complete the activities assigned.

Announcements: Will be used as needed to alert you to items outside of our regular weekly Student To Do communications. All announcements will be posted through CANVAS.

Email and CANVAS Inbox: Your Patriot email and CANVAS Inbox will be used for class-related communication. Please check them regularly.

Regular CANVAS logins: Because this is an online course, you must regularly log on to CANVAS to be current on all course assignments as well as regularly check your UT Tyler email account for any important course-related announcements. Visiting the CANVAS course page at least 3-4 times a week is appropriate, especially given the group assignments and discussion assignments. If you do not participate in an assignment (group or individual), you will receive zero points for that exercise.

This class is classified as an Asynchronous/Online class. We will plan to meet live as a class for exam reviews and questions approximately biweekly. Each class will vote on a time. These live online classes are not mandatory but they will help you study for exams. If you need additional or more frequent meetings, all you have to do is ask!

You will also be required to complete a significant amount of work in groups. Like, a lot, at lot. Prior classes have been surprised by how much of our work is online, but they've also said that is one of the things that helped them most in the class. It is your responsibility to ensure you are able meet with and work with your group. Failure to participate in group work will result in reduced credit. A detailed outline of our classes and expectations is below.

You are expected to complete all of the activities in each module when they are due. Completing these activities will require that you regularly log into CANVAS. Failure to do so will negatively affect your course grade.

Late Work/Make Up Work

Make up exams and late work will be considered on a case by case basis and will follow University guidelines. Students are expected to submit exams and assignments on time. Exceptions should only occur because of the most extenuating circumstances.

Grading Policy

The grading scale is predetermined to ensure that you always know your grade in the class. Grades will be based on the absolute standard below, and are not curved. Grades are based on the following factors and weighting:

Group Exercise 1	30
Group Exercise 2	30
Individual Exercise 1	30
Article Assignment 1	40
Article Assignment 2	40
Article Assignment 3	40
International HR in the News	40
Individual Lab Notes (20 pts each)	160 (approximately)
Exam 1	40
Exam 2	40
Exam 3	40
Exam 4	40
Reflection Paper	50

Scale for final course grade:

A (90-100)

B (80-89)

C (70-79)

D (60-69)

F (Below 60)

Grades will be posted to the CANVAS gradebook. You can access your grades by entering the CANVAS course and selecting "Grades" from the course menu. Students are expected to keep track of their performance throughout the semester and seek guidance if their performance drops below satisfactory levels (see "Student support services" below). Online exams will be graded immediately. Feedback on individual and group assignments may be expected within approximately 3-4 business days of the due date, but is frequently provided more quickly

Technology Requirements

This class is taught through CANVAS. CANVAS assignments, quizzes and discussions are required for this course. You must have regular and reliable access to the internet and to CANVAS. You will use both to access class material, classmates, feedback and grades.

Other Requirements

In addition to the textbook and technology requirements, you must also have weekly or biweekly schedule availability to complete the course work within the required deadlines and have availability to work with your classmates on group projects.

Netiquette

Since we will conduct work online, "Netiquette" is super important. In a diverse class, humor and sarcasm may not translate online or in different cultures. I want you to be yourself and have some fun in this class, but you must also be polite and respectful in your postings (no "Flaming" or posting /sending negative, hurtful comments to others); use good grammar and correct spelling; don't write in all caps (it feels like you're shouting) or exotic fonts (they may not show up on everyone's computer). In short, present your best self! Nice matters.

Course Schedule

Below is a tentative schedule of chapters presented, assigned work and exam dates. Case studies, homework assignments and additional required readings may be assigned and posted on CANVAS**. The schedule below is meant as a guideline; some modifications may be necessary. As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – W. W. Risher**

Student Resources https://uttyler.instructure.com/courses/32862/pages/student-resources#content

 If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing itsupport@patriots.uttyler.edu. When you email IT Support, include a complete description of your question or problem including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message You may also visit Distance Education FAQs for helpful information.

Tyler Resources for Students

UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu

UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu

The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.

UT Tyler Counseling Center (903.566.7254)

Important Semester Dates

January 9 Classes begin for 7-Week session

January 13 Census Date

January 16 Martin Luther King, Jr. Holiday

February 10 Last Day to Withdraw from one or more 7-week courses

February 25 Final Exams for 7-week courses

University Policies   http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf

UT Tyler Honor Code Every member of the UT Tyler community joins together to embrace:

Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: http://www.uttyler.edu/wellness/rightsresponsibilities.php

Campus Carry We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at http://www.uttyler.edu/about/campus-carry/index.php

Tobacco-Free University All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quit-lines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free

Grade Replacement/Forgiveness and Census Date Policies Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at http://www.uttyler.edu/registrar Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar. Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average.

Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract. The Census Date is the deadline for many forms and enrollment actions of which students need to be aware.

These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)

- Being reinstated or re-enrolled in classes after being dropped for non-payment

- Completing the process for tuition exemptions or waivers through Financial Aid State-Mandated Course Drop Policy Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date). Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit https://hood.accessiblelearning.com/UTTyler
and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at http://www.uttyler.edu/disabilityservices , the SAR office located in the University Center, # 3150 or call 903.566.7079

Student Absence due to Religious Observance Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in

whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

"Cheating" includes, but is not limited to:

- copying from another student's test paper

- using, during a test, materials not authorized by the person giving the test

- failure to comply with instructions given by the person administering the test

- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test

- using, buying, stealing, transporting, or soliciting in whole or part the contents of an un-administered test, test key, homework solution, or computer program

- collaborating with or seeking aid from another student during a test or other assignment without authority

- discussing the contents of an examination with another student who will take the examination

- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student

- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment

- paying or offering money or other valuable thing to, or coercing another person to obtain an un-administered test, test key, homework solution, or computer program or information about an un-administered test, test key, home solution or computer program

- falsifying research data, laboratory reports, and/or other academic work offered for credit

- taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct

- misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially

"Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.

"Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

All written work that is submitted will be subject to review by SafeAssignTM, available on CANVAS.

Course Outline

Module 1 (2-week Module): January 9 – January 22

Reading:

- Chapter 1: Human Resources in a Globally Competitive Business Environment
- Chapter 2: HR Technology
- Chapter 3: People Analytics: The Financial Impact of HRM Activities
- Chapter 4: The Legal Context of Employment Decisions

Activities: Due Sunday, 1/22/2023 @ 11:59pm

- Introduction Activities
- Additional Resources
- Group Labs
- Individual Article #1
- Exam #1 Chapters 1, 2, 3 & 4

Module 2 (2-week Module): January 22 – February 5

Reading:

- Chapter 5: Diversity & Inclusion
- Chapter 6: Planning for People
- Chapter 7: Recruiting
- Chapter 8: Staffing

Activities: Due Sunday, 2/5/2023 @ 11:59pm

- Additional Resources
- Group Labs
- Individual Article #2
- Group Exercise #1
- Exam #2: Chapters 5, 6, 7 & 8

Module 3 (2-week Module): February 6 – February 20

Reading:

- Chapter 9: Training & Onboarding
- Chapter 10: Performance Management
- Chapter 11: Pay & Incentive Systems
- Chapter 12: Indirect Compensation: Employee Benefit Plans

Activities: Due Sunday, 2/19/2023 @ 11:59pm

- Additional Resources
- Group Labs
- Individual Article #3
- Group Exercise #2
- Exam #3: Chapters 9, 10, 11 & 12

Module 4 (1-week Module): February 20 – February 26

Reading:

- Chapter 13: Union Representation & Collective Bargaining
- Chapter 14: Procedural Justice & Ethics in Employee Relations
- Chapter 15: Safety, Health & Employee Assistance Programs
- Chapter 16: International Dimensions of Human Resources Management

Activities: Due Sunday, 2/26/2023 @ 11:59pm

- Additional Resources
- Group Labs
- Individual Exercise #1
- Reflection Paper
- International HR Assignment
- Exam #4: Chapters 13, 14, 15 & 16