

# SYLLABUS

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## Radford University

(IMPORTANT: Syllabus subject to change based on class progress.)

I. **COURSE NO. & NAME:** MGNT 323, Human Resource Management  
Section 04, Index 3034, 3 Credits

II. **COURSE DESCRIPTION:**

The course will be taught from the perspective of what a manager needs to know about managing human resources in an organization. The instructional methods include lectures, case studies, experiential exercises, current event topics, occasional guest speakers, research projects, videos, and/or a final project. The role of human resource management in both small and large organizations is discussed.

III. **COURSE OBJECTIVES:**

At the conclusion of the course, the student will be able to:

1. Explain the basic functions of a human resource manager as well as how a manager should deal with personnel-related responsibilities.
2. Understand basic employment legislation and EEOC applications.
3. Solve human resource management problems.
4. Apply a heightened skills set of improved communication skills.
5. Apply human resource management theories and concepts as a practicing manager.
6. Analyze cross-cultural issues, such as expatriate assignments, foreign recruiting and training.

IV. **COURSE TEXTBOOK:**

Mathis & Jackson. (2006). *Human resource management*. 11th Edition. New York: Thompson Southwestern. ISBN: 0-324-28958-8

V. **TEACHING METHODS:**

Teaching methods include lecture, classroom discussions, exams, and cases. Student and team presentations will augment written and reading assignments.

**VI. INSTRUCTOR:** Thomas Lachowicz, Ph.D., 540-831-6038(w), 774-0154(h)  
[tlachowi@radford.edu](mailto:tlachowi@radford.edu)  
Website: <http://tlachowi.asp.radford.edu>

**VII. OFFICE HOURS:** 3:00 to 4:00 Mondays & Wednesdays, Whitt, Room 205.  
Other times can be arranged by appointment.

**VIII. CLASS LOCATION:** VWCC

**IX. MEETING DATES:** See XV. Course Assignments

**X. CLASS PERIOD:** 6:00 to 9:00 PM

**XI. GRADING POLICIES and CRITERIA for GRADING:**

Mid Term Exam	100
Final Exam	100
Mini Case	100
Maxi Case	200
Attendance, Punctuality & Participation	100

Radford University's grading scale is as follows:

Letter Grade "A"	90-100
Letter Grade "B"	80- 89
Letter Grade "C"	70- 79
Letter Grade "D"	60- 69
Letter Grade "F"	60- and below

No Rounding: For example, to earn an A, you must have a cumulative point average of 90 or above.

Assignments are due on date requested and must be turned in at beginning of class meeting times in order to receive full credit. There are no makeup dates or times for assignments and exams.

**XII. ATTENDANCE POLICY:**

**The official RU policy states:** "All students are expected to be officially registered and attend classes on a regular basis. No absences of any nature will be construed as relieving the student from responsibility for the completion of all work assigned by the instructor. A student registering late for a class will be responsible for all work assigned and material covered during the class sessions missed due to late registration."

**XII. ATTENDANCE POLICY, continued**

**Our policies for this class are as follows:** There are 14 class-meeting dates and a final exam. Each class meeting date is worth  $100/14 = 7.14$  points. Deduct 7.14 points for each absence for whatever reason, except **documented** RU functions & unusual circumstances that are verifiable, such as being in court or in the hospital. Attendance and punctuality are important. Arriving late and leaving early will be prorated for attendance points. A student assumes full responsibility for the loss incurred because of an absence. Please check with a team member or class “buddy” to get this information.

Everyone gets 1 free “Mental Health” day taken at the discretion of the student (**except when Exams or Cases are scheduled**). Otherwise, my attendance policy is that you will attend all other classes just as if this course is your job.

Attendance grade will be adjusted for participation.

**XIII. INSTRUCTOR’S EXPECTATIONS:**

Presentations and cases must be clear, concise, and follow accepted formats as noted in the appropriate guidelines, course textbook, class discussions, and related materials.

Students will utilize available resources, that is, textbooks, periodicals, publications, trade journals, instructors, family, friends, peers, professionals and librarians.

Class participation is important.

**XIV. ACADEMIC INTEGRITY & STUDENT CONDUCT:**

By accepting admission to Radford University, each student promises to understand, support, and abide by the University Honor Code without compromise or exception. Violations of academic integrity will not be tolerated. Refer to your Student Handbook for details.

**XV. COURSE ASSIGNMENTS:**

**COMPLETE ALL READING ASSIGNMENTS BEFORE CLASS MEETINGS.**

(2006)

<u>Class</u>	<u>Date</u>	<u>Content</u>
1	08-24	Introduction, Form Teams, Syllabus. Ch 1: Nature of Human Resource Management
2	08-31	Ch 2: Strategic HR Management & Planning Mini Case Companies & Questions due next week Maxi Case Companies & Thesis Statement due next week

**XV. COURSE ASSIGNMENTS, continued:**

- 3     09-07   Ch 3: Organization/Individual Relations & Retention  
**All Teams Mini Case Companies & Questions due**  
**All Teams Maxi Case Companies & Thesis Statement due**
- 4     09-14   **T 1 Mini Case-Retention & T 8 Maxi Case Status Report**  
Ch 4: Legal Framework of Equal Employment
- 5     09-21   **T 2 Mini Case-Diversity & T 7 Maxi Case Status Report**  
Ch 5: Managing Equal Employment & Diversity
- 6     09-28   **T 3 Mini Case-Jobs Changing & T 6 Maxi Case Status Report**  
Ch 6: Jobs & Job Analysis
- 7     10-05   **T 4 Mini Case-Hiring & T 5 Maxi Case Status Report**  
Ch 7: Recruiting in Labor Markets  
Ch 8: Selecting Human Resources
- 8     10-12   **MIDTERM (Chapters 1 – 8) & Team Work on Cases**
- 9     10-19   **T 5 Mini Case-Training & T 4 Maxi Case Status Report**  
Ch 9: Training Human Resources
- 10    10-26   **T 6 Mini Case-Compensation & T 3 Maxi Case Status Report**  
Ch 10: Careers & HR Development
- 11    11-02   **T 7 Mini Case-Exec. Comp. & T 2 Maxi Case Status Report**  
Ch 11: Performance Management & Appraisal
- 12    11-09   **T 8 Mini Case-Benefits & T 1 Maxi Case Status Report**  
Ch 12: Compensation Strategies & Practices
- 13    11-16   Ch 13: Variable Pay & Executive Compensation  
Ch 14: Managing Employee Benefits

\*\*\* FALL & THANKSGIVING BREAK 9-18-06 TO 9-26-06 \*\*\*

- 14    11-30   **All Teams Maxi Case Written & Oral Presentations**
- 12-07   **FINAL EXAM**

## MINI CASE GUIDELINES

In a small team setting, you will have the opportunity to introduce the class to a Human Resource issue in a real business through a written and oral Mini Case. You will select and interview an HR person in a company of your choice. The results of this structured interview will be a presentation to the class (about 13 to 17 minutes or as otherwise stated in class), and a professionally written report.

**IMPORTANT:** Make sure your team focuses on the chapter content and the specific issue in your Mini Case.

Please follow these suggestions along with class comments:

### Oral Presentation Tips (Dress Appropriately):

1. Create a **maximum** of 4 to 5 slides for your presentation.
2. Attach a one-page copy of slide presentation to your written analysis.
3. As part of your presentation, **involve the class** in some way by asking questions about their own experiences/knowledge or getting them to participate in some activity that helps to illustrate the issue for the class. (**Hint: Prepare written class questions before hand.**)
4. Summarize the company's product or service, the HR issue, and **specifically** how you can solve the issue.

### Written Instructions:

1. Find **current** information about your company from professional journals, and summarize it in a maximum of two pages, double-spaced, **Epilogue**.
2. Use the following **bolded** headings in your professionally written report:
  - a. **Cover Page**. (See following page)
  - b. **Epilogue** – maximum of two pages.
  - c. **Copy** of one page slide presentation.
  - d. **Bibliography** using the APA format. Good places to start your online research:  
<http://infotrac.galegroup.com/menu>  
<http://web.lexis-nexis.com/universe>  
<http://scholar.google.com>
  - e. **Appendix A:** Interview Questions & Answers.
  - f. **Appendix B:** Team Meetings: Show meeting dates, times, who met, and what was accomplished at each meeting.

Do **not** summarize your Oral Presentation or Interview results in your Written Report. The Written Report focuses on current, researched information about your company from professional resources, and incorporates **bolded** headings a. thru f. above.

## MAXI CASE ANALYSIS GUIDELINES

Your plan to solve a Problem, based on your Thesis Statement, at a company of your choice. Your Human Resource Problem is based on course content discussed in class, in text, and updated with your own research. The results of this analysis will be a presentation to the class and a professionally written report. Please follow these suggestions along with class comments.

WRITTEN CASE ANALYSES – format:

1. **COVER PAGE**  
Include your team's name, individual names, my name, course name & number, section & index numbers, date due, and location of class. Include title of case.
2. **INTRODUCTION (One or two paragraphs)**  
Include pertinent facts of the case. Do not give a company history.
3. **PROBLEM (One or two sentences developed from Thesis Statement)**  
Present a clear statement of the major problem in the case in one or two sentences. Although there may be several problems, agree on one to solve in your case. Focus on solving the one main problem that you identify. Bring the facts and issues in the case current before you begin your case analysis.
4. **ALTERNATIVES AVAILABLE (One of the longer sections of your Analysis)**  
Identify and analyze various alternatives (minimum of three) to solve the problem. In your analysis, describe some of the pros & cons of each alternative.
5. **RECOMMENDATION (One or two sentences)**  
From your alternatives above, recommend one "best fit" alternative to solve the problem.
6. **ACTION PLAN (One of the longer sections of your Analysis)**  
Develop a step-by-step approach to implement your recommendation. Your action plan should solve the problem. (In essence, your team agreed on one major problem, identified and analyzed various alternatives, made **one** alternative your recommendation, and developed the action plan to solve the problem.) If your Action Plan does not solve your Problem, either you picked the wrong Problem or developed an incorrect Action Plan. In this instance, rework your case.
7. **ANTICIPATED OUTCOME (One or two paragraphs)**  
Discuss what you expect to achieve **and** how you will know you have achieved it.
8. **SUMMARY (One or two paragraphs)**  
Do not present any new information in the Summary. Summarize important points from analysis.
9. **BIBLIOGRAPHY (Start new page)**  
In addition to your text, use at least five other professional resources. This means a **minimum** of six. Resources must be dated 2005 or later. Use the latest APA style guidelines available in the Library, Walker Hall or online, for appropriate citations. These guidelines apply to Internet citations also.
10. **APPENDIX (Start new page)**  
Show meeting dates, times met, who met, and what was accomplished at each meeting.

**MAXI CASE ANALYSIS GUIDELINES, continued**

11. Use the previous **BOLDED** ten (10) headings in your written analysis. Staple paper in upper left-hand corner, without using binders. Use 12-point font. Double space throughout.

ORAL CASE PRESENTATIONS - format:

1. Use visual aids. At least one type of visual aid is **mandatory**.
2. Careful planning should be given to oral presentations (about 18 to 22 minutes or as otherwise stated in class). Prepare a presentation on the major headings in your Case Analysis. It is neither necessary nor desirable to cover every part of your written work in detail.
3. All team members must be involved in the presentation. Dress **appropriately** for presentation.
4. **If you “read” your presentation, it will result in a deduction of your oral grade.**
5. Students are expected to ask questions and give feedback to case presenters. Immediately after the presentation, each student will turn in one written question regarding the case. The instructor will select questions to ask the case presenters. Questions may be considered as part of participation grade. This may be modified as necessary due to time constraints.

IMPORTANT NOTES:

1. Students are expected to meet outside of class to coordinate written effort and practice presentation skills and roles. Occasionally, there may be some in-class time available.
2. Overall length is optional, but please limit to a **maximum** of 10 pages total, not including the Appendices. The main point is to complete the assignment according to text, class instructions, and these instructions. Use the **BOLDED** ten (10) headings in your written analysis.
3. Please ask questions **in class** about items that are of general interest. If your team has particular questions about your case, please make team arrangements to meet with me.
4. **The written and oral Maxi (and Mini) Company Case Analyses are due on dates shown on syllabus.**
5. In essence, your team agreed on one major problem, identified and analyzed various alternatives, made one alternative your recommendation, and developed the action plan to solve the problem.
6. In general, grading for each case will follow the following approximation:

Present not read “Oral”	25%
Include relevant case content “Content”	25%
Follow instructions (oral & written) “Format”	25%
Use correct grammar & punctuation “Grammar”	25%