

**MGT 3102**  
**Managing Human Resources in a Regulated Environment**  
**Fall 2012**

Professor: Brian W. Swider  
Office: 4240 Technology Square  
Telephone: (404) 894-4394  
E-Mail: Brian.Swider@scheller.gatech.edu  
Class Room: 203 Class Time: 9:35-10:55 T, R  
Office Hours: Tuesday 2:00 to 4:00 and by appointment.

**TEXTBOOK**

Text: Noe, Hollenbeck, Gerhart, & Wright. Fundamentals of Human Resource Management (4th edition), McGraw-Hill Irwin.

**COURSE OBJECTIVES**

This course is intended to introduce students to the field of Human Resource Management (HRM) and provide an introduction to the theory, policies, and practices that guide the management of human resources within organizations.

An assumption of the course is that all managers are accountable to their organizations for the impact of their human resource management activities. Furthermore, this course is based on the premise that the people employed in an organization represent resources through which a sustainable competitive advantage can be achieved. Thus, this course is designed to help students develop a framework for dealing with critical and complex human resource management issues facing today's organizations. At the end of the semester, you should be able to recall key HR concepts, apply HR-related knowledge to solve management-related problems, and know where the HR responsibilities of the HR department and line managers overlap and diverge.

**CLASS FORMAT**

Classes consist primarily of lecture and discussion. Short videos, small-group discussions, music, and business cases will also be included. In order to use class time effectively, it is critical that you complete readings prior to the date it will be covered in class.

**GRADING**

<u>Assignment</u>	<u>Points</u>	<u>Grading Scale:</u>
Exam 1	200	A: 700 – 630 points
Exam 2	200	B: 629 – 560 points
Exam 3	200	C: 559 – 490 points
Media Submissions (3x)	75	D: 489 – 360 points
<u>Research Participation</u>	<u>25</u>	F: 359 – 0 points
Total	700	Final grades <i>may</i> be curved.

### Examinations:

The examinations will consist of multiple choice and short answer questions (60% multiple choice, 40% short answer). There will be questions that assess your knowledge of factual information and questions that assess your ability to apply relevant knowledge to a factual scenario. The testing domain includes all material covered in the course (readings, lectures, exercises, videos, music, media submissions, etc.). Material discussed during class is emphasized and is tested in greater depth. The examinations are not cumulative. You will need to have your BuzzCard to take examinations.

Grading appeals: Within 7 days of the date you receive your exam score, submit a written note to the instructor describing the nature of the grading issue you are appealing.

Demonstrate in writing how your exam response satisfies the requirements better than the given grade. Include references to readings and class notes where appropriate. Within 7 days of receiving a written appeal, I will respond to you in writing with a decision.

Exam dates/times: Examinations must be taken at the scheduled time unless there is prior approval from the instructor and a legitimate, documented reason for needing a make-up exam (e.g., illness, family emergency). To be excused, the student must notify his or her instructor in writing (acknowledged e-mail message is acceptable) prior to the date of absence, and provide appropriate documentation for the absence. In cases where advance notification is not feasible (e.g. accident or emergency) the student must provide notification by the end of the second working day after the absence, including an explanation of why notice could not be sent prior to the class. Failure to take an exam at the scheduled time will result in a grade of zero.

### Media Submissions:

Three times during the semester (see below for due dates) you will need to submit a piece of media (e.g., newspaper article, film clip, song, etc.) that pertains to HR. The media submission must be accompanied by a short (6-10 sentences), well-written discussion of how the submission is related to the material we are currently covering in class. For instance, Submission 1 must be related to material that will be covered in Exam 1. One of the primary goals of this exercise is to recognize the pervasiveness of HR issues, so you are encouraged to look beyond the business section of Google News to locate your submission. The media will need to be accessible to everyone via a hyperlink (i.e., not attached downloads). Submissions using subscription-based articles, movies/music that must be purchased, and other media with restrictive access will not be accepted. Since media submissions can be submitted anytime over several weeks, make ups will NOT be allowed.

Of these submissions, I will choose 6 of the most interesting, topical, novel, and inventive to discuss in class. These links will be disseminated two days prior to the scheduled discussion day. While other submissions might also be discussed, these pre-selected 6 will be required to have been viewed prior to class. EXTRA CREDIT of 7 points (1% of the final grade) will be given to those 6 that were pre-selected. While I will accept submissions that have some explicit content, in order to be eligible for extra credit your submission will have to be appropriate for the classroom (e.g., PG-13, radio-edits, etc.).

### Research Participation:

Most of what we will discuss in class is the direct result of years of research in human resource management, and in the related areas of organizational behavior, psychology, sociology, communications, and economics. We will discuss the conclusions and, in some cases, the details of this research in class, but to further increase your understanding of the research process, you will complete an additional research-related activity. You can complete this assignment in one of two ways (choose one or the other—no double or extra credit will be given for doing both).

Option 1: To complete this assignment you will have to participate in approved business research studies/experiments. This will involve a total of 3 hours of your time outside of class. It may involve one long study or a combination of 2-3 shorter studies, but the total time will not exceed 3 hours. Sometime after the beginning of the semester you will be instructed on how to sign up for the studies. No advance preparation will be necessary unless the experimenter specifically requests it. If you choose to do 2-3 shorter studies, then you must sign up and participate in all of them to receive the research credit (i.e., no partial credit for completing just one study out of two). Also, please be aware that if you are in another class that has a research requirement (e.g., Marketing), then you cannot double count the studies you do for that class toward your research credit in this class.

Option 2: To complete this assignment you will have to write a 5-7 page report about an empirical research article (an “empirical” article uses statistical techniques to analyze data). You should choose an article that investigates an HR-related topic from either the *Journal of Applied Psychology* or *Personnel Psychology*. (If you choose *Personnel Psychology*, be careful not to select a book review; you need to choose an actual research article.) Your article must be current, with publication coming on or after January 1st of 2012. There are no exceptions to this policy regarding journal selection or date range. You should describe the hypotheses, methodology, sample of participants, and results, as well as discussing the article's main conclusions. Prepare a 5-7 page report (12-point, Times New Roman font, double-spaced, 1 inch margins) that includes this information, plus a copy of the article you used. If you choose this option, then you must hand it in one week prior to the last regular class meeting (e.g. November 29th)

Recognize that if you wait until the last minute to sign up for the research studies, you may not be able to participate in all the studies and you will have to do Option 2 to get credit for research activity. In addition, if you fail to show up at your scheduled time to participate, then you may or may not be able to reschedule, depending on remaining availability of slots in the research sessions. It is your responsibility to make sure you are scheduled, show up, and receive credit for participating if you intend to do Option 1.

I encourage you to participate in the research studies (Option 1) rather than write the research article summary. Actual participation in research like this is a great way for you to develop an appreciation for the research process. (And who knows, you might find it interesting enough that one day you decide to get a PhD and do some research of your own! Stranger things have happened.)

## **ATTENDANCE AND TARDINESS**

I do not have a formal attendance policy. Rather, I hope that you feel attending class is important to your learning, and thus will want to be here. If you do miss class, whether it is an excused absence or not, it is your responsibility to find out what was missed. There will be test questions based on material that is exclusively covered in class, so missing class can have both a direct and indirect effect on your grade in the course.

It is extremely disruptive to the class when someone arrives late. Showing up late shows disrespect toward me as well as your fellow students. So, please be considerate! I **STRONGLY** encourage you to come to class on time, preferably a few minutes early to prepare.

## **SEEKING MY ASSISTANCE**

I am more than willing to meet with students to provide assistance with course material and/or other school and career related issues. Please email me (or talk to me in class) to arrange a time to meet. I can usually be flexible on finding a meeting time. However, keep in mind that though I am often in my office during “normal business hours,” this does not mean that I am available to meet with students. I would encourage you not to “just stop by” unless it is absolutely necessary.

One rule I have regarding “seeking my assistance”: I will NOT answer questions regarding test material **THE DAY OF THE EXAM** (or the night before). In other words, do not email me an hour before the scheduled exam time asking for clarification of a topic. If you have a specific question or need general assistance, make sure that you discuss it with me (in person or via email) the day before the scheduled exam at the very latest. This also means that you will need to give yourself ample time to study (i.e., do NOT begin studying the day before the exam).

## **FOOD & BEVERAGE POLICY**

We have beautiful and state-of-the-art classrooms at Tech Square. We want to maintain the high quality of these classrooms for the students in future years. Thus, keep the consumption of food or drink to a minimum and clean up after yourself. Furthermore, do not consume food or drink in the classroom in such a way that it is disruptive.

## **ADA STATEMENT**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, then please contact Disability Services, visit [www.adapts.gatech.edu](http://www.adapts.gatech.edu), call (404) 894-2563, or go to 353 Ferst Drive, Suite 210. No accommodations will be provided to students unless they are registered with ADAPTS-Disability Services Program. Those students that are registered should contact the course instructor prior to the first examination.

## **SCHOLASTIC DISHONESTY**

Scholastic dishonesty (including cheating and plagiarism) will not be tolerated. Scholastic dishonesty by a few is grossly unfair to the majority of students who are honest. Cases of apparent scholastic dishonesty will be pursued to the fullest extent allowed by University regulations. Note that obtaining details/help on tests and assignments from students previously enrolled in the course is considered scholastic dishonesty. Please help us help you keep the grading fair and the learning opportunity in MGT 3012 as equitable as possible.

### **Adhere to the Georgia Tech Honor Code**

Academic misconduct is any act that does or could improperly distort student grades or other student academic records. Such acts include but need not be limited to the following:

- Possessing, using or exchanging improperly acquired written or verbal information in the preparation of any essay, laboratory report, examination, or other assignment included in an academic course;
- Substitution for, or unauthorized collaboration with, a student in the commission of academic requirements;
- Submission of material that is wholly or substantially identical to that created or published by another person or persons, without adequate credit notations indicating authorship (plagiarism);
- False claims of performance or work that has been submitted by the claimant;
- Alteration or insertion of any academic grade or rating so as to obtain unearned academic credit;
- Deliberate falsification of a written or verbal statement of fact to a member of the faculty so as to obtain unearned academic credit;
- Forgery, alteration or misuse of any institute document relating to the academic status of the student.

## SCHEDULE

<u>Class</u>	<u>Date</u>	<u>Topic</u>	<u>Chapter #</u>
1	8/21	Introduction	
2	8/23	HR Process and Trends	1 & 2
3	8/28	HR Process and Trends	1 & 2
4	8/30	Legal Issues in HR	3
5	9/4	Legal Issues in HR	3
6	9/6	Case 1	
		<b>Media Submission 1 Due Before Class</b>	
7	9/11	Work Design	4
8	9/13	Media Submission Discussion	
9	9/18	Exam 1 Review	
10	9/20	Exam 1 (Chapters 1, 2, 3, 4, & Notes)	
11	9/25	Recruiting	5
12	9/27	Recruiting	5
13	10/2	Selection	6
14	10/4	Selection	6
15	10/9	Selection	6
16	10/11	Case 2	
	10/16	NO CLASS - Fall Recess	
17	10/18	Performance	8
18	10/23	Performance	8 & 10
		Retention, Withdrawal, & Turnover	
		<b>Media Submission 2 Due Before Class</b>	
19	10/25	Retention, Withdrawal, & Turnover	10
20	10/30	Media Submission Discussion	
21	11/1	Exam 2 Review	
22	11/6	Exam 2 (Chapters 5, 6, 8, 10, & Notes)	
23	11/8	Compensation	11
24	11/13	Recognizing and Rewarding	12
25	11/15	Benefits	13
26	11/20	Training & Development	7 & 9
	11/22	NO CLASS - Thanksgiving	
27	11/27	Training & Development	7 & 9
		<b>Media Submission 3 Due Before Class</b>	
28	11/29	Case 3	
29	12/4	Media Submission Discussion	
30	12/6	Exam 3 Review	
31	12/13	Exam 3 (Chapters 7, 9, 11, 12, 13, & Notes)	<b>8:00 - 9:20 AM</b>