The Cameron School of Business at University of St. Thomas

1. Course Information

**Course Title:** Human Resource Management  
**Course number:** 5337  
**Course Section:** N

**Credit Hours:** 3 credits  
**Semester:** Spring/18  
**Prerequisite:** MBA5322 or Instructor's approval

**Days & Hours:** Monday – 7 to 9:45 PM  
**Room:** Malloy 012

**BlackBoard site:** MBA 5337 on BlackBoard

2. Instructor Information

**Name:** Sujin K. Horwitz, Ph.D. SPHR, SHRM-SCP  
**Office location:** 215B Welder

**Fax #:** 713-525-2110  
**Emergency #:** 713-525-2105  
**Office hours:** Mon 1:30 to 3:00 PM and 4:30 to 7 PM, Wed, 1:30 to 3:00 PM and 4:30 to 7 PM, Th, 12:30 to 3:30 PM and by appointment

**Where to leave assignments:** BlackBoard and Turnitin.com  
**E-mail:** horwits@stthom.edu

**Course Correspondence:** My preference is to communicate via email. If you need to speak to me in person, please visit me in my office, Welder 215B during my office hours (and by appointment in advance). In doing so, I will respond to your questions within 24 hours or sooner. Please make sure to use your stthom email or have emails forwarded to the account you use regularly as course communication will be sent to your stthom email.

3. Course Catalog Description

A technique-oriented study of the development, utilization, and evaluation of human resources. (The purpose of this course is to develop managers and professionals who can contribute to an organization's success by aligning human resource functions with the goals and strategy of the organization. In doing so, this course provides students with an overview of the critical issues, theories, and practices in the field of Human Resource Management).

4. Program Goals and Objectives

**Goal 1.** They will be effective communicators.

- **Objective 1:** Graduates will deliver a compelling oral presentation.
- **Objective 2:** Graduates will write professional quality documents.

**Goal 2.** They will be effective team members.

- **Objective 1:** Graduates will demonstrate appropriate group techniques to participate in a team task that results in effective performance.
- **Objective 2:** Graduates will demonstrate effective leadership skills in a group project.

**Goal 3.** They will be ethical decision makers.
Objective 1: Graduates will recognize the ethical issues implicit in a business situation.
Objective 2: Graduates will describe and use ethical frameworks applicable to business situations.
Objective 3: Graduates will develop a variety of ethical alternatives for resolving or at least addressing, a problem in business.

Goal 4. They will be globally aware.
Objective 1: Graduates will perform a global business situation analysis.
Objective 2: Graduates will formulate global business strategy.
Objective 3: Students will evaluate global business strategy.

Goal 5. They will be able to integrate knowledge across multiple business disciplines.
Objective 1: Graduates will identify business problems and opportunities that result from factors internal and external to the organization.
Objective 2: Graduates will apply quantitative and qualitative techniques from the different business disciplines to address problems and opportunities.

Goal 6. They will be knowledgeable about multiple business disciplines

5. Course Learning Objectives (and relationship to program goals and objectives)

- Understand both classic and current theories and practices in the field of HRM (fulfill Program Goal 6).
- Critically apply theories and models of HRM to the analysis and evaluation of employees, workgroups, organizations, and their management (fulfill Program Goal 6).
- Explore and learn the functions of HRM through lecture, participation in small group and class discussion (fulfill Program Goals 1 and 2).

"The CSB Comprehensive Test for the MBA program is a comprehensive test on all subjects covered in the MBA program and will be administered in the MBA capstone course. Questions on topics from the core/required courses – including this course - will appear on the CSB Comprehensive Test.

6. Texts, Readings, Materials


**Required readings**: Articles and cases assigned in class and available on BlackBoard

7. Instructional methods: Lecture, small/large group discussion, and case analysis

8. Technology

1) Use of BlackBoard learning platform
2) Use of general productivity software (e.g., Microsoft Word) to complete assignments
3) Online article retrieval and research

9. Course Tentative Schedule
**The course schedule provided here is intended as a guide. Changes may be made if an opportunity for a guest speaker is presented or other changes to schedule are needed.***

**Note that "Research Question" on each case is optional to answer.**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/22</td>
<td>Introduction and Ch 2: Functions and Strategy</td>
<td>Read Chapter 2</td>
</tr>
<tr>
<td>2</td>
<td>1/29</td>
<td>Ch 2 &amp; Ch 3: Equal Employment</td>
<td>Read Ch 2, Ch 3, &amp; Post CA 2-B to BB by 10 pm on 1/28*</td>
</tr>
<tr>
<td>3</td>
<td>2/5</td>
<td>Ch 3: Equal Employment</td>
<td>Read Ch 3 &amp; Post CA 3-B to BB by 10 pm on 2/4*</td>
</tr>
<tr>
<td>4</td>
<td>2/12</td>
<td>Ch 7: Foundations of Selection</td>
<td>Read Ch 7 &amp; Post CA 7-A to BB by 10 pm, 2/11*</td>
</tr>
<tr>
<td>5</td>
<td>2/19</td>
<td>Ch 4: Employee Rights and Disciplines</td>
<td>Read Ch 4 &amp; Post Questions 7 and 11 to BB by 10 pm, 2/18*</td>
</tr>
<tr>
<td>6</td>
<td>2/26</td>
<td>Ch 4: Employee Rights and Disciplines</td>
<td>Read Ch 4 &amp; Post CA 4-B to BB by 10 pm, 2/25*</td>
</tr>
<tr>
<td>7</td>
<td>3/5</td>
<td>Ch 5. HR Planning and Job Analysis &amp; Ch 6. Recruiting</td>
<td>Read Ch 4 &amp; Post CA 6-A to BB by 10 pm, 3/04*</td>
</tr>
<tr>
<td>8</td>
<td>3/12</td>
<td>Spring Break</td>
<td>Study for the Mid-Term Exam</td>
</tr>
<tr>
<td>9</td>
<td>3/19</td>
<td>Mid-Term Exam</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>3/26</td>
<td>Ch 8: Socializing, Orienting, and Developing Employees</td>
<td>Read Ch 8, Ch 10 &amp; Post Questions 7 and 8 to BB by 10 pm on 3/25*</td>
</tr>
<tr>
<td>11</td>
<td>4/2</td>
<td>Ch 10: Establishing Performance Management System</td>
<td>Post Questions 8 and 11 to BB by 10 pm on 4/01*</td>
</tr>
<tr>
<td>12</td>
<td>4/9</td>
<td>Ch 10 &amp; Ch 11: Establishing Rewards and Pay Plans</td>
<td>Read Ch 10 &amp; Post CA 10-A to BB by 10 pm on 4/08*</td>
</tr>
<tr>
<td>13</td>
<td>4/16</td>
<td>Ch 11 &amp; Ch 12: Employee Benefits</td>
<td>Read Ch 11 &amp; Post CA 11-B to BB by 10 pm on 4/15*</td>
</tr>
<tr>
<td>14</td>
<td>4/23</td>
<td>Ch 12: Employee Benefits</td>
<td>Read Ch 12 &amp; Post Questions 5 and 11 to 10 pm, 4/22*</td>
</tr>
<tr>
<td>15</td>
<td>4/30</td>
<td>Integration of What We Have Learned</td>
<td>Post Integrative Case to BB by 10 pm, 4/29*</td>
</tr>
<tr>
<td>Final</td>
<td>5/14</td>
<td>Post your final exam by 10 pm, 5/14</td>
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* indicates written assignments submitted to me via BB on the specified time and date.

### 10. Course Policies

**It is required that everyone in class will:**

- Attend all class meetings, read assigned materials, and be ready to discuss the materials.
- Raise relevant questions and contribute relevant observations to the topic being considered.
- Demonstrate awareness of appropriate interpersonal communication and sensitivity to others.
- Fully participate in group activities and discussions in class.
- **Please turn off cell phones, laptops, and other media during the class meetings**

- Reasonable accommodations will be made for students with special needs. This syllabus is also available in alternative formats (please notify me in advance).
A. Attendance & Participation (5 Points): Attendance will be recorded. Class attendance is considered essential to the educational process. It is, thus, important that you regularly and punctually attend all class sessions. Note that students will lose 0.5 point per absence, which will be deducted from their attendance/participation points. I, however, recognize that unexpected and/or unavoidable situations may arise to prevent a student from attending a class; in such cases, written notice (documentation) should be given to me in order to avoid grade penalty. Note that it is your responsibility to monitor absences and to comply with the syllabus concerning assignments and readings. Furthermore, tardiness to class should be avoided in courtesy to fellow students and me. If you must be late, enter the classroom quietly and go to seat without disrupting others. If you know that you will need to leave class early, please notify me before the class begins.

B. HR Mini-Case Discussions and Brief Write-Ups (11 Assignments: 2 Points Each = 22 Points): There will be brief and informal individual-led discussions (15 to 20 minutes) of assigned HR mini-cases throughout the semester. Individual discussants will be either randomly assigned or volunteered and the HR mini-case discussion dates are specified in the course schedule (please refer to 9. Course Tentative Schedule on pages 2 and 3). As an individual leading the case discussion, you should aim to improve your discussion, presentation, and analytical skills while facilitating your peers’ understanding of important issues relevant to the mini-case.

C. Integrative HR Case (20 Points): Groups will be formed in the middle of the semester (around the spring break) to lead analysis and discussion of the assigned Harvard Business HR cases in the end of the semester. As an individual participating in a group project, you should aim to improve your discussion, presentation, teamwork, and analytical skills while preparing for your group’s final case analysis. If you find yourself “stumped” over a particular issue related to the case, please contact me. In doing so, I will make time to assist you and your group. A case presentation should be about 20 to 25 minutes; however, please make sure to allow some time to discuss the case with the class. Power point slides are highly recommended to help audience follow your analysis and logic. There will also be a write-up of your case analysis. Please write a report detailing the information on your case analysis. The report must be typed, 12-point font, double-spaced, and 1” margins on all sides. Tables may be used when appropriate and proper citations should be done throughout the paper. Grammar and spelling should be thoroughly checked. The detailed team project evaluation criteria as well as the written assignment protocol are available on BB (Refer to BB’s Assignments folder).

D. There will be two major exams, one in-class exam and one take-home final exam: The exams will consist of multiple choice questions, definition of terms and concepts, essays, and mini-case analysis. The objective of these tests will be to assess the student’s knowledge of the topic areas covered in class and further identify particular strengths and weaknesses. The questions for the tests will be based on the lectures, textbook chapters, and assigned readings/cases discussed in class. No electronic devices, such as cell phone, tablets, and computers will be allowed during the exams. No make-up exams are allowed due to absence from class. However, in case of documented emergency, arrangements can be made prior to the exam date (48 hours prior to the exam date). Without documentation, there will be no make-up tests.

E. Small Tasks for Small Scores (3 Completed Activities = 3% of your grade) In order to (1) bolster the student’s performance in courses in the business school and (2) better prepare students for their professions and careers after school, faculty in CSB set aside a small part of the total score in each course for small tasks/workshops. Each student is required to complete a minimum of three
(three hours total) workshops. In doing so, CSB will provide numerous workshops for all students taking CSB courses (the complete list of workshops is available on BB). As can be seen in the list, the workshops are being offered by different academic support services on campus and the workshops on computer applications are being offered through an online provider www.lynda.com).

- Workshops are being offered during the activity period and in the evening on weekdays in the Fall semester.
- Workshops are also being offered online via Lynda.com through the Houston Public Library.
- While the students have to complete a minimum number of workshops per semester, the same workshops could be used for various courses.
- Students need to attend a workshop lasting at least one hour to complete one activity. For instance, if a student decides to take a half hour session in an on-campus workshop, she/he then needs to take an additional half hour session on something else to complete one required activity.

F. You are required to read chapters, articles, and cases diligently, not just those leading in-class discussions. There will also be in-class exercises involving individual and small group participation. If you do not complete these exercises due to absence and/or tardiness, your participation points will be negatively affected. Please note that the extent of your participation and responsiveness to individual discussants and groups will be very important. Furthermore, healthy debate and respectful disagreement over topics will be encouraged as there are divergent viewpoints that can be taken on any given subject and such debates are instrumental in the learning process. In doing so, let’s build a collaborative atmosphere of giving each other supportive feedback.

G. The grade of “F” will be awarded in the case of academic dishonesty, such as plagiarism and cheating on the examination. It may also be given in cases where the student demonstrates no effort/preparation and obvious lack of participation. In this latter case, such students will have fair warning they are on this track, and given the opportunity to improve, before such a grade is awarded. This course is not designed to promote student failure; just the opposite, to promote student success. Therefore, to do well in this course, the formula is simple and straightforward: read assigned chapters, complete cases (don’t fall behind!), come to class, and do well on the exams.

11. Student Grading Processes:

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
<th>Grade Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Attendance/Participation</td>
<td>A: 100 points – 94 points</td>
</tr>
<tr>
<td>22</td>
<td>Assignments</td>
<td>A-: 93 points – 90 points</td>
</tr>
<tr>
<td>20</td>
<td>Integrative case</td>
<td>B+: 89 points – 87 points</td>
</tr>
<tr>
<td>20</td>
<td>Mid-Term Exam</td>
<td>B: 86 points – 84 points</td>
</tr>
<tr>
<td>30</td>
<td>Final Exam</td>
<td>B-: 83 points – 80 points</td>
</tr>
<tr>
<td>3</td>
<td>Small Tasks for Small Scores</td>
<td>C+: 79 points – 77 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C: 76 points – 74 points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C-: 73 points – 70 points</td>
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<tr>
<td></td>
<td></td>
<td>F: 69 points – below</td>
</tr>
</tbody>
</table>

12. Available Support Services:

1. Library Resources: http://www.stthom.edu/library_research/index.aqf

2. Tutorial Services Center (TSC): The Tutorial Services Center offers assistance to all current UST students in a variety of content areas, including academic subjects, general concepts, and writing skills.
MBA 5337: Dr. Horwitz

Tutors are available anytime the center is open. The TSC offers on-site tutoring, online tutoring, and tutorial workshops. Office hours and schedules can be found at http://www.stthom.edu/public/index.asp?page_ID=100289. Please contact the center at 713-525-3878 or tutoring@stthom.edu.

3. CSB Tutors: The Cameron School of Business offers tutoring in business subjects. Please visit http://libguides.stthom.edu/cameron (under the “CSB Tutorial Services” tab) for the most current tutorial schedule and available subjects.

4. Information Technology Services: The UST IT Solution Center offers assistance with technical issues related to general computer issues, software, email, passwords, MyStThom, and blackboard. Manuals, contact information, and discounted software and hardware purchase information may be found at http://www.stthom.edu/Offices_and_Services/Information_Technology/index.aqf.

**Please note that students are encouraged to consult with tutors at the Tutorial Services Center when completing assignments for this course. Based on the instructor's assessment of the student's work, the student may be required to work with the tutors at the Center to improve the student's skills.

The Cameron School of Business
MISSION STATEMENT

Inspired by the Basilian Fathers’ motto of Goodness, Discipline and Knowledge, the Cameron School of Business provides a comprehensive, high quality, ethically oriented business education to a diverse student body enabling graduates to serve as leaders of faith and character in a global economy.

ACADEMIC HONESTY

Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual's honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.

The tests/exams will be individual efforts. Student may work together on homework assignments, but must submit their own assignments.

The penalty for an incident of academic dishonesty is, at the discretion of the professor, either a mark of zero for the work in question or the grade of F for the course.

ACCOMMODATIONS

The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a handicap." If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crocker Center. Contact Debby Jones or Rose Signorello at 713-525-6953 or 713-525-3162. Any student with a documented disability needing academic adjustments or accommodations is requested to speak with me during the first two weeks of class. All discussions will remain confidential.