Course: MGMT 4385 – Human Resource Planning
Prerequisites: MGMT 3320 and Junior Standing or above


Instructor: Dr. Wingfield
Office: OCNR 317

Time and Location: TR 8-9:15 a.m. OCNR 117
Office Hours: T 10:45 a.m. - 2:30 p.m. R 9:15-11:15 a.m. or by appointment

Phone: 825-5560
Email: Please use the Blackboard message function to contact Dr. Wingfield

Course Description: A study of the concepts important to human resource planning, both strategic planning and budgetary planning. The course will focus on developing skills necessary to estimate and evaluate the costs of various human resource activities, and on decision making activities in an HR environment.

Learning Objectives:
Students will obtain an:
- Understanding of how to operate a human resource department of a simulated firm within the budget and labor market constraints of the simulation.
- Understanding of the interactive nature of the Human Resource function.
- Ability to analyze, interpret and synthesize data to make decisions about budgets and programs that should be implemented.
- Strengthened problem-solving ability.
- Ability to cost the HR function and understand the impact that HR programs have on the bottom line of an organization.

Relationship to Other Coursework: MGMT 4385 is a required course for management majors who have chosen the Human Resources Management emphasis. The course may be taken selectively as a Management elective or as a Business
elective. The course provides in-depth coverage of the human resource activities of planning, budgeting, and evaluation. The students will be applying information introduced in MGMT 3320 (Concepts of Human Resource Management). MGMT 4385 serves as a useful integration course and is related to issues discussed in Compensation & Appraisal Systems (MGMT 4335) and Staffing and Development of Employees (MGMT 4305). The course also draws on material presented in OPMS 3310 (Data Analysis and Statistics) and ACCT 2302 (Managerial Accounting) as the basis for making decisions about the usefulness of various HR activities.

**Criterion for Evaluation:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exam</td>
<td>100</td>
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<tr>
<td>Chapter Discussions – Cascio textbook (20 points each drop one)</td>
<td>100</td>
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<tr>
<td>Experiential Exercises (60 pts each)</td>
<td>300</td>
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<tr>
<td>Simulation</td>
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<td>Management Audit - 350 points</td>
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<td>Log Book - 50 points</td>
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<td>Developing and Revising Team Objectives - 20 points</td>
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<td>Team Presentations – 80 points</td>
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**Total** 1000 points

**IMPORTANT NOTES:** A make-up exam will be given only in the event of an emergency. The Professor reserves the right to define an emergency.

NO LATE ASSIGNMENTS WILL BE ACCEPTED. Individual assignments must be submitted electronically to Turnitin.com on or before the due date. There are no exceptions.

Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete your assignments and quizzes in time to rectify any problems before the deadlines.

When a student is absent from class, it is the student's responsibility to make sure he/she knows about all announcements made in class, has all the necessary handouts, and turns in all appropriate assignments.

If a student fails to turn in 50% of their exercises, or fails to participate in the simulation decisions and/or written project, the student will receive an F in the course.

**Dropping this Course:**

At some time during the course of the semester you may find it necessary to drop this course. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation in the class WILL NOT automatically result in your being dropped from the course; you will receive a grade for the course unless you initiate the drop process. The Last Day to Drop a course with a grade of “W” is 4/12/13.
Grading: Grades will be awarded according to the following distribution:

- A ...... 90% OR ABOVE
- B ...... 80% - 89.9%
- C ...... 70% - 79.9%
- D ...... 60% - 69.9%
- F ...... 59.9% OR BELOW

Exams:
ONE exam will be given in this course. The exam will consist of multiple choice, matching and short answer questions. Students are responsible for all material covered in the lecture notes posted on Blackboard, textbook, and PowerPoint. The exam will be taken in class. A make-up exam will be given only in the event of an emergency. The Professor reserves the right to define an emergency.

Chapter Class Discussions:
Chapter discussions for each topic area in the Cascio textbook will be posted in Blackboard. Students are required to participate in the on-line class discussion pertaining to each chapter. These discussions will be graded and will be worth 15 points each. Students should provide a thoughtful, professional response to the topic AND respond to at least one other student’s post in order to earn credit for participation. The original post must be a minimum of 200 words, and the reply to the other student must be a minimum of 70 words. **If a student’s post and response do not meet the minimum length requirement the student will earn 1 point for the discussion.** Students may also participate in the EXTRA CREDIT DISCUSSIONS on a weekly basis to receive extra credit in the course.

NOTE: Both Required and Extra Credit Class discussions will be closed at the end of each week’s material. You may not wait until the end of the semester to participate in the class discussions; you must participate on a WEEKLY basis.

Experiential Exercises:
These skill-based exercises are designed to provide the student with experience in applying the material discussed in class, the textbook and other sources of information. Assigned exercises are listed on the course calendar. Students will be required to complete these exercises prior to the scheduled discussion day. Students may collaborate on the methods needed to complete the assignments, but each student is expected to complete the assignment individually. Students will need to bring a copy of their assignment for use in during in-class discussion. The lowest experiential exercise grade will be dropped.

Assigned exercises and due dates are listed on the course calendar, on the Weekly Reminders in Blackboard and on Turnitin.com. **All individual assignments must be submitted electronically to Turnitin.com.** **NOTE: LATE ASSIGNMENTS WILL NOT BE ACCEPTED. MAKE SURE YOU CHECK YOUR DUE DATES AND TIMES DUE. YOU MUST SUBMIT YOUR ASSIGNMENTS TO TURNITIN.COM BY THE DATE AND TIME LISTED.** Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete your assignments and quizzes in time to rectify any problems before the deadlines.
Students may collaborate on exercises, but each student must complete his or her own assignment, anything less than this is plagiarism and will result in an F (zero) for the assignment. Continued violations will result in an F in the course.

Turnitin.com: 
In an effort to protect you from unauthorized use of your original work and to aid in the identification of plagiarism, all papers and projects will be subject to screening by Turnitin.com. You are encouraged to familiarize yourself with the site and to take advantage of the valuable instructional materials explaining the details of plagiarism and the ways to identify and avoid plagiarism. An electronic version of the assignment must be submitted to Turnitin.com. Information on creating an account is available in Blackboard on the Homepage for the course.

Assignments will be graded in Turnitin.com’s Grademark. Click on the icon next to your submission to view the graded paper. The grading is not complete until I have entered a numerical value.

NOTE: You should only submit your responses to the questions, DO NOT SAVE THE ENTIRE CASE (SITUATION, DIRECTIONS, ETC....) TO THE FILE THAT YOU INTEND TO SUBMIT TO TURNITIN.COM. AGAIN, ONLY SUBMIT YOUR RESPONSES TO THE QUESTIONS NOT THE ENTIRE ASSIGNMENT. If you submit the entire case, it will appear in Turnitin.com as being plagiarized.

Class ID: 5841161   Password: hrplanning

Simulation: 
A simulation will be used in this course to provide you with the opportunity to apply, synthesize, and evaluate what you know about the HR function. The class will be divided into teams that will make decisions that a human resource manager would make. The objective will be to operate the human resource department of a simulated firm within the budget and labor market constraints of the simulation.

Team requirements:
1. Teams must maintain a “Planning/Historical Log Book” containing a history of and rationale for each of your team’s decisions or changes each week. This log should contain the minutes of each team meeting and explain how decisions were made for the week (what was discussed, what trade offs were made, etc….). NOTE: This log will account for 70 points of your project grade.
2. Each team must track certain quantifiable data (provided after each weekly decision), using Excel. The data must be graphed/charted and should compare actual levels on each of the goal areas (e.g. turnover, productivity, % minority and female employment, morale, etc.), to industry averages, and to your Team’s goal for the area. Teams will need to consult this information for the previous week prior to making weekly decisions.

Weekly Requirements: Your team should hand in the following for each simulation decision:
1. Decision Form – Print all numbers clearly and in ink.
2. Budget Planning Form for the decisions made (to assure you stay within your budget).
3. Incident Form with handwritten rationale explaining why you made the incident decision you did.
4. Self-evaluation, peer evaluations, and team effectiveness evaluation.
5. Logbook for the week containing a history of and rational of your team’s decisions.
6. Graphs/charts for each area with previous week’s data.

NOTES: Logbook and graphs/charts will not be turned in the first week. Your team will need to keep a copy of these forms as they need to be included in your audits.
Each Team will be required to complete two Management Audits of the simulation. The due dates for these audits are listed in the course calendar. The self-audit form (available on Blackboard) will make up only a small portion of your team’s audit (DO NOT use the form located in the Player’s Manual). The professor will discuss the requirements for the audits, in class. Each Team will also be required to make a 20 to 25-minute presentation; requirements for these presentations will be discussed at a later date. Example audits will be made available in the professor’s office, for your review.

Attendance Policy:
Attendance will be taken for each class meeting. Students are expected to conduct themselves in a professional manner including: being prepared for class and attending scheduled class meetings. Students assume the responsibility for obtaining any material they miss during an absence. Due to the importance of Team activities in this course, groups will keep attendance records for each group meeting occurring in class. Students who do not participate in the group project will fail the course. Absences on in-class group decision days are NOT acceptable. Students may miss one in-class group decision day without penalty. For additional absences 20 points will be deducted from the student’s final simulation grade. At the end of the semester there are 5 class days where attendance is also MANDATORY. These days are for the Simulation Debriefing and Team Presentations. Students not attending on these days will lose an additional 5% of their simulation grade for each day missed (25 points per absence). Emergencies and illnesses will be dealt with on an individual basis and Dr. Wingfield reserves the right to define an Emergency. Illnesses must be documented with a doctor’s excuse to avoid a penalty.

Communication with Dr. Wingfield
Please use the Bb Message function in Blackboard to contact the professor. This is the best form of communication as it will not “get lost” in the SPAM received in the campus email.

It is very important to me to be available to answer your questions and concerns. Please do not hesitate to contact me. I will be available during my posted office hours, in person, by phone, or by email during that time. I will also be available by email during normal business hours, Monday through Friday, and randomly on the weekends. I will do my best to answer your emails in a timely manner, however, if you do not receive a timely response please feel free to send a follow-up email after a reasonable time.

On-line and In-Class Conduct:
Each student is expected to maintain a professional attitude in all communications with students and the professor both in class and on-line. The use of foul language, discriminatory comments, or racial slurs will not be tolerated. Students must Students who engage in disrespectful or inappropriate conduct will be reported to the Office of Student Affairs for appropriate action.

Academic Integrity/Plagiarism:
Students are expected to conduct themselves in accordance with Texas A&M University - Corpus Christi standards of academic integrity and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog. Academic misconduct includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism (Plagiarism is the presentation of the work of another as one’s own work).

In this course there will be a ZERO tolerance for academic misconduct. At minimum, an automatic grade of zero will be given for any assignment/exam in which any element of academic misconduct has taken
place, but could include all penalties appropriate under University rules as stated in the University catalog, including the receipt of an F in the course.

This course, and all other courses offered by the College of Business (COB), requires all of its students to abide by the COB Student Code of Ethics (available online at www.cob.tamucc.edu). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

**Grade Appeals**
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

**Harassment:**
Texas A&M-Corpus Christi believes that establishing a safe learning environment is necessary for an institution committed to the pursuit of excellence in instruction, research, and public service. Discrimination against, or harassment, or actions that are intended to harass, intimidate, or humiliate individuals on the basis of ethnicity, sex, religion, disability, or sexual preference is inconsistent with this institutional purpose and will not be condoned. Persons found guilty of harassment will be subject to disciplinary sanctions.

**American with Disabilities Act Compliance:**
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, please contact the Disability Services Office at (361) 825-5816 or visit the office in CCH116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Oral and Written Communication Content:** The acquisition of relevant knowledge, skills, and abilities is enhanced by discussion of the course material. Students are expected to come to class prepared to participate in class discussion and exercises. Students will also be asked to participate in discussion of controversial or emerging issues. Because the course covers material for which there are no definitive or correct answers, students are required to defend their conclusions and positions, using relevant knowledge, and must demonstrate competence both orally and in writing. Various assignments including the assigned project require the use of written communication. Oral communication is required during informal exchanges of ideas in class discussions.
**Instructional Methodology:** Instruction will include lecture, independent readings, online discussions, experiential exercises, and short cases. The emphasis will be on development of critical thinking skills through the practical application of theory.

**Technology Applications:** Many aspects of this course will be delivered utilizing Blackboard. Students are required to access quizzes, assignments, study guides and PowerPoint slides utilized in the classroom, through Blackboard. The Blackboard helpdesk is an excellent resource for technical problems that you cannot solve. You must report problems immediately in order to meet your deadlines. Knowledge of word processing is necessary to complete the individual assignments. Additionally, the student must be familiar with the electronic databases available in the library as well as the Internet. E-mail communication is encouraged for routine communications; however it is discouraged for more personal, non-routine communications where face-to-face or telephone contact is more appropriate.

**Ethical Perspectives:** Throughout the course, the students will be required to recognize the ethical issues and to identify and apply appropriate ethical criteria in making staffing and development decisions.

**Global Perspectives:** Although the course does not directly address globalization, students will be encouraged to identify the general impact of globalization on various staffing and development activities.

**Demographic Diversity Perspectives:** Due to federal regulation, staffing has long been concerned with demographic diversity. Students will be required to understand how issues of demographic diversity have led to federal regulation, the impact of various techniques on demographically diverse individuals, and the impact of continued demographic diversity on staffing and development activities and practices.

**Political, Social, Legal, Regulatory, and Environmental Perspectives:** One of the major goals of staffing activities is to comply with regulation and to be able to defend the organization's practices and decisions in the event that those practices and decisions are challenged. It is, therefore, extremely important that students know the relevant laws, orders, and guidelines and to understand how they might design "legal" selection systems. The first part of the course will be concerned with regulation and the job analysis and statistical techniques needed to demonstrate compliance. When particular selection techniques are presented, the legal implications will be discussed.
## Course Calendar:

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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
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<tbody>
<tr>
<td>1</td>
<td>1/23/13 – 1/28/13</td>
<td>Introduction to the Course</td>
<td>Ch. 4 – Text 1</td>
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<td></td>
<td>Strategic Human Resource Planning</td>
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### Requirements for Week 1

- Attend Lecture on Thursday 1/24, Course Introduction & Chapter 4 – TEXTBOOK 1.
- Read Syllabus and familiarize yourself with materials on Blackboard
- Read Chapters 4, 5 & 8 from Textbook 1 – Strategic Planning for Human Resources
- Complete Extra Credit Class Discussion for Week 1 by 11:55 p.m. on 1/28

| 2    | 1/29 – 2/4    | Tactical Planning                         | Ch. 5 – Text 1        |
|      |               | Evaluating HR                             |                       |

### Requirements for Week 2

- Read Chapters 5 & 8 from Textbook 1 – Tactical Planning & Evaluating HR
- Read Simulation Handbook and prepare to ask questions.
- Study for Exam over chapters 4, 5 & 8 in Textbook 1
- Attend Lecture on 1/29 & 1/31- Chapters 5 & 8
- Complete Required Class Discussion over Simulation Handbook by 11:55 p.m. on 2/4
- Complete Extra Credit Class Discussion for Week 2 by 11:55 p.m. on 2/4

| 3    | 2/5 – 2/11    | Simulation Handbook                       |                       |
|      |               | Exam – Chapters 4, 5 & 8 to be completed in class on 2/7 |

### Requirements for Week 3

- Read Cascio Chapters 1 & 2
- Review Exercise #1 and prepare questions to ask in class.
- Attend Lecture on Tuesday 2/5 - Simulation Discussion
- Take Exam – Chapters 4, 5 & 8 in Textbook 1 – to be completed in class on 2/7
- Complete Required Class Discussion over Chapter 2 (Cascio) by 11:55 p.m. on 2/10
- Complete Extra Credit Class Discussion for Week 3 by 11:55 p.m. on 2/10

| 4    | 2/12-2/18     | Costing HR                                 | Ch. 1 - Cascio        |
|      |               | The High Cost of Turnover                 |                       |

### Requirements for Week 4

- IN-CLASS Team Meeting on 2/12
- Attend Lecture on Thursday 2/14 – Cascio chapters 1 & 2
- Team Objectives Due on 2/14
- Exercise #1 Due, pp. 51-55, # 1 & 2 due to Turnitin.com by 11:55 p.m. 2/18
- Complete Extra Credit Class Discussion for Week 4 by 11:55 p.m. on 2/18

| 5    | 2/19 – 2/25   | The Hidden Costs of Absenteeism & Sick Leave | Ch. 3 - Cascio        |

### Requirements for Week 5

- Read Cascio Chapter 3
- Review Exercise #2 and prepare questions to ask in class.
- IN-CLASS Team Meeting -- Decision # 1 and Incident A - Due after class on 2/19
- Attend Lecture on Thursday 2/21 - Discussion of Exercise # 1
- Complete Required Class Discussion over Chapter 3 (Cascio) by 11:55 p.m. on 2/25
- Complete Extra Credit Class Discussion for Week 5 by 11:55 p.m. on 2/25
6  2/26 – 3/4  The High Cost of Mismanaging HR  Ch. 4 - Cascio

Requirements for Week 6 ---
- **Read Cascio Chapter 4**
- Review Exercise #2 and prepare questions to ask in class.
- **IN-CLASS Team Meeting** – Decision # 2 & Incident I – Due after class on 2/26
- Attend Lecture on Thursday 2/28 - Cascio Chapter 3
- Exercise # 2 Due, pp.77-79, # 1, 2 & 3 due to Turnitin.com by 11:55 p.m. 3/4
- Complete Required Class Discussion over Chapter 4 (Cascio) by 11:55 p.m. on 3/4
- Complete Extra Credit Class Discussion for Week 6 by 11:55 p.m. on 3/4

7  3/5 – 3/18  Costing the Effects of Employee EAPs  Ch. 5 - Cascio
This is includes the week before and during Spring Break, plan accordingly.

Requirements for Week 7
- **Read Cascio Chapter 5**
- Review Exercise #3 and prepare questions to ask in class.
- **IN-CLASS Team Meeting** – Decision # 3 & Incident C – Due after class on 3/5
- Discussion of Exercise #2 – 3/5
- Attend Lecture on Thursday 3/7 - Cascio Chapter 4
- Exercise # 3 Due, pp. 102-105, # 1 & 2 due to Turnitin.com by 11:55 p.m. 3/18
- Complete Required Class Discussion over Chapter 5 (Cascio) by 11:55 p.m. on 3/18
- Complete Extra Credit Class Discussion for Week 7 by 11:55 p.m. on 3/18

8  3/19 - 3/25  The Financial Impact of Employee Attitudes  Ch. 6 - Cascio

Requirements for Week 8
- **Read Cascio Chapter 6**
- Review Exercise #4 and prepare questions to ask in class.
- **IN-CLASS Team Meeting** - Decision # 4 & Incident F – Due after class on 3/19
- Discussion of Exercise #3 – 3/19
- Attend Lecture on Thursday 3/21 – Cascio Chapter 5
- Exercise # 4 Due, pp. 133-134, # 2, 3 & 4 due to Turnitin.com by 11:55 p.m. 3/25
- Complete Required Class Discussion over Chapter 6 (Cascio) by 11:55 p.m. on 3/25
- Complete Extra Credit Class Discussion for Week 8 by 11:55 p.m. on 3/25

9  3/26 – 4/1  Financial Effects of Work-Life Programs  Ch. 7 - Cascio

Requirements for Week 9 ---
- **Read Cascio Chapter 7**
- Review Exercise #5 and prepare questions to ask in class.
- **IN-CLASS Team Meeting** – Decision # 5 & Incident M due in class on 3/26
- Discussion of Exercise #4 – 3/26
- Attend Lecture on Thursday 3/28 – Cascio Chapter 6
- Exercise # 5 Due, pp. 158-159, # 1, 2 & 3 due to Turnitin.com by 11:55 p.m. 4/1
- Complete Required Class Discussion over Chapter 7 (Cascio) by 11:55 p.m. on 4/1
- Complete Extra Credit Class Discussion for Week 9 by 11:55 p.m. on 4/1
10  4/2 – 4/8  
Requirements for Week 10 ---
- Read Cascio Chapter 12
- IN-CLASS Team Meeting -- Decision # 6 & Incident E due in class on 4/2
- Discussion of Exercise #5 – 4/2
- Attend Lecture on Thursday 4/4 – Cascio Chapters 7 & 12
- Complete Required Class Discussion over Chapter 12 (Cascio) by 11:55 p.m. on 4/8
- Complete Extra Credit Class Discussion for Week 10 by 11:55 p.m. on 4/8

11  4/9 – 4/15  
Requirements for Week 11 ---
4/12/13  Last Day to Drop a course with a grade of “W”
- IN-CLASS Team Meeting – Decision # 7 & Incident H due in class on 4/9
- IN-CLASS Team Meeting – Decision # 8 & Incident J due in class on 4/11
- Extra Credit Class Discussion for Week 11 must be completed by 11:55 p.m. on 4/15

12  4/16 – 4/22  
Requirements for Week 12 ---
- Simulation Debriefing - Mandatory Attendance
- Simulation Debriefing – Mandatory Attendance

13  4/30 – 5/6  
Requirements for Week 13 ---
- Simulation Debriefing // Team Meeting - Mandatory Attendance
- Team Meeting

14  5/7 – 5/13  
Requirements for Week 14 ---
- Management Audit #2 Due at 3:15 p.m. on 5/7
- Team Presentations 5/9 – Mandatory Attendance

15  5/14  
Requirements for Week 15
- Team Presentations 5/14 – Mandatory Attendance

Final Notes: The course calendar above will provide a guideline for the course scheduling. However, certain changes in assignments and/or due dates may be made, as the instructor deems necessary. Such changes will be posted on Blackboard and will represent an amendment to the schedule.

Students are responsible for all material covered in the textbooks, lectures, exercises, PowerPoint slides and lecture notes. It is the student’s responsibility to check Blackboard for important announcements with regard to this class and to keep up with due dates for all quizzes, exams, and assignments.

The Last Day to Drop a course with a grade of W is 4/12/13