Department of Management and Marketing
Texas A&M University-Corpus Christi
College of Business
Spring 2014

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


Instructor: Dr. Wingfield
Office: OCNR 317
Office Hours: 10:00 a.m. - 1:00 p.m. W; 9:15 a.m.-12:15 p.m. R and available on-line in Blackboard by email during normal business hours, Monday through Friday, and randomly on the weekends; or by appointment.

Phone: 825-5560
Email: Preferred email – use the Blackboard messenger function for this course. TAMU-CC email address is sue.wingfield@tamucc.edu

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>Activity</th>
<th>Points</th>
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<tbody>
<tr>
<td>Quizzes (Quiz 1 is 40 points, other quizzes are worth 20 points each, one quiz counts as Extra Credit)</td>
<td>80</td>
</tr>
<tr>
<td>Experiential Exercises (120 pts each)</td>
<td>360</td>
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<tr>
<td>Class Discussions (20 points each, one discussion will count as Extra Credit)</td>
<td>60</td>
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<tr>
<td>Simulation Group Project</td>
<td>500</td>
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<td>Final Audit (300 points)</td>
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<tr>
<td>Weekly Audit Analysis (15 points each/120 points)</td>
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<tr>
<td>Weekly Decision Forms, Charts &amp; Log Book (10 points each/80 points)</td>
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<tr>
<td>Total</td>
<td>1000</td>
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**IMPORTANT NOTES:**

NO LATE ASSIGNMENTS WILL BE ACCEPTED. Individual assignments must be submitted electronically to Turnitin.com on or before the due date. Class Discussions must be posted in Blackboard on or before the due date for the discussion. Submission of weekly Group Simulation requirements must be posted to Blackboard for each group on or before the due date for the assignment. There are no exceptions. Quizzes and Class Discussions cannot be made up.

Technology Issues: Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete exams, discussions, and quizzes in time to rectify any problems before the deadlines. PLEASE MAKE SURE you follow the directions on Blackboard to prepare your computer. This preparation will help you avoid most technical problems.

MOST OF THE TIME requirements for this course must be submitted by 11:55 p.m. on the due date (please review the course calendar in the syllabus and on Blackboard to confirm due dates). IF YOU WAIT until the last minute to complete a course requirement (Quiz, Discussion, Simulation Assignment) and experience technical difficulties you will likely NOT be able to reach Dr. Wingfield for resolution of problems occurring late in the evening and close to the deadline.

AGAIN, do not WAIT until the last minute to complete requirements for the course. Quizzes will be available starting the first day of class and can be completed until the due date for the quiz. Class discussions will be available from the first day of the semester and can be completed until the due date for the discussion. PLEASE NOTE: A student’s responses to quiz questions and quiz scores will not be available to the student until after the due date for the quiz.

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 in time to rectify any problems before the deadlines.

Students are expected to check Blackboard frequently for announcements and due dates for this course.
This course requires students to participate in a Group Project which is 50% of the student's grade in the course. Students will be required to meet with their group either virtually or in-person on a weekly basis. Students will be required to provide proof that they are participating in Group Simulation Decisions and data analysis as the professor deems necessary. Peer evaluations will also be used to determine if group members are actively involved in the project. If a student fails to participate in the simulation decisions and/or written project, the student will receive an F in the course. Grades for the project will also be reduced based on negative feedback in peer evaluations.

**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 an automatic grade of “W” is 11/7/14.**

**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

**Class Discussions:**
Four chapter discussions will be posted in Blackboard. Students must respond to the questions in the original thread, providing a thoughtful, professional response AND respond to at least two other students' posts in order to earn credit for participation. The student’s original post must be a minimum of 300 words, and responses to two other students' posts must be a minimum of 100 words (don’t forget to maintain a business style of writing). If a student includes the discussion questions in his or her original post the questions will not count toward the 300 word minimum requirement.

If a post does not meet the minimum length requirement, the post will earn ONE (1) point. Deductions will also be made for posts that do not address the topic clearly; are difficult to read due to lack of organization or poor writing skills; or contain typos. Please provide thoughtful, organized, professional responses. The Required Class Discussions are worth 20 points each. A Rubric for grading the Required Discussions will be available on Blackboard. One Required Class Discussion will count as Extra Credit.

**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 and on Blackboard. Students will be required to complete these exercises by the due date listed in the course calendar. Students may collaborate on the methods needed to complete the assignments, but each student is expected to complete the assignment individually.

Assigned exercises and due dates are listed on the course calendar, in the Blackboard Calendar, 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. YOU MUST SUBMIT YOUR ASSIGNMENTS TO TURNITIN.COM BEFORE 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 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: 8318110    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.

1. ALL students must register on the Interpretive.com website. Interpretive.com will send each student an email with the information necessary for registration. The registration fee is $39.95 with several payment options. A video with information about registration is posted on Blackboard.
2. Teams will be required to meet virtually or in-person to make team decisions concerning the simulation and to coordinate the analysis and interpretation necessary to complete the written project.
3. Teams will complete 8 quarterly decisions using the simulation on the Interpretive.com website.
4. Teams must maintain a “Planning/Historical Log Book and Audit Analysis” containing a history of and rationale for each team decision and 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….). This log will be extremely important when the team completes the mid-term and final audits.
5. Each team must track certain quantifiable data and complete a weekly audit analysis”
(available after decisions have closed for the week), 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 prior to making weekly decisions.

Weekly Requirements: Your team will complete the following for each simulation decision:
1. Simulation Decisions on Intepretive.com
2. Incident Decision on Interpretive.com
3. Wage Worksheet, Staffing Worksheet, & Budget Planning Form for each quarterly decision.
4. Logbook and Audit analysis for the week containing a history of and rational of your team’s
decisions (see description above).
5. Graphs/charts for each area with all available simulation results using Excel.
6. Self and peer evaluations.

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 final audit project.

Each Team will be required to complete weekly Management Audits of the simulation, an overall audit at
the midterm and a final audit once the simulation and debriefing have been completed. The due dates for
these audits are listed in the course calendar. The requirements for these audits will be discussed on
Blackboard prior to the due date. Example audits will be made available outside the professor’s office
(OCNR 317), for your review. Students who do not participate in the group project will fail the
course. Failure to meet either virtually or in-person with groups to make simulation decisions will be
considered "lack of participation" in the group project and will result in an F for the course.

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

It is very important to Dr. Wingfield to be available to answer your questions and concerns. Please do not
hesitate to contact her. She will be available during her posted office hours (in person, by phone, or by
email during that time). Dr. Wingfield will also be available by BbMessages during normal business
hours, Monday through Friday, and randomly on the weekends. She will do her best to answer your
questions in a timely manner, however, if you do not receive a timely response please feel free to send a
follow-up message after a reasonable time. If you need to meet with Dr. Wingfield outside her posted
office hours please contact her to set up an appointment.

BE AWARE: Requirements for this course are TYPICALLY due at 3:00 p.m. on Wednesday or
11:55 p.m. on Thursday night. If you are attempting to complete a simulation decision, quiz, or
discussion at the last minute and have technical difficulties, Dr. Wingfield will not be monitoring
Blackboard for problems late in the evening and will therefore not be available to assist you with
the problem. You are encouraged to complete course requirements in a timely manner so you will
be able to obtain assistance with problems when they arise.

Do not WAIT until the last minute to complete weekly requirements for the course. Quizzes will be
available starting the first day of class and can be completed at any time prior to the due date for
the quiz. Class discussions will be available from the first day of the semester and can be completed
at any time prior to the due date for the discussion.
On-line Conduct:
Each student is expected to maintain a professional attitude in all communications with students and the professor both in-person and on-line. The use of foul language, discriminatory comments, or racial slurs will not be tolerated. 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.tamu.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 Corpus Christi Hall (CCH) 116.

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 video, independent readings, online discussions, experiential exercises, and group simulation. The emphasis will be on development of critical thinking skills through the practical application of theory.

**Technology Applications:** This course will be delivered entirely on Blackboard and on the Interpretive.com website. Student must be relatively self-sufficient in finding solutions for technical problems. 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. Blackboard Messages is encouraged for routine communications; if a student wishes to speak to the professor, he or she may call or drop by OCNR 317 during posted office hours, or contact the professor to set up an appointment.

**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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</thead>
<tbody>
<tr>
<td>1</td>
<td>8/27/14-9/4/14</td>
<td>Introduction to the Course</td>
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<td></td>
<td></td>
<td>Human Resource Planning</td>
<td>Jarrell 4,5,8</td>
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Requirements for Week 1

**STUDENTS DO NOT HAVE TO COMPLETE A SYLLABUS QUIZ**

- Course Introduction & Introduction to HR Planning
- Read Syllabus and familiarize yourself with materials on Blackboard
- Read Chapters 4, 5 & 8 in *HR Planning* by Donald W. Jarrell. Available in Week 1 Assignments on Blackboard.
- Review PowerPoint Slides posted in Week 1 on Blackboard.
- Register for HRSimulation on Interpretive.com
- Create student groups for Simulation Project

2 9/5 - 9/11 Human Resource Planning Jarrell 4,5,8

Requirements for Week 2

- Read/Review Chapters 4, 5 & 8 in *HR Planning* by Donald W. Jarrell. Available in Week 2 Assignments on Blackboard.
- Review PowerPoint Slides posted in Week 2 on Blackboard.
- Complete Quiz 1 - Jarrell Chapters 4,5&8 by 11:55 p.m. on Thursday 9/11
- Review videos posted in Blackboard introducing the Simulation.
- Download and Read Simulation Handbook & Student Case (download from Interpretive.com). Prepare to ask questions.

3 9/12 – 9/18 Simulation Handbook and Interpretive.com

Requirements for Week 3

- Read Simulation Manual and Case (download from Interpretive.com)
- **PRACTICE SESSION, HRSimulation on Interpretive.com from 9/12 to 9/17**
- Simulation RESET - Team Competition begins in the Simulation on 9/18.
- **Team Goals and Tactics** Due by 11:55 p.m. on Thursday 9/18
- Complete Quiz 3 - on Simulation Website by 11:55 p.m. on Thursday 9/18

4 9/19 – 9/25 Costing HR Ch. 1 - Cascio
The High Cost of Turnover Ch. 2 - Cascio

Requirements for Week 4

- Read Cascio Chapters 1 & 2
- Read Exercise #1 - Turnover. Post questions about the assignment on the Discussion Board for Exercise #1.
- Simulation Decision # 1 - Decision must be finalized by 3:00 p.m. on Wednesday 9/24
- Complete Quiz 4 - Cascio Chapter 1 by 11:55 p.m. on Thursday 9/25

5 9/26 – 10/2 The Hidden Costs of Absenteeism & Sick Leave Ch. 3 - Cascio

Requirements for Week 5

- Read Cascio Chapter 3
- **Read Exercise #2 - Absenteeism.** Post questions about the assignment on the Discussion Board for Exercise #2.
- **Simulation Decision # 2 - Decision must be finalized by 3:00 p.m. on Wednesday 10/1**
- **Exercise #1-Turnover.** Due to Turnitin.com by 11:55 p.m. on Thursday 10/2

6 10/3 – 10/9  The High Cost of Mismanaging HR  Ch. 4 - Cascio  

**Requirements for Week 6**  
- **Read Cascio Chapter 4**
- **Read Exercise #3 - Mismanaging Employees.** Post questions about the assignment on the Discussion Board for Exercise #3.
- **Simulation Decision # 3 - Decision must be finalized by 3:00 p.m. on Wednesday 10/8**
- **Complete Required Class Discussion** over Chapter 4 (Cascio) by 11:55 p.m. on Thursday 10/9

7 10/10 – 10/16  Costing the Effects of Employee EAPs  Ch. 5 - Cascio  

**Requirements for Week 7 ---**  
- **Read Cascio Chapter 5**
- **Read Exercise #3 - Mismanaging Employees.** Post questions about the assignment on the Discussion Board for Exercise #3.
- **Work on Mid-Term Audit for HR Simulation.** Due by 11:55 p.m. on Tuesday 10/28.
- **Simulation Decision # 4 - Decision must be finalized by 3:00 p.m. on Wednesday 10/15**
- **Exercise # 2 - Absenteeism-** Due to Turnitin.com by 11:55 p.m. on Thursday 10/16
- **Complete Required Class Discussion** over Chapter 5 (Cascio) by 11:55 p.m. on Thursday 10/16

8 10/17 – 10/23  

**Requirements for Week 8**  
- **Mid-Term Audit for HR Simulation.** Due by 11:55 p.m. on Tuesday 10/28.
- **Simulation Decision # 5 - Decision must be finalized by 3:00 p.m. on Wednesday 10/22**

9 10/24 – 10/30  The Financial Impact of Employee Attitudes  Ch. 6 - Cascio  

**Requirements for Week 9**  
- **Read Cascio Chapter 6**
- **Simulation Decision # 6 - Decision must be finalized by 3:00 p.m. on Wednesday 10/29**
- **Exercise # 3 - Mismanaging Employees -** Due to Turnitin.com by 11:55 p.m. Thursday 10/30
- **Complete Required Class Discussion** over Chapter 6 (Cascio) by 11:55 p.m. on Thursday 10/30

10 10/31-11/6  Financial Effects of Work-Life Programs  Ch. 7 - Cascio  

**Requirements for Week 10 ---**  
- **Read Cascio Chapter 7**
- **Simulation Decision # 7 - Decision must be finalized by 3:00 p.m. on Wednesday 11/5**
- **Complete Required Class Discussion** over Chapter 7 (Cascio) by 11:55 p.m. on Thursday 11/6

11 11/7 – 11/13  

**Requirements for Week 11 ---**  
*Last Day to Drop a course with a grade of “W” is Friday 11/7*
• Read Cascio Chapter 12
• Simulation Decision # 8 - Decision must be finalized by 3:00 p.m. on Wednesday 11/12
• Complete Quiz 5 - Cascio Chapter 12 by 11:55 p.m. on Thursday 11/13

12  11/14 – 11/20
Requirements for Week 12 ---
• Simulation Debriefing - See Blackboard for details
• Work on Final Audit - Simulation Project

13  11/21 – 11/27
Requirements for Week 13 ---
• Work on Final Audit - Simulation Project

14  11/28 – 12/4
Requirements for Weeks 14 & 15 ---
• Final Audit Due at 3:00 p.m. on Wednesday 12/3
• Assessment of Learning must be completed by 11:55 p.m. on 12/4

Final Notes: The course calendar provided above represents a guideline for 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 materials posted on Blackboard, discussions, textbooks, lectures, videos, 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 assignments.

The Last Day to Drop a course with a grade of W is 11/7/14