### Credit Hours: 1

### Prerequisites: MGT 8063 or MGT 3114 or equivalent

### Classroom: McCool Hall 208

### Class meetings: 1:00 P.M. Thursday

### Instructor: James Vardaman, Ph.D.
McCool Hall 302M  
901.335.1209  
James.vardaman@msstate.edu  
Office hours 12 PM – 1 PM Monday – Thursday.

The BEST way to contact me is via e-mail. I prefer e-mail as a communication device outside of office hours. I will respond to your issues promptly.

### Course Website: [http://misweb.cbi.msstate.edu](http://misweb.cbi.msstate.edu)

### Course Description: (Prerequisite: MGT 8063 or equivalent). One hour lecture. Survey of nature and influences of human resource management in organizations. Case studies are used to apply and reinforce theory. Furthermore, this course is about managing human capital. We will investigate the most important issues in HR today, specifically the key functions of HR (recruitment, selection, retention).

### Required Text: There is no required text for this course, but students are expected to download the assigned readings from misweb and have them in class.

### Course Goals:

By the end of this course, you should:

- Be able to critically assess different situations as they relate to HR.
- Be able to apply different concepts to practical HR situations.
- Be able to adopt and defend a position using concise written arguments.
- Be able to apply the concepts learned in class to public and private sector management examples.
- Understand the importance of human capital in organizations.

The course leader expects that you will:

Invest time and effort in understanding the principles of HR.  
Take responsibility for your own learning.  

*Check, at least daily, established communication mechanisms (e.g., e-mail).*  
Complete the assigned tasks and readings within the specified time frames.
Notify the course leader if circumstances prevent the completion of any assigned readings or tasks. Communicate any difficulties that might impair learning or academic performance. Follow the guidelines provided for the submission of written work. Provide constructive feedback to the instructor regarding the content and delivery of the course.

**You can expect that the course leader will:**

Provide a course outline that clearly states the objectives of the course. Provide a weekly breakdown of the course content, reading requirements and any tasks. Provide a program of study that is challenging, intellectually stimulating, and allows for opportunities to analyze practical and theoretical aspects of leadership. Provide a clear indication of the forms of assessment and submission dates for written work. Provide constructive feedback on work within one week of completion. Hold office hours and be available for appointments to provide opportunities for the discussion of areas of interest and/or difficulty.

**Course Content:**

The course will cover each of the following topics, and highlight the way in which they impact on the management of different organizations. You will be expected to have read each of the required readings before the start of each class/discussion board. YOU MUST READ THE ASSIGNMENTS in order to keep up the pace and perform on your exam.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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<tbody>
<tr>
<td>October 14</td>
<td>Course introduction; Syllabus</td>
<td>ASA framework reading; Pages 103-104 and 1-25</td>
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<tr>
<td>October 21</td>
<td>Strategic HR</td>
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<td>October 28</td>
<td>Strategic HR Tanglewood</td>
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<td>November 4</td>
<td>Recruitment</td>
<td>Pages 49-54; Barber</td>
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<td>November 11</td>
<td>Selection; Quantitative Analysis</td>
<td>Pages 55-62</td>
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<td>November 18</td>
<td>Turnover/Retention</td>
<td>Allen</td>
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<td>November 25</td>
<td>Turnover/Retention Tanglewood</td>
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<tr>
<td>December 2</td>
<td>FINAL EXAM/FINAL PROJECT DUE</td>
<td>1 PM</td>
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Assessment:

There are four points of assessment: Quizzes (20%), a final exam (50%), and a class project (30%). Please note, there are no formal make-up opportunities so missing an assignment or exam will result in a score of 0 unless there are the utmost of exceptional circumstances as per the university regulations; provision of documentary evidence, such as a note from a doctor confirming an illness, will be required if a score of 0 is to be avoided. Grades available for this course are: A (100%-90%); B (89%-80%); C (79%-70%); D (69%-60%); F (59%-0%).

Attendance

You must attend class. Each student gets one “free” absence for the session. After that, 1% will be deducted from your final grade for each absence. There is no need for excuses if you must miss unless you have missed an exam or project. You have one free “no questions asked” absences unless it is an exam day, so don’t bother with excuses or to let me know why you aren’t attending. Please make contacts with friends in class to get any missed assignments. Anyone missing more than 4 class meetings will be dropped from the course. Additionally, you must make sufficient effort to participate in class discussions. Part of being in an MBA program is developing the ability to think critically; participating in class discussions serves that end.

Exam (50%)

There will be a final exam. This exam will constitute 50% of your final grade. The exam will start promptly at the beginning of class – if you are late, make every effort not to disturb other students. Please be prepared to answer questions that will draw upon lectures, discussions, readings, videos or other information with which you have been provided. You will learn more about the exam format as the exam date advances. Typically, exams are multiple choice and consist of about 50 items.

Quizzes (20%)

There will be quizzes given from time to time by the instructor. The quizzes will be over material assigned previously. Quizzes will be 30% of your final grade.

Class Project (30%)

You will be asked to complete a class project on one of the major issues in HR. This will be a group project and the topic is at the discretion of your group. Specific instructions for the project will be forthcoming at the 2nd class meeting. The project will require a 10 minute presentation and a brief write-up of your findings.
**Honor Code:**

“As a Mississippi State University student I will conduct myself with honor and integrity at all times. I will not lie, cheat, or steal, nor will I accept the actions of those who do.”

Upon accepting admission to Mississippi State University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor Code. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the MSU community from the requirements or the processes of the Honor Code. For additional information please visit: [http://www.msstate.edu/dept/audit/1207.html](http://www.msstate.edu/dept/audit/1207.html)

**Support Services:**

Any student who feels s/he may need an accommodation based on the impact of a disability should contact the instructor privately to discuss specific needs. Student Support Services is available to assist in determining classroom accommodations that are most appropriate for students with disabilities based on documentation of their disability. Examples of classroom accommodations are varied, but may include: Adapted testing arrangements, extended time on tests, assistance with ordering recorded texts, and access to special equipment. The Student Support Services Website is [http://www.sss.mstate.edu/](http://www.sss.mstate.edu/)