Professor:    Dr. Bernadette Racicot  
Office:       115 Alfred Lerner Hall  
Phone:        302-831-1774  
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Office Hours:    By appointment  
              Robert L. Mathis; John H. Jackson; Sean Valentine; Patricia Meglich  

Course slides as well as any additional readings, exercises, and assignments will be uploaded to the Sakai course website: https://sakai.udel.edu/portal.

Important Points:

Please be sure that you turn off all cell phones, tablets, and other electronic devices BEFORE class begins! Ringing cell phones, alarms, texting (reading or sending) etc. will detract from your participation grade. Unless you need a calculator for a particular class exercise, your phones should be off and out of sight.

All course materials will be posted on Sakai. This is where I list course slides, and other materials for upcoming classes, and other important course information. Please check Sakai at least weekly.

Course Objectives:

Learn valid principles and practices of human resource management, especially those pertaining to strategic HR management, employee selection, training and development, compensation, and employee relations. Understand how these apply to real work settings and how they can provide competitive advantage.

Course Requirements: There are 5 required components to the course. Each component will contribute to your course grade in the following manner:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Quizzes</td>
<td>15%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>25%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>25%</td>
</tr>
<tr>
<td>Team Project</td>
<td>25%</td>
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Note: Extra-credit will not be offered for this class.

Teamwork and Participation

Learning in this course depends a great deal on the active involvement of all class members, both individually and collectively. Consequently, I expect a great deal of interaction and participation from class members during each class session.

There will be many opportunities for you to participate in this class. These include being an active contributor to class, case, and exercise discussions, raising questions, and providing examples and personal experiences that are related to the assigned topic area. Attendance at all class sessions is expected. If you are not in class, you can’t participate.
In order to make consistent, meaningful contributions to class activities and discussions, you will need to ensure that you are prepared for class. This preparation will include not only knowledge of the required material but also completing whatever other advance work is required.

Some of the course cases and exercises may require advance preparation (outside of class time); most are in-class activities. You will be assigned to a permanent team early in the semester that you will work with during class activities and the team project.

Things that will detract from your participation grade include the following:

- talking when others are talking, including me
- ringing cell phones/alarms (Cell phones should be turned off and out of sight prior to the start of class)
- being disrespectful of other people’s opinions
- working on assignments for another class while this class is going on
- being unprepared for class exercises and discussions
- excessive absenteeism
- excessive tardiness (please be respective of your classmates and me by being on time)

The below scale will give you an idea about how I will approach the task of assigning participation grades.

A. Visible, thoughtful, and regular involvement in class discussion. You got involved, and not just for the purpose of hearing yourself speak. Class members seemed to pay attention to what you said, and your comments almost always were appropriate to the context.

B. Tending toward the quieter side, but active and alert enough in large and small group discussions that it was clear you were engaged in what was going on. Comments, though offered less often than by an “A,” almost always were appropriate to the context.

C. Dutifully present for class, but usually without indications of active participation. I couldn’t always tell if you were following what was going on in class, or your comments were often off the mark.

D/F Like a C, but with substantial unexplained absences that kept you from participating.

**Quizzes**

Open-book quizzes may include multiple choice and true-false questions. Make-up quizzes will be given only under special circumstances and only with prior approval. Quizzes are scheduled before each class, with the exception of exam and presentation days. Please refer to the class schedule for the dates and topics for each quiz. It is critical for you to complete the assigned readings from your textbook prior to the class to maximize your quiz performance (and your ability to participate in class discussions).

**Exams**

Exams will be take-home and will include several essay questions that may require that you integrate material across multiple chapters. You will be given the class time to work on your exam. It is expected that you will be able to complete the exam in no more than three hours. **You are to work on the exams alone,** and you are able to use books, notes, and class slides when writing the exam. Exams must be typed using a 12 pt. font and double-spaced. All exams must be submitted through Sakai by the deadline provided in the course schedule below and noted on the Sakai assignments web page – NO EXCEPTIONS. Make-up exams will not be provided.

**Team Project and Presentation**

The project and presentation will require your team to summarize, analyze, and discuss a Harvard Business case study on a specific human resources topic. The specific case will be assigned to you in class, and you will need to purchase the case study. More information will be provided in class. One purpose of the project is to integrate material learned in the class and apply that material to a real-life situation. It is critical that you relate material from the class text and book (theories, concepts, research studies discussed in class) in discussing your case study. The presentation should be approximately 35-45 minutes long (plus 10-15 minutes of Q&A) and must include a PowerPoint slide deck. **The slide deck must be**
submitted through Sakai on the morning of your scheduled presentation – i.e. prior to noon on the day of your presentation.

The criteria used for grading project will be provided in class.

**NOTE:** Attendance at all team presentations is required. Absences will affect your participation grade.

**Peer Evaluations**

At the end of the semester, students will be asked to submit peer evaluations to provide input on the contributions of their teammates for both the project and in-class cases and exercises. These evaluations will be used, in part, by the professor to determine the participation grade. While this may seem somewhat subjective in nature, where it is obvious that one or more team members failed to meet their obligations to their team, it will reflect in the participation grade and/or project grade.

**Student Class Attendance and Excused Absences (from the Faculty Handbook)**

By action of the University faculty, the responsibility for defining attendance expectations is left to the individual faculty member, subject to the guidelines given below.

In inclement weather, when classes have not been cancelled, students should notify their faculty promptly if they are unable to attend class.

It is the policy of the University of Delaware not to cancel classes on religious holidays. However, students and faculty are encouraged to exercise their own judgment pertaining to their attendance on these days. In addition, faculty are encouraged not to schedule examinations or require the submission of special assignments on the following days: the evening before as well as the first two days of Rosh Hashanah and Yom Kippur in the fall term, Good Friday and the evenings before and the first two days of Passover in the spring semester. To facilitate planning for the potentially large number of absences on these days the University shall include the dates of these holidays in the academic calendar. Adjacent to each of these dates the academic calendar will include a reminder to consult the University policy on excused absences.

Absences on religious holidays listed in University calendars are recognized as excused absences. Nevertheless, students are urged to remind the instructor of their intention to be absent on a particular upcoming holiday. Absences on religious holidays not listed in University calendars, as well as absences due to athletic participation or other extracurricular activities in which students are official representatives of the University, shall be recognized as excused absences when the student informs the instructor in writing during the first two weeks of the semester of these planned absences for the semester. Absences due to similar events which could not have been anticipated earlier in the semester will be recognized as excused absences upon advance notification of the instructor by an appropriate faculty adviser or athletic coach. Absences due to serious personal illness (e.g., hospitalization, surgery, or protracted medical illness or convalescence) shall also be recognized as excused absences. To validate such absences, the student should present evidence of the illness to the OGPE. Supportive evidence will be provided on the student's request by the Student Health Service. Students who experience long-term absences of a week or more should consult with the OGPE; in such cases, it may be possible to negotiate with faculty for the opportunity to take an incomplete grade, or a withdrawal may be more prudent. The OGPE will give guidance in these matters.

For relatively minor, short-term illnesses of students (e.g., colds and flu, where attendance in class is undesirable) or their immediate family, the University system depends upon reasonable communication between students and faculty. If possible, students should report such illnesses before the affected class.

Absence due to short-term military duty in the National Guard or active reserve is recognized as an excused absence. To validate such an absence, the student should present evidence to the OGPE. The Office will then provide a letter of verification to all of the student's instructors for the term.
Students are not to be penalized if absent from an examination, lecture, laboratory, or other activity because of an excused absence. However, students are fully responsible for all material presented during their absence, and faculty are encouraged to provide opportunities, when feasible, for students to make up examinations and other work missed because of an excused absence.

**Academic Integrity and Student Dishonesty (excerpted from the Faculty Handbook)**

Academic integrity is a fundamental responsibility of all members of the University community. Faculty and students of the University are expected to be honest and forthright in their academic endeavors. To falsify the results of one's research, to steal the words or ideas of another, to cheat on an examination or to allow another to commit an act of academic dishonesty corrupts the essential process by which knowledge is advanced.

It is the official policy of the University of Delaware that all acts or attempted acts of alleged student academic dishonesty be reported to the Office of Judicial Affairs. At the faculty member's discretion and with the concurrence of the student or students involved, some cases, though reported to the Office of Judicial Affairs, may be resolved within the confines of the course. All others will be adjudicated within the university judicial system.

Academic Honesty: I expect each of you to abide by the University’s Code of Conduct for Students when completing graded course work and taking examinations and quizzes. You are encouraged to become familiar with the University’s Policy on Academic Honesty (plagiarism, cheating, academic misconduct) found in the Code of Conduct, which can be accessed through [http://www.udel.edu/stuguide/10-11/code.html](http://www.udel.edu/stuguide/10-11/code.html). It is your responsibility to be knowledgeable about what constitutes plagiarism, cheating, and other forms of misconduct.

**Academic Policy Related to Sharing Course Materials and Class Notes:**

**Notice Regarding Commercial Note-Taking**

*The University of Delaware owns a non-exclusive right to faculty materials that will be given to you during the course. These materials include ideas and comments provided by the instructor during class; test questions; handouts and course materials; and other materials representing the copyright-protected intellectual property of course instructors. You are prohibited from entering into relationships with web sites such as Course Hero, Notehall, or similar sites under which you agree, in exchange for the payment of a fee or salary, to post these materials online. Violations of this prohibition will be referred to the Student Conduct Office for investigation and disciplinary action under UD’s Code of Conduct ([http://www.udel.edu/stuguide/11-12/code.html](http://www.udel.edu/stuguide/11-12/code.html)).*

Further,

In the Student Guide to University Policies, [http://www1.udel.edu/stuguide/16-17/code.html](http://www1.udel.edu/stuguide/16-17/code.html), under section A.2.d.vii, it states that the posting of notes falls under Academic Misconduct. **Specifically, it states that a form of Academic Misconduct includes the following:**

“Posting of notes or other materials from a class (whether the student is enrolled in the class or not) on the Internet, whether or not for a fee, without express permission from the faculty member.”
<table>
<thead>
<tr>
<th>Week#</th>
<th>Topics</th>
<th>Reading Assignment</th>
<th>Quiz</th>
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</thead>
<tbody>
<tr>
<td>Week 1: August 29</td>
<td>Introduction to HR.</td>
<td>Chapters 1 &amp; 2</td>
<td></td>
</tr>
<tr>
<td>Week 2: September 5</td>
<td>Equal Employment Opportunity Workforce, Jobs, &amp; Job Analysis Quiz #1 (Ch. 3, 4)</td>
<td>Chapters 3 &amp; 4</td>
<td>Chapters 3 &amp; 4</td>
</tr>
<tr>
<td>Week 3: September 12</td>
<td>Individual/Organizational Relations and Retention Quiz #2 (Ch. 5, 6)</td>
<td>Chapters 5 &amp; 6</td>
<td>Chapters 5 &amp; 6</td>
</tr>
<tr>
<td>Week 4: September 19</td>
<td>Recruitment and Employee Selection Quiz #3 (Ch. 7)</td>
<td>Chapters 7</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>Week 5: September 26</td>
<td>Team Project Planning Day</td>
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<tr>
<td>Week 6: October 3</td>
<td>Case Study #1 – Team Presentation/ Discussion of Case Study Review for Exam #1</td>
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<tr>
<td>Week 7: October 10</td>
<td>Take Home Exam #1 Chapters 1-7</td>
<td>Exam due at 1pm on Wednesday, October 11</td>
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<tr>
<td>NO CLASS MEETING</td>
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<tr>
<td>Week 8: October 17</td>
<td>Employee Training Talent Management Quiz #4 (Ch. 8, 9)</td>
<td>Chapters 8 &amp; 9</td>
<td>Chapters 8 &amp; 9</td>
</tr>
<tr>
<td>Week 9: October 24</td>
<td>Performance Management/ Compensation Quiz #5 (Ch. 10, 11)</td>
<td>Chapters 10 &amp; 11</td>
<td>Chapters 10 &amp; 11</td>
</tr>
<tr>
<td>Week 10: October 31</td>
<td>Case Study #2 – Team Presentation/ Discussion of Case Study Happy Halloween!</td>
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<tr>
<td>Week 11: November 7</td>
<td>Compensation/Employee Benefits</td>
<td>Chapters 12 &amp; 13</td>
<td>Chapters 12 &amp; 13</td>
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<tr>
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<td>Topics</td>
<td>Reading Assignment</td>
<td>Quiz</td>
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</tbody>
</table>
| Week 12: November 14 | Risk Management/Worker Protection  
Employee Rights and Responsibilities  
Quiz #6 (Ch. 14, 15) | Chapter 14  
Chapter 15 | Chapters 14 & 15 |
| Week 13: November 21 | Thanksgiving Break                        |                    |                    |
| Week 14: November 28 | Case Study #3 – Team  
Presentation/Discussion of Case Study  
Review for Exam #2 |                    |                    |
| Week 15: December 5  NO CLASS MEETING | Take-home Exam #2  
Chapters 8-15 |                    | Exam due at 1pm on December 6 |