
HUMAN RESOURCES in Fall 2019 (BA5022)

Course Code	BA5022	Professor(s)	Kate Yue Zhang
Prerequisites	None	Office Number	G-2A04
Class Schedule	R: 13:45-15:05 in Q-704	Office Hours	By appointment
Credits	2	Email	kzhang@aup.edu
Semester	Fall 2019	Office Tel. Ext.	642

Course Description

This course presents the fundamental concepts and techniques of human resource management from a global and regional perspective. By focusing on multiple fronts of the organization, the employer and the employee, as well as other stakeholders, the course helps students to better understand the complexity of managing people in the workplace and facilitates critical thinking and problem-solving skills in a professional context.

While providing an introduction to the management of people in work organizations, this course seeks to outline the purpose and operation of HRM activities in the 'real world', whilst situating practice in the context of associated debates and controversies played out in the parallel field of academic study. We will adopt a critical perspective on the study and practice of HRM to provide the student with an understanding not only of the potential for HRM to contribute to both improved organizational performance and individual well-being in the workplace, but also why it very often fails to achieve either of these positive outcomes. We will learn that the management of people is not the exclusive preserve of HR specialists, but an area of interest or concern for all organizational actors. The goal is to help students make more informed decisions about their own roles in the organizations that they work for, create, and manage in the future.

This course is runs with an extended pedagogical mode to allow students time to fully engage with the subject. It is intended to run for a full regular semester, once per week.

Course Learning Outcomes

General Education

[PLEASE EDIT OR REMOVE THE FOLLOWING TEXT AS APPLICABLE]

The general education program at AUP consists of four requirements: Speaking the World, Modeling the World, Mapping the World, and Comparing Worlds Past and Present.

This course can be used to fulfill the [INDICATE THE REQUIREMENT(S) FULFILLED BY THE COURSE] requirement and as such has the following learning outcomes:

[INDICATE THE GENERAL EDUCATION LEARNING OUTCOMES]

Course Outline

CORE THEMES:

In addition to the advanced theories and concepts of marketing that we will cover in the course, several crosscutting themes will also be included to provide a solid intellectual context for advance international marketing theories and practices, opportunities for interdisciplinary understanding, and real-world examples. These themes are incorporated into the course as lectures, case studies, articles, films and in-class activities.

- Recruitment, Hiring & Promoting
 - Creating a robust CV
 - Evaluating CV's for shortlist in a hiring process
 - Longlists vs. Shortlists
 - Interviewing
 - Being Interviewed
- Compensation & Benefits
 - Salary negotiations
 - Benefits and budgetary and salary tradeoffs
 - Tax implications of salaries and benefits in various jurisdictions
- Employee Training & Development
 - Lifelong learning
 - Coaching
 - Mentoring (being mentored and finding a mentor)
- Performance Evaluation

The course will be taught based on the case method, combined with lectures, discussions and graded group presentations. These core themes are incorporated into the case studies supported by the reading materials and films.

This schedule is for sample purposes and is subject to change based on the final number of students in the course and the cases

chosen by student groups for their analysis. A revised schedule will be issued during the second week of the course.***

CLASS SCHEDULE:

Please provide a detailed list of each session and/or week, with a guide to “Topics” or “Readings” as applicable. Choose your schedule and enter information accordingly, deleting unnecessary schedules.

September

Week I – 2nd – 6th

Theme: Recruiting talents

Case: SG Cowen

September 8th – last day to drop/add courses online

Week II – 9th – 13th

Theme: Training and retention

Case: Arrow electronics

Week III – 16th – 20th

Theme: Compensation

Exercise: Job offer negotiation game

Week IV –23th – 27th

Theme: Appraising

Case: Landon

Week V –30th – 4th

Theme: Terminating

Case: Two tough calls

October

Week VI –7th – 11th

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Theme: Managing diversity

Case: Managing workplace diversity in the Asian context

Week VII –14th – 18th

Midterm exam

October 16th, Mid-semester

October 18th, Mid-semester grades due

Week VIII – 21st – 25th

Guest talk: Leading across cultures

Week IX - 28th – (1st)

October 30th – November 3rd, fall break (no classes)

November

Week X - 4th – 8th

Theme: Leading across cultures

Case: Michelin

November 4th, last day to withdraw from a course /no credit option

Week XI – 11th – 15th

Theme: Leading a global virtual team

Case: Sun Microsystems

November 11th – 12th, Armistice Break (no classes)

Week XIII – 18th – 22nd

Theme: Job satisfaction

Case: Foxconn

Week XIV – 25th – 29th

Theme: Worker-management negotiations

Case: Wild-cat strike

December

Week XV – 2nd – 6th

Group project presentations

December 6th, last day of classes,

December 7th - 11th, reading days

December 12th – 18th, Final Exam

January 2nd, all grades due

Textbooks

This course doesn't have any textbook.

Attendance Policy

COURSE ATTENDANCE:

Students are expected to attend all course sessions. Only in the case of emergency situations, I may authorize a student to miss a course session. To receive approval for an excused emergency absence, the student should take the following steps:

- Contact the instructor immediately via e-mail to inform of your absence.
- Inform your group if presentations are taking place that day in class.
- Ask a friend or a member of your group to provide you with the handouts and notes relevant to the missed session and to brief you on the activities and discussion that took place during your absence, as well as the assignments required for the following session.
- Bring a doctor's note or some other form of documentation to justify an excused absence during the subsequent course session.

COURSE POLICIES:

1. **Attendance:** Students that miss more than five unexcused course sessions may receive a failing grade. Missing an exam or group presentation will result in a failing grade for that item.
2. **Laptops:** Laptops should not be used during classes unless specifically necessary for an in-class project. Exceptions may be made for students with physical and learning disabilities, with instructor permission only.

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3. **Assignments:** Students are expected to turn in all course assignments on time. Late submissions will not be accepted unless prior arrangements are made or the process for emergencies is strictly followed.
 4. **Communication:** We will use Blackboard for this course. Students are expected to check the Blackboard site, as well as their AUP email during the course for updates.

Attendance will be taken in the first ten minutes of the course. Students arriving late will be marked as such. Students leaving early will also be marked down on attendance. Attendance may be taken verbally or through a sign-in sheet. If a sign-in sheet is used, it is the student's responsibility to sign in. In general, students are expected to avoid disturbing the class by arriving late and leaving early. Please avoid unnecessary departures while the course is in session.

Students more than three course sessions unexcused will automatically receive a failing grade. Missing an assignment or project deadline or group presentation will result in a failing grade for that item. Attendance has a significant impact in the calculation of final grades. Please bear in mind that poor attendance is the most common cause of negative outcomes in the course.

If a student is signed in on the attendance form and is verified to not be present in the course, it is a violation of the university's academic integrity policy and will result in a failing grade for the course.

Students studying at The American University of Paris are expected to attend ALL scheduled classes, and in case of absence, should contact their professors to explain the situation. It is the student's responsibility to be aware of any specific attendance policy that a faculty member might have set in the course syllabus. The French Department, for example, has its own attendance policy, and students are responsible for compliance. Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Attendance at all exams is mandatory.

IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR, AND FOR ARRANGING TO MAKE UP MISSED WORK, RESTS SOLELY WITH THE STUDENT.

Whether an absence is excused or not is ALWAYS up to the discretion of the professor or the department. Unexcused absences can result in a low or failing participation grade. In the case of excessive absences, it is up to the professor or the department to decide if the student will receive an "F" for the course. An instructor may recommend that a student withdraw, if absences have made it impossible to continue in the course at a satisfactory level.

Students must be mindful of this policy when making their travel arrangements, and especially during the Drop/Add and Exam Periods.

Grading Policy

GRADING:

Student Performance will be evaluated based on the following factors:

Class Participation

Based on attendance and participation with group presentations, discussions and in-class projects, as well as group peer evaluations.

- Attendance: this is not simply a matter of being present, but also involves arriving on time and being prepared for each course session. Please bring the textbook to each class as well as any other materials that you may need.
- Course Presentations: Students will be put into groups and will be selected at random to present their analysis of occasional case assignments during class.
- Course Discussions: Various activities, full class and small group discussions are an essential part of the learning experience in this course. Students are expected to actively participate by providing input and feedback to other students and by listening when other students are speaking.
- Peer Evaluations: Student group members will be expected to evaluate one another for the depth and effectiveness of their contribution to in-class activities and presentations. Evaluations will be cross-referenced for consistency and fairness. Peer evaluations must be handed at the required intervals.

Individual Assignments

Individual assignments are assigned at regular intervals throughout the course. These must be submitted before the course commences on the due date, either as a printout or as an email attachment. Please bring an additional copy with you to class for reference or discussion.

Group Presentations

After the first course, students will be assigned to groups of five to six students. The group presentations are based on case studies distributed in class. Group presentation grades are allocated equally to each member of the group, however group peer evaluations may result in different final scores for individual group members. If a student is absent without an authorization, that student will not receive a score for their group's presentation.

Final Assignment

Students will be asked to complete an HRM analysis on an existing company. Final assignment

topics will be discussed during the course.

Grade Allocation

Final grades will be weighted based on performance within the various factors as follows. These calculations may be adjusted slightly as we progress through the semester:

Class Participation & Quizzes	20%
Group Assignments & Presentations	20%
Individual Assignments	30%
Final Assignment	30%

Grading Scale

Excellent	Good	Satisfactory	Unsatisfactory
100-95 A (4.0)	89-87 B+ (3.4)	79-77 C+ (2.4)	69-67 D+ (1.3)
90-94 A- (3.7)	86-84 B (3.0)	76-74 C (2.0)	66-64 D (1.0)
	83-80 B- (2.7)	73-70 C- (1.7)	60-63 D- (0.7)
			Under 60 F (0)

Excellent: Reserved for superior quality and outstanding performance, including the use resources other than the textbook to complete assignments. Participates fully in course discussions and group activities, maintains excellent attendance, and performs extremely well on course exams. Completes all course readings in advance of the lecture.

Good: Above average quality and good performance. Uses assigned materials effectively and completes some research beyond the required or existing readings.

Satisfactory: Adequate and acceptable work in meeting course requirements, average performance. Completes required reading.

Unsatisfactory: Failed to meet basic course requirements, below average performance, poor attendance.

Students are expected to use resources other than the textbook to complete assignments. Outstanding and good performance will be awarded to those students who use additional

resources in their coursework, take-home assignments and presentations.

Students with unsatisfactory performance will be notified at the midterm point so that we may mutually assess the likelihood of successful course completion. Most often, in this course, poor performance is related to poor attendance.

Other
