Number of ECTS credits: 6

Contact Details for Professor:

Instructor: Frank E. Billingsley, PhD
Office: Pleinlaan 5

Office Hours: Wednesday 11:30-13:00
              Friday 13:30-15:00

Email: fbilling@vub.ac.be
Telephone: +324 71 91 46 71 (only in emergencies)

Course Description

The course will evaluate the subsystem of the staff planning, recruitment and selection, training and development, position control, audit and evaluation, and salary and benefit administration that constitute the personnel-human resource function of all organizations with an emphasis on the role of these activities as services and support-control systems.

Course Prerequisites

Prerequisites: PSY 104 and MGT 212 or written approval by the instructor.

Learning Objectives

LO-I. Acquire knowledge and understanding of
a. Business and its functional fields (management and organization and human resources)
b. Firms and markets
c. The external environment
d. The international dimension of business
g. General education
LO-II. Apply knowledge
   a. Get acquainted with the academic literature and be able to locate pertinent and relevant information on a specific topic
   b. Identify, analyze and solve a problem
   d. Apply the knowledge on the job

LO-III. Judgment
   a. Being able to critically evaluate existing research, question the status quo, and provide alternative solution possibilities
   c. Recognize the international dimension of business
   d. Assess how business decisions affect people and the internal and external environment
   e. Assess whether business decisions are ethical

LO-IV. Communication
   a. Write an analysis on a current issue in: Human Resources
   b. Present and defend an issue orally

LO-V. Attitudes
   a. Work independently
   b. Work with others, take on responsibility and show leadership
   c. Work in team with people from diverse cultures and backgrounds, to include the ability to work in virtual teams due to different locations of team members
   d. Be curious, inquisitive
   e. Develop an attitude of life-long learning
   f. Acquire understanding of diversity
   g. Be ethical, professional and self-critical
   h. Develop to become a well-rounded, critical citizen

Course Schedule

Wednesday 11:30-13:00
Friday 13:30-15:00

Course Materials

Textbook: Human Resource Management: International Practice
Frank E. Billingsley, 2012 (revised 2014)

Cases: Tesco on Diversity Training
Virgin Media on Motivation
Unison on Negotiations

Syllabus: BUS 211 Human Resource Management
**Grading Scale of Vesalius College**

Vesalius College grading policy, in line with the Flemish Educational norms, is now as stated follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Scale of 20</th>
<th>Scale of 100</th>
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<tbody>
<tr>
<td>A</td>
<td>17.0-20.0</td>
<td>85-100</td>
</tr>
<tr>
<td>A-</td>
<td>16.1-16.9</td>
<td>81-84</td>
</tr>
<tr>
<td>B+</td>
<td>15.3-16.0</td>
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<tr>
<td>B</td>
<td>14.5-15.2</td>
<td>73-76</td>
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<tr>
<td>B-</td>
<td>13.7-14.4</td>
<td>69-72</td>
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<tr>
<td>C+</td>
<td>13.1-13.6</td>
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<tr>
<td>C</td>
<td>12.3-13.0</td>
<td>62-65</td>
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<tr>
<td>C-</td>
<td>11.5-12.2</td>
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<td>D+</td>
<td>10.7-11.4</td>
<td>54-57</td>
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<td>D</td>
<td>10.0-10.6</td>
<td>50-53</td>
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<tr>
<td>F</td>
<td>Below 10</td>
<td>0-49</td>
</tr>
</tbody>
</table>

**Course Assessment**

Students will be evaluated on the basis of their performance in the following areas:

- Quizzes (5@5%) 25%
- Case Analysis (3@5%) 15%
- Midterm Exam 15%
- Group Project 10%
- Final Exam 25%
- Class Participation and Attendance 10%

**Grading Criteria**

The exams are in class, and all College policies apply to sitting the exams.

**Midterm Exam:**

The midterm exam will cover all topics covered in class during the first seven (7) sessions of the term. The exam will be in the form of multiple-choice questions-justifying the answer you give, open-ended questions, and an essay. Date October 10th.

**Final Exam:**

The final exam will cover all topics covered in class during the term. The exam will be in the form of multiple-choice questions-justifying the answers you give, open-ended questions, and an essay.

Date, time, and location will be announces later in the term.
Case Essays (3 worth 5% points each totaling 15%):

Each assigned week you will be responsible for analyzing a selected case. You will need to turn in a 5-page summary on the due date. The paper is a summary, not a cut and paste of the article, it is to be double-spaced, standard margins, and Time New Roman 12-font. The article is also required to be APA standard. Also, remember do not use the word “I”. The news article must be cited in a separate reference section (a sixth page). If these are not met you will have a grade reduction and receive a zero (0) for the week. In addition, the paper will have an Introduction (1 page), Discussion (1.5 page), Analysis (1.5 page), and Conclusion (1 page). These four (4) headers are to be written in the paper. If the essay does not met all the above criteria you will have a grade reduction or receive a zero (0) for the work.

Additionally When Sending the Essays:

Do not send in a PDF form.

Sending email: subject line, please indicate assignment and last name, ex: Case 2 Smith.

In addition, save the file with topic and last name, ex: Case 2 Smith.

Papers Submitted without these headings and references will receive an immediate point deduction. Further do not use “I” this is not an opinion paper.

You must attend class on the date cases are due, if you do not attend class and do not have a medication statement I will not accept your cases. Attendance is mandatory!

Cases and Due Dates:

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Case 1 Diversity Tesco</td>
<td>October 1</td>
</tr>
<tr>
<td>Case 2 Motivating Virgin Media</td>
<td>November 12</td>
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<tr>
<td>Case 3 Negotiations Unison</td>
<td>November 26</td>
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Grading of Essays

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<tr>
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<td>Content is of academic relevance</td>
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<tr>
<td>1%</td>
<td>Content is academically sound</td>
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<tr>
<td>1%</td>
<td>The content offers academic-recommendations</td>
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Point and Letter Grade

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<tr>
<td>3.5</td>
<td>70%</td>
<td>B-</td>
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<tr>
<td>3.25</td>
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<td>C</td>
</tr>
<tr>
<td>3</td>
<td>60%</td>
<td>C-</td>
</tr>
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Quizzes

There will be five (5 point) quizzes throughout the term. Quizzes will consist of 20 multiple-choice questions. Each quiz will be worth 5% points consisting of multiple choices questions and/or short answer.

<table>
<thead>
<tr>
<th>Quiz</th>
<th>Date</th>
<th>Chapters</th>
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<tbody>
<tr>
<td>Quiz 1</td>
<td>September 12</td>
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<td>Quiz 2</td>
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<td>Quiz 3</td>
<td>October 7</td>
<td>5-6</td>
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<td>Quiz 4</td>
<td>November 19</td>
<td>7-8-9</td>
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<td>Quiz 5</td>
<td>November 28</td>
<td>10-11</td>
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</table>

Late Assignments submission with doctor’s statement:
Time starts at the end of the medical certification

1 Day - 10% reduction off the original grade
2 Days - 20% reduction off the original grade
3 Days - 30% reduction off the original grade
4 Days - 40% reduction off the original grade
5 Days - 50% reduction off the original grade

Group Project:

Each group will be responsible to submitting a detailed and researched term paper on a topic that is pre-approved. Groups will be assigned in session 3. **Groups must submit, in writing, their desired topic on Session 9 (7/10/14) giving a brief outline of the topic and why they have chosen the topic.**

The paper is **15 pages** (typed). Papers without references should not be submitted and the use of others thoughts or ideas must be cited. The paper must be free of grammatical and spelling errors. **The papers are to be email to me before class fbilling@vub.ac.be hard copies will not be accepted.**

**Papers Submitted without these headings and references will receive an immediate point deduction.**

Each paper will have an Introduction (1 page), Discussion (5-6 pages), Analysis 5-6 pages), and Conclusion (1-2 page).

Font must be Time New Roman 12, lines double-spaced, standard margins; these rules not followed will receive immediate point deduction.

Each group will need to be prepared to give a **15-minute presentation** on their topic in session 14 (3-5/12/14).
***There will be no late papers accepted without prior consent of the instructor or medical statement***

**Participation and Attendance:**

A total of 10% of your overall grade will be based on intelligent participation in case discussions, response to direct questioning, etc. Volume of participation may not be rewarded, unless within it remarks and questions which are directed to exploration of issues pertaining to the session's material. Course attendance is required and if you are not present (regardless of reason) you will lose your points for the day.

**Additional Course Policies**

**Use of Electronics:**

The use of computers will not be permitted! There will be no warning given to students found surfing the net...you will be asked to leave the class immediately and lose all points for the day (including participation, quizzes, exams, and assignments).

Mobile phones are to be turned off! If your mobile phone rings in class please turn it off immediately. If you are caught talking on your mobile or texting during class (and I can see you texting under your desk)...you will be asked to leave the class immediately and lose all points for the day (including participation and assignments).

In addition, ALL other electronic devices are not permitted in class.

**Academic Honesty Statement**

Academic dishonesty is NOT tolerated in this course.

Academic honesty is not only an ethical issue but also the foundation of scholarship. Cheating and plagiarism are therefore serious breaches of academic integrity.

Following the College policy, cheating and plagiarism cases will be communicated in writing to the Associate Dean for Students and submitted to the Student Conduct Committee for disciplinary action.
If you refer to someone else’s work, appropriate references and citations must be provided. Grammar, spelling and punctuation count, so use the tools necessary to correct before handing in assignments.

**Topics to be covered:**

**August 27**  
Welcome!  
Administrative Issues and Introductions!  
Case Evaluation

**August 29**  
Chapter 1: Introduction Human Resource Management

**September 3**  
Chapter 2: Nature of Human Resource Management

**September 5**  
Set Groups

**September 10**  
Chapter 3: Organization Communication

**September 12**  
Quiz 1 from 13:00-13:30 (you have 30 minutes to complete)

**September 17**  
Chapter 4: Organizational Culture

**September 19**  
Group Projects (In Class)

**September 24**  
Chapter 5: Organizational Diversity

**September 26**  
Quiz 2 from 13:00-13:30 (you have 30 minutes to complete)

**October 1**  
Case 1 Due: Tesco

**October 3**  
Chapter 6: Teams

**October 8**  
Mid Term Exam Review  
Submit Group Project Topic  
Quiz 3 from 13:00-13:30 (you have 30 minutes to complete)

**October 10**  
Mid-Term Exam

**October 15**  
Chapter 7: The Organization: Staffing

**October 17**  
Group Projects (In Class)

**October 22**  
Case 2 Due: Virgin  
Review Project and Paper Design and Set-up  
Meet groups Face to Face

**October 24**  
Have a Good Break! ***NO CLASS***

**November 5**  
Chapter 8: Leadership

**November 7**  
The Leader Follower Relationship

**November 12**  
Case 2 Due: Virgin Media

**November 14**  
Chapter 9: Employment Management

**November 19**  
Chapter 10: Human Capital Development  
Quiz 4 from 13:00-13:30 (you have 30 minutes to complete)
<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>November 21</td>
<td>Chapter 11: Human Resources: A Belgian Flavor</td>
</tr>
<tr>
<td>November 26</td>
<td>Case 3 Due: Unison</td>
</tr>
<tr>
<td>November 28</td>
<td>Chapter 12: Sustainability</td>
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<tr>
<td></td>
<td>Quiz 5 from 13:00-13:30 (you have 30 minutes to complete)</td>
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<tr>
<td>December 3</td>
<td>Group Projects Due</td>
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<td></td>
<td>Presentations (15 minute)</td>
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<tr>
<td>December 5</td>
<td>Group Projects Due</td>
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<tr>
<td></td>
<td>Presentations (15 minute)</td>
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<td>Final Exam Review</td>
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<td>December 8-12</td>
<td>Final Exam Week</td>
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