Week 1 January 22
Introductions

Week 2 January 29
Introductions & clarification of performance criteria and course rationale. Discuss format for your first exam and term papers and projects. Overview of Human Resources as a professional field and/or career. Discuss vocabulary and why your verbal ability is critically important to your career. Discuss choice of the employer for whom you want to work. Discuss Chapters 1 & 2: The Regulation of Employment. Human Rights Act and the Employment Law Toolkit. Ch. 2 is new in the 7th ed of this text.

Week 3 February 5
Rodney Klein, Education and Training Manager, Dallas District, EEOC will discuss Bennett-Alexander/Hartman Chapters 3 & 4: (How Title VII and the Texas Human Rights Act affect the regulation of employment). Janet Elizondo, Director of the EEOC Dallas office will attend as well. ***Students who intend to write a term paper or project should have finalized term topic and submitted the topic to Professor Ledgerwood for approval by February 13.***

Week 4 February 12
Discuss Bennett/Hartman Chapter 4 (6th Ed was Ch. 3) - (Legal construction of the employment environment). Discuss the Uniform Guidelines. Prepare for Exam 1 over chapters 1 – 4 and the Uniform Guidelines.

Week 5 February 19
Exam 1 over Chapters 1 -4, Title VII CRA 1964, Texas Human Rights Act and the Uniform Guidelines; 6 pages of reference sheets/notes allowed; no Xeroxing of text book or use of class notes allowed.
***Students who intend to write a term paper or project should have finalized term topic and submitted the topic to Professor Ledgerwood for approval by this date.***

#6 February 26
**Return Exam 1.** Discuss Chapters 5 AAPs – the role of the OFCCP

#7 March 5
***** PFP Exercise is Due ***** No late work accepted
Discuss Chapter 6 – Race and Color discrimination – EEO-100 form due each Sept. 30
Discuss Chapter 7 – National Origin discrimination and Immigration booklet.

#8 March 12
Discuss Chapters 11 & 12 – Age discrimination and Disability discrimination – Discuss ADA notes and the overlap of ADA and Workers’ Compensation (ADA handout)
Prepare for Exam 2 **Exam 2 over Chapters 5 – 7 and 11 - 12**

#9 March 19
March 19 - SPRING BREAK. NO CLASSES – Please Rest.

#10 March 26

#11 April 2
Return Exam 2.
Discuss over view of chapters 8 – 10 - Gender Discrimination, Sexual (and other forms of) Harassment and Affinity

#12 April 9
Discuss Chapters 8 & 9 – Gender discrimination and Sexual Harassment

#13 April 16
Discuss Chapter 10 – Affinity Orientation Discrimination; Discuss Chapter 13 ADA and disability discrimination. Prepare for Exam 3

#14 April 23
**Exam 3 over chapters 8 – 10, 13 and ADA 1990**

#15 April 30
Return Exam 3.
***Student Papers/Projects Due. ***All Bonus bonus points due***
Discuss SHRM Module concepts over Workforce Planning and Employment (Module 2)
Discuss Bennett/Hartman Chapters 14 and 15 = Privacy and Labor Laws

#16 May 7
Discuss Chapter 16 - Benefits
**Exam 4** over chapters 13 - 17.
May 14 from 1:30pm – 3:30pm is our regularly scheduled final exam time. Final grades will be given back to students during this class time if so voted on by class members. All students must sign off on their grades to insure awareness of the final test scores and class grade.

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MGMT 4890 COURSE DESCRIPTION & LEARNING OBJECTIVES

This course concerns making employment practice decisions about people. Management successes are accomplished by people, with people and for people. Thus, your task during this semester is to become familiar with the litigious problems to overcome when managing people in the workplace. We will study and evaluate both theory and evidence of reality as well as explore the pragmatic implications of the behavioral sciences for legal employment practices of employers, employees and third parties. You will be given the opportunity to develop and to demonstrate your managerial skills related to the awareness, diagnosis and implementation of job-related activities related to global, federal and state legislation, litigation and arbitration activities which become relevant when people interact in the workplace.

All students should enter their chosen field with an understanding of Human Resource Management terminology and concepts. Objectives of this class include (1) to demonstrate introductory knowledge of legislation, litigation, arbitration and agency rulings related to employment practices, (2) to exhibit an ability to research employers and industries for who you want to work by conducting secondary research projects (evaluate theories and secondary sources of data relevant to your project); (3) to demonstrate an integrative knowledge of desirable employment practices relative to the line functions within your chosen employer organization and field.

This course is intended to increase your understanding of the field of HR and increase your ability to manage people and thus employment practices within organizations on the job. There is no such thing as a "perfectly safe" environment or job. In this century, people are no longer necessarily valued for their years of seniority. Competition for employers and employees alike is brutal and no company, job nor person is indispensable. Management successes and failures are accomplished by people, with people and for people. Thus, your task during this semester is to become familiar with the key areas of concern today related to HR functions (1) when managing people in the workplace, (2) when managing your family life and when managing your professional life. Please take seriously the exercise entitled Research for Your Competitive Advantage. This exercise is a critical part of your learning in this class and beyond.

You will study and evaluate both theory and practice in our efforts to explore the pragmatic implications of how you have managed your people-related decisions both on and off the job in the past as well as how you can improve your decisions in the future. You will be given the opportunity to develop and demonstrate your understanding and managerial awareness related to the prevention of litigation personally as well as at work. You will consider the effects of your personal life on your professional life and vice versa.

While the tests will cover mainly the ideas discussed in class, the vocabulary in your text and designated internet sources, you are also able to secure a maximum of 15 bonus points for submitting your PFP (Personal – Familial –Professional) Exercise or working the SHRM booth at the basket ball games, etc.

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GRADING CRITERIA
Members of this class will have the opportunity to attempt five grades during the semester, of which the highest three will count. There will be four (non-comprehensive) exams and one mandatory project concerning your competitive advantage (included in this syllabus) which must be summarized on a one page summary sheet to share with class members two weeks before the end of the semester. **Your Competitive Advantage project must be (a) completed and submitted on time (February 27) and (b) in compliance with the format expected as stated in the critique sheet. A sample form which gives the grading criteria for your paper/project is attached to this syllabus.**

Please note that **no make-up tests or "pop quizzes" will be given.** Role will not be taken other than for administrative purposes (required by the Dean's office). Your exams will be returned to you the very next class period following the scheduled time and we will go over the tests during that class to identify any "weak" exam questions or any errors in the grading of your exam. You may use any notes that you type or write up. However, you may NOT Xerox information out of the text, power points or class notes. **Tests and Summary of Grade Sheets may NOT be taken home and may be responded to only during the class containing the return of your exam. You may not leave class with your exams. To do so will result in your grade being an F for the semester.**

**Grading Policy for 3 grades:**

- A = 270 points (90 x 3 grades)
- B = 240 points (80 x 3 grades)
- C = 210 points (70 x 3 grades)
- D = 180 points (60 x 3 grades)

**Please note: The College of Business Administration at UNT complies with the American's with Disabilities Act in making reasonable accommodation for qualified students with a disability. If you (1) have an established disability (registered with the Office of Disability Accommodation on campus) or if you (2) perceive yourself to be disabled as defined in the ADA, please communicate your disability to me in writing or using other means so that reasonable accommodation can be made.**

This syllabus is made with the understanding that you are the class customer. This class is flexible and will allow changes as long as these changes are reasonable and are applied equitably and fairly to each student. This class is only as good as we make it. Please let me know if you need help as we go along. Do not wait until finals week before coping with a problem. You have only to ask and all assistance possible will be given to you. If you know of speakers or information you wish to introduce to class members, please see me. We will try to meet the interests of the class members as much as possible.

You will be expected to initial what you believe to be your final grade. You are responsible for the accurate recording of your revised grade and extra bonus points. If you do not have the proper bonus points or exam and project grades recorded on the Summary of Grade Sheet, you will be unable to qualify for a change of grade following the date of your final exam. Please do NOT miss your rewrite sessions because you will forgo the points returned in class.

**REPEAT:** It is prohibited to leave class with your Summary of Grade Sheet and/or exams. To do so will result in an F for MGMT 4890 this semester.

When we go over each exam, you will be given an item analysis which shows the number of people who missed each question. If 60% or more of the class miss a question, we may throw the question out. We can discuss each item on the test within that class period. If there is any remaining time, you will have 30 minutes to write up any points you think you deserve (from your rationale and knowledge of the test material). This process is called REWRITES.
DIRECTIONS FOR DOING REWRITES

**Remember, two purposes for doing rewrites are: (1) to provide a proper paper trail for improving your grade on the exam, and (2) to learn WHY you missed what you missed the points given on this exam.**

For the potential to earn partial or full credit on a specific question, the minimum work required includes:

1. Write only on ONE side of the page (to enhance readability).

2. Write up your questions in sequential order.

3. You must look up where the question came from, define all major terms in the question (to show how or what you understood that question to be asking).

4. You must look up where my answer came from, define all major terms in the answer (to show how or what you understood that answer to be saying), and explain why you thought this answer was wrong.

5. You must look up where your answer came from, define all major terms in your answer (to show how or what you understood that answer to be saying), and justify why your answer could be correct.

Please do not miss the write-up session because it is your final chance to increase your grade on that test. Also, it is important to know not only your score on an exam, but why you missed a question. Please keep up with class material and readings, since most of your exam questions will come from lecture and class notes. If you miss any exam or deadline for your term project, this is the grade which you must drop.

Also, if you miss the post-exam (rewrite) session, no additional points will be added to your original test score (which may have been determined during the post-test period). This policy is not meant to be punitive. Rather, the policy allows standardization and timely completion of each exam.

As a reminder, your competitive advantage paper counts 100 points, the same as a test grade. A critical component of your research is the legal search. A Lexis-Nexis legal search or other legal search is REQUIRED as part of your paper. The first class meeting you met Ellen Truax, our Outreach Librarian. Either Ellen or Jeff Levy should be able to help you with your library research. However, before you see them, please review Web CT site for our class; http://www.library.unt.edu/classes/business/MGMT_4890 or 4300 or 4840.htm.

**HOW TO CALCULATE YOUR GRADE IN MGMT 4890.001***

To help you to keep up with your present grade and what future grades you need on your tests and project, follow these simple steps:

Following your second test,

ADD YOUR HIGHEST SCORE TO __________________

+ __________________

YOUR SECOND HIGHEST SCORE: __________________

+ __________________

PLUS YOUR BONUS POINTS: __________________

TOTAL NUMBER OF POINTS SO FAR: __________________
Subtract your total number of points to date from:  

270  

-  __________________   (Your points)  

This will tell you the total number of points needed for an A =  

\[ \quad \]

Subtract your total number of points to date from:  

240  

-  _____  (Your points)  

Total number of points needed for a B  =  

\[ \quad \]

Subtract your total number of points to date from:  

210  

-  _____  (Your points)  

Number of points needed for a C  =  

\[ \quad \]

Subtract your total number of points to date from:  

180  

-  _____  (Your points)  

Number of points needed for a D  =  

\[ \quad \]

If these steps do not make sense to you, then try the next page! 😊

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**MGMT 4890 SPRING, 2015**

**HOW TO CALCULATE YOUR GRADE & TEST DATES FOR EXAMS 3 & 4**

Remember: Your class will have 5 possible grades - (4 tests and one paper/project). We will count only the highest three grades. If you miss/missed a test, that is a dropped grade.

To calculate your grade:

1. **Add your two highest scores** AND then
2. **Add any bonus points you have for your total points**

270 points = A  
240 points = B  
210 points = C
180 points = D

Example: Exam 1 = 76; Exam 2 = 85

Add your first two test scores (i.e. 76+85 = 161)

Add in your bonus points (make sure you have explained and documented where these points come from on your Summary of Grade Sheet) (i.e. 10 points) = (i.e. 161+10 = 171)

3. Subtract your points thus far from the grade that you want to see what you will need to make on the next exam to make the grade you want.

(i.e. 270 - 171 = 99 for an A)
(i.e. 240 - 171 = 69 for a B)

4. Check your Summary of Grade Sheet to ensure accuracy of your final grades from each exam, paper and/or project. You will need to initial your final grade before you leave at the end of the semester. The maximum number of bonus points possible is 15.

***FINAL GRADES WILL BE RETURNED TO YOU DURING THE REGULARLY SCHEDULED FINALS TIME. YOU MUST SIGN OFF ON YOUR GRADE BEFORE COMPLETION OF THIS CLASS***

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RESEARCH QUESTIONS TO BUILD YOUR COMPETITIVE ADVANTAGE
(Up to 10 points bonus) Each student is REQUIRED to write up your findings from these efforts & submit them by April 23. The purpose of this assignment is to conduct primary and secondary research about YOU. For each question, please consider and respond to three facets of your life:

<table>
<thead>
<tr>
<th>Personal</th>
<th>Familial</th>
<th>Professional</th>
<th>(PFP)</th>
</tr>
</thead>
</table>

Questions for you to answer:
(Please note that spacing of these questions should be extended for your research).

1. Who are you now? Describe yourself in terms of the PFP categories above.

2. Who do you want to be (PFP)?

3. Where do you live now? Why? Where would you love to live (PFP)?
4. What type of total rewards would you love to have when you have “made it to where you want to be?”

5. How and when will you know that you have “made it to where you want to be (PFP)?”

6. How will you get to “where you want to be (PFP)?” (How will you get to be a success in terms of all 3 categories at the same time without a loss in an area)?

7. What is YOUR operational definition of success (PFP)? Does your definition vary across the 3 categories (PFP)?

Library Research: You will need to pursue secondary and then primary data by contacting at least THREE employers for whom you want to work. You MUST complete a legal data base search as well.

8. What industry do you want to work in? Why? How will your choice affect your life in terms of (PFP)?

9. Identify 3 employer(s) for whom you want to work. Why did you choose these three employers? Why not others? How will your choice affect your life in terms of (PFP)?

10. Who owns these companies? Are they private, public, NGO’s, not-for-profit?

11. Are your desired employers transnational? Global? Domestic?

12. In which division or department do you want to work? How will your choice affect your life in terms of (PFP)?

13. Where is this division or department located? How will your choice affect your life geographically in terms of (PFP)?

14. Who are the top competitors of your desired employer(s)?

15. Where are the HQs of your desired employer(s) located?
16. How will you get your desired employer(s) to notice you as “the best person for the job”? (How will your employer(s) identify your strengths and select you as the candidate who is the “best fit” for their organization?)

17. Is the job you want a line or staff position? How upwardly mobile is your choice?

18. Have you requested/found the organizational profile or org. chart of your desired employer(s)?

19. What kind of succession planning does this employer have?

20. Are your desired employer(s) interested in certification(s) relevant to your field? Which one(s)?

21. Does your employer want you to belong to specific professional organizations? Which ones and why?

22. Does your employer pay for membership in these professional organizations?

23. What (a) practitioner and (b) academic publications does your desired employer expect you to read?

24. What other PFP related questions have you thought of during your research this semester?

Please type up your findings from these efforts and submit them by Monday, February 27 during class. An electronic version of these questions will be sent to you personally so that you will not have to retype these items. Please keep your paper UNDER 10 PAGES. Again, a legal search MUST be part of your paper and references must be attached. Please include the Critique Sheet and follow this sheet explicitly. Include this sheet with your research.

CRITIQUE CRITERIA - SPRING, 2015
USED TO EVALUATE COMPETITIVE ADVANTAGE TERM PAPERS & PROJECTS FOR MGMT 4890-001 (GREEN CLASS)

Student's/s' Name(s): ____________________________________________
Printed Name - Signature of Student (gives permission for others to use this paper, articles, etc.)

Title of this Paper: ______________________________________________

Was the paper/presentation turned in on time? Yes ___ No ___ Was the paper submitted in a GREEN cover? Yes _____ No __

Was a GREEN Diskette included which contains the paper and all articles and works contained in the citations? Yes ___ No _____

Did the disk note the student’s name, e-mail, Phone #, and title on the GREEN diskette? Yes _____ No _____

Are hard copies of the articles used in this paper attached to the paper (mandatory)? Yes _____ No _____

Title Page: Does it contain (1) the paper title, (2) author(s)’ name & e-mail/phone # (3) class name/number/sect. & sub. date? Y No

Table of Contents/Outline: (Are page #s included which are accurate and consistent with the info. in the paper?) Yes ___ No ___

Does the paper include the Lexis LEGAL search information? Yes ___ No ___ (Necessary for an A or B)

Is the paper written on one side of the page only? Yes ___ No ___
Abstract/Summary/Synopsis: (Is this info. consistent with the topic of the paper & able to be given to class members? Yes ___ No ___

Literature Search/Background (Are there at least 10 refereed journal articles (NOT TEXT BOOKS) per author or per grade to be counted - i.e. if one person wants to count one paper for one grade in each of three of Professor Ledgerwood's classes, there must be at least 30 citations which are current - within the last two years - 2013/2015): Yes ______ No ______

Total number of sources contained in this paper: ________ Total number of sources/references in the last 2 years: ________

Do the References include trackable information (i.e. page #s, title of article and journal) in an acceptable format? Yes ___ No ___

Are the citations included within the body of the paper? Yes ___ No ___

Is each source referenced in the paper also in the Endnotes or Reference page where the reader can find the exact quote? Yes ___ No ___

Definitions of semantics/major theories/"buzz words": __________________________

Organization of the paper:
________________________________________________________________________________

Readability/ Sentence structure:
___________________________________________________________________________________________

Consistency of verb tenses:
_______________________________________________________________________________________

Subject/verb agreement:
____________________________________________________________________________________

Consistency of plural/singular/use of pronouns:
_____________________________________________________________________________________

Did the contents of the paper respond adequately to the title of the paper? Yes ______ No _______

Professor's Comments & Resulting Grade on term paper/project:
_____________________________________________________________________________________

SUMMARY OF GRADE SHEET
MGMT 4890.001 - LEGAL ASPECTS (GREEN CLASS)
SPRING SEMESTER, 2015

Name of Student:
_________________________________________________________________________________________

(Please Print)        First Name (The name you want used in class)        Last Name
_________________________________________________________________________________________

Telephone #s:  H: _____/______________    Cell: _____/______________    W: _____/______________

Best Time to Call:  H: ________________    Cell: ________________    W: _______________________

E-mail you wish to use for this class: ______________________________
<table>
<thead>
<tr>
<th>Grades:</th>
<th>Original Score</th>
<th>Revised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td></td>
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<tr>
<td>Exam 2</td>
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<td>Exam #3</td>
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<td>Exam 4</td>
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<tr>
<td>Term Paper/Group Project Title</td>
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</tr>
<tr>
<td>Bonus Points: 5( ) 10( ) 15 ( ) Maximum Bonus Points = 15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Source of Bonus Points (Please Explain):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Grade in This Class:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Your signature acknowledging your final grade from this class: ________________________________