

MGT 3102 (C) – Managing Human Resources in Organizations
Spring 2026
Dr. Saba Colakoglu (aka Dr. C.)

Class Motto: People Make the Place!

Welcome to Human Resource Management! As your Professor, I am strongly committed to creating a welcoming, and fair learning environment where all students feel valued, respected, and supported. Your experiences, insights, and ideas are valuable and important, and you can share them freely and respectfully as they become relevant to our class. If anything in this course makes it difficult for you to fully participate, please let me know – I am happy to help and here to support your learning.

Course Information

Professor: Dr. Saba Colakoglu

E-mail: saba.colakoglu@scheller.gatech.edu

Please write **MGT 3102C** on subject line and use your **GT email account** when sending emails.

I generally reply promptly as long as you write MGT 3102C on the subject line and send your email via your GT email account. If you don't hear from me for two business days, I am probably busy - please send me a reminder.

Couse mode: In-person

Classroom: Scheller 202

Class Time: 12:30pm –1:45pm MW

Office Hours: I am available before/after class for quick questions. For everything else, please send an email to schedule a time to meet.

Required Course Materials

- 1) **Textbook:** Human Resource Management: Managing Employees for Competitive Advantage (5th edition). By: Gowan, DeMarr, David. Chicago Business Press.

ISBN: 978-1-948426-45-9

Different pricing options from the publisher available at:

<https://collegepublishing.sagepub.com/products/human-resource-management-5-287838>

Note: Do NOT purchase the version that includes Vantage Learning Platform. If renting for 90 days, make sure rental does not expire before the date of the final exam. Or you can select the 120-day option to cover the entire semester, including final exam week.

- 2) **Harvard Case Coursepack:** Here is the link to purchase the Harvard coursepack. Other cases will be posted on Canvas. <https://hbsp.harvard.edu/import/1373282>

Course Description and Objectives

This course provides an introduction to the field of Human Resource Management (HRM), exploring the theories, policies, and practices that shape how organizations manage their people. Built on the premise that employees are intangible and strategic assets, the course emphasizes how organizations can leverage human capital to achieve and sustain competitive advantage.

Designed for future managers and leaders, the course equips you with a foundation for addressing complex and critical HRM challenges in real-world settings. By the end of the semester, you will be able to:

- **Recall** key HR practices, concepts, and frameworks.
- **Apply** HR knowledge to analyze and solve management problems.
- **Differentiate** the HR responsibilities of dedicated HR departments from those of line managers, recognizing where these roles overlap and where they diverge.

Teaching Method

Classes consist primarily of short lectures followed by group-based exercises and activities. I will utilize short clips, case analyses, vignettes, impromptu group presentations, small-group discussions, and guest speakers to enrich your learning experience.

Grading Components

Exam 1	20%
Exam 2	20%
Exam 3	20%
Harvard Business Case 1	10%
Harvard Business Case 2	10%
Group Presentation	10%
Homework & Class Participation	5%
Research Participation	5%
TOTAL	100%

Non-negotiable Grading Scale

- A: 90 - 100
- B: 80 - 89.99
- C: 70 – 79.99
- D: 60 – 69.99
- F: < 59.99

Late Assignment Policy: All assignments are due on the date specified in the syllabus or in class announcements at class time. All assignments are due at the time of our class. I highly recommend submitting assignments before the deadline to avoid last-minute issues.

- Assignments submitted less than 24 hours late will incur a **15-point deduction**.
- Assignments submitted more than 24 hours late will receive a **grade of zero**.

Exams (60%)

All exams will be a combination of multiple choice and true-false questions. These questions will assess your knowledge of class content and questions that assess your ability to apply relevant knowledge to management scenarios. The testing domain includes **ALL** material covered in the course (chapters, readings, lectures, exercises, videos etc.). While all material from related textbook chapters will be included in exams, material emphasized in class will be tested in greater depth. Hence, regular attendance is critical. Exams are NOT cumulative.

Harvard Business Case Analysis (20%)

You will analyze two (2) Harvard business cases throughout the semester. You need to purchase the Coursepack to access these two cases from the following link:

<https://hbsp.harvard.edu/import/1373282>

Homework & Class Participation (5%)

You will work on a variety of activities, exercises, role-plays, small cases, and discussions throughout the semester as part of your in-class participation. These are activities to enrich your understanding of learned concepts and trigger firsthand engagement with the material. Some of these activities will be individual and some others will be group work. You will submit some form of **deliverable/homework** as part of most individual/group activity that I will use to grade this component of class. Homework will be announced in-class and on weekly Canvas announcements.

Attendance: I will take attendance on PointSolutions and attendance is required unless you have a GT-excused absence with documentation or a medical excuse. You have an allowance of 3 classes that you can be absent with no excuse and no notice. **Absence of more than 3 classes with no medical or GT-related excuse can lead up to 10 points deduction from your overall grade in class.** I tally attendance at the end of the semester – please keep track of your absences during the semester.

Research Participation (5%)

This class component requires you to participate in three virtual HR/OB lab studies not to exceed a total of 3 hours of your time outside of class. You will have more details about research participation and receive specific instructions for how to sign up for these studies from the OB lab coordinator during the first weeks of semester. The only class you can double count your lab participation is Organizational Behavior.

Alternative to Research Participation. If you decide not to complete this research activity, your alternative is to write a 4-page report about an empirical research article (an “**empirical**” article uses statistical techniques to analyze data). You should choose an article that investigates an OB/HR related topic from *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Organizational Behavior*, or *Personnel Psychology* (access available from the GT library). Your article must be current, published on or after January 1st, 2022. **There are no exceptions to this policy regarding journal selection or date range.** You should describe the hypotheses, methodology, sample of participants, and results, as well as discussing the article's main conclusions. Prepare a 4- page report (12-point, Times New Roman font, double-spaced, 1-inch margins) that includes this information, citing the paper using APA or MLA style. To earn full credit, you **must comply ALL the guidelines** described here.

Group Project and Presentation (10%)

Your group (TBD) will act as the Human Resources Taskforce of a publicly traded Fortune 500 company of your own choosing. You can assume this is a cross-functional committee with members from different departments in the company. The Board of Directors asked you to audit the HR strategy of the company and deliver a 15-minute presentation at the next Board meeting. The Board would like to know how the company attracts, develops, motivates, rewards, and retains its workforce and the extent to which it is committed to diversity and inclusion. They would also

like to know the company's HR-related strengths and challenges and any recommendations to further improve its HR processes.

You will also evaluate other members' contribution to the project, which I will use as input to grade this component of class.

Responsible Use of AI Tools

You may use AI tools like ChatGPT or Copilot for support (e.g., brainstorming, outlining, research, grammar, typos), but not to write any part of your assignments. All submitted work must reflect your own original thinking and your own voice.

ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, then please contact Disability Services, visit www.adapts.gatech.edu, call (404) 894-2563, or go to 353 Ferst Drive, Suite 210.

Scholastic Dishonesty

Scholastic dishonesty (including cheating and plagiarism) will not be tolerated. Scholastic dishonesty by a few is grossly unfair to the majority of students who are honest. Cases of apparent scholastic dishonesty will be pursued to the fullest extent allowed by University regulations. Note that obtaining details/help on tests and assignments from students previously enrolled in the course is considered scholastic dishonesty.

Adhere to the Georgia Tech Honor Code

Academic misconduct is any act that does or could improperly distort student grades or other student academic records. Such acts include but need not be limited to the following:

- Possessing, using or exchanging improperly acquired written or verbal information in the preparation of any essay, laboratory report, examination, or other assignment included in an academic course;
- Substitution for, or unauthorized collaboration with, a student in the commission of academic requirements;
- Submission of material that is wholly or substantially identical to that created or published by another person or persons, without adequate credit notations indicating authorship (plagiarism);
- False claims of performance or work that has been submitted by the claimant;
- Alteration or insertion of any academic grade or rating so as to obtain unearned academic credit;
- Deliberate falsification of a written or verbal statement of fact to a member of the faculty so as to obtain unearned academic credit;
- Forgery, alteration or misuse of any institute document relating to the academic status of the student.

Tentative* Schedule of Class Sessions – Dates to be Adjusted for Fall 26 Semester

Week	Date	Topic	Readings/Assignments/Deliverables**
1	12-January M	Overview of Class and Syllabus	
	14-January W	Managing People for Competitive Advantage	Chapter 1
2	19-January M	<i>MLK Day – no class</i>	Chapter 2
	21-January W	Organizational Demands and Environmental Influences	Chapter 2
3	26-January M	Organizational Demands and Environmental Influences	
	28-January W	Employment Laws and Legal Compliance	Chapter 3
4	2-February M	Employment Laws and Legal Compliance	Chapter 3
	4-February W	Employment Laws and Legal Compliance	Chapter 3
5	9-February M	<i>Exam 1 (20%)</i>	
	11-February W	<i>Formation of HR project groups</i>	
6	16-February M	Attracting and Recruiting Talent	Chapter 6
	18-February W	Attracting and Recruiting Talent	Chapter 6
7	23-February M	Talent Selection	Chapter 7
	25-February W	Talent Selection	Chapter 7
8	2-March M	<i>Harvard Business Case Discussion (10%)</i>	<i>S.G. Cowen New Recruits – case questions posted on Canvas</i>
	4-March W	Performance Management	Chapter 9
9	9-March M	Performance Management	Chapter 9 cont'd
	11-March W	<i>Exam 2 (20%)</i>	
10	16-March M	Total Compensation: Establishing Base Salary	Chapter 10
	18-March W	Total Compensation: Laws and Regulations	Chapter 10 cont'd
11	23-March M	<i>Enjoy Spring Break</i>	
	25-March W	<i>Enjoy Spring Break</i>	
12	30-March M	Total Compensation: Performance-based Pay	Chapter 11
	1-April W	Total Compensation: Employee Benefits	Chapter 12
13	6-April M	<i>Harvard Business Case Discussion (10%)</i>	<i>Vitality Health Enterprises – case questions posted on Canvas</i>

Tentative* Schedule of Class Sessions – Dates to be Adjusted for Fall 26 Semester			
Week	Date	Topic	Readings/Assignments/Deliverables**
	8-April W	Employee & Labor Relations	Chapter 13
14	13-April M	Employee & Labor Relations	Chapter 13
	15-April W	<i>Class Review and Group Project Workday</i>	
15	20-April M	<i>Group Presentations (10%)</i>	
	22-April W	<i>Group Presentations</i>	
16	27-April M	<i>Group Presentations</i>	
	29-April W	Reading Day – No class	<i>Peer evaluations due</i>
17	6-May W	<i>Exam 3 (20%) 11:20am – 2:10pm</i>	<i>Alternative to lab participation report due</i>

* Tentative class schedule is subject to change. Please pay attention to in-class and Canvas announcements for any updates.

** Weekly homework/deliverables will be announced in class and on Canvas weekly announcements.

CONGRATS ON SURVIVING THE SEMESTER – TIME TO ENJOY YOUR SUMMER!