COURSE DESCRIPTION

Analyzes the processes by which the human resource function is managed in light of its strategic importance. Examines the relationships between traditional human resource functions (selection, training, performance mgt., compliance) and the various business functions while delving into contemporary challenges (managing change, changing nature of work and work practices, cross cultural considerations and the future of HR) so that efficiency and effectiveness are balanced and optimized. These processes and relationships are reviewed in the context of domestic and global environments now and in the future.

COURSE MATERIALS


The following resources provide additional background and supporting information for this course. There is no need to purchase these items for the course.


The Society of Human Resources Management (SHRM) [http://www.shrm.org](http://www.shrm.org)

Join SHRM as a student Member at [http://www.shrm.org/Communities/StudentPrograms/Pages/memberinfo.aspx](http://www.shrm.org/Communities/StudentPrograms/Pages/memberinfo.aspx)


U.S. Bureau of Labor Statistics home page can be found at [http://www.bls.gov](http://www.bls.gov) [Highly recommended site to access general information]

U.S. Department of Labor home page can be found at [http://www.dol.gov](http://www.dol.gov) [Highly recommended site to access general information]

Wall Street Journal [Highly recommended supplemental reading] Also: Online version at [http://online.wsj.com](http://online.wsj.com)
COURSE OUTCOMES

Upon the successful completion of this course, the student should be able to:

1. Examine the role of human resource management in organizations and how it supports the organizational business strategy.
2. Evaluate common human resource strategies and how these strategies align with business strategies to create a competitive advantage in the global market place.
3. Formulate HRM strategies and implementation policies to recruit, select, place, and retain the most efficient and effective workforce.
4. Analyze laws governing employment and how organization can ensure compliance.
5. Design jobs and tasks that are motivational and flexible and align with the overall HR strategy.
6. Develop effective talent management strategies to recruit and select employees.
7. Design processes to manage employee performance, retention and separation.
8. Design training and development systems to improve employee performance.
9. Develop competitive compensation and benefit packages that align with strategy.
10. Develop strategic policies and procedures that maintain productive labor relations.
11. Use technology and information resources to research issues in strategic human resource management.

COURSE EXPECTATIONS

- Share your experiences and knowledge with your peers in course discussions.
- Active participation and commitment to your learning experience.
- Communicate professionally with your professor about your progress in this course.
- You will receive timely and qualitative feedback that will foster learning.
- Apply what you are learning in your personal and professional lives.

CLASS ORGANIZATION & ADMINISTRATION

ATTENDANCE Individual and group learning relies on the quality of the interactive discussions that take place among you and between you and me during class time. Attendance is very important and you are expected to attend every class. If a professional or personal reason precludes you from doing so please advise me as soon as possible. Please note that repeated lateness and/or class absence would have a negative impact on your final grade.

GROUP WORK Students will form groups and deliver one presentation and a written paper. Select one of the comprehensive case studies in Appendix B of the text. Write a paper, APA style, responding to the questions and prepare and deliver a presentation to report your findings. Both the paper and presentation should include the following elements: Problem Identification, Workplace Relevancy and Demonstration of HRM concepts. Each group will have a twenty-five minute timeframe for presentation and responses to questions. This is due in Week 10 on March 26.
Group members will submit a confidential evaluation to the professor of each other’s contributions. The entire class and professor will complete an evaluation of the quality and value of each group’s presentation.

In Week 2 there is a Group Activity, which requires your Group to conduct research, analysis and suggestions. Students in each Group will share the results and findings of the case analyzed in a short presentation format of no more than 10 minutes.

EXAMS There will be two non-cumulative exams using a multiple choice and short essay format. All students are expected to take the exams on the scheduled dates. No make-up exam will be given for missed exams. Failure to show up for an exam will result in a “0” and will be factored into the final course grade.

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**FINAL GRADE ASSIGNMENT**

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<td>Participation</td>
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Management (22:620:604)

**COURSE SCHEDULE**

The weekly schedule below describes the learning activities that will help you achieve the course outcomes listed above and the assignments that will be used to measure your mastery of the outcomes. Each week is divided into sections consisting of readings, lectures, activities and assignments. For selected assignments, you will find a rubric that will be used to evaluate your performance.

**WEEK 1 – 1/22**

**Course outcome in focus:**

- Examine the role of human resource management in organizations and how it supports the organizational business strategy.
Activities:

Reading Assignment:

- Read Chapter 1 in Dessler: Introduction to Human Resource Management

In-Class:

Faculty Introduction, course overview and expectations

- Review course philosophy, expectations, assignments, late policy, grading, academic integrity, APA, and attendance policy.

Student introductions

- Learning About Yourself - What is Your Learning Style? Go to [http://sunburst.usd.edu/~bwjames/tut/learning-style/](http://sunburst.usd.edu/~bwjames/tut/learning-style/) and take the inventory test. Bring your results to class.

- Group Formation

- Group Project – Select one of the comprehensive case studies in Appendix B of the text. Write a paper using APA style responding to the questions and prepare and deliver a presentation to report your findings. This is due in Week 10, March 26.

- Class discussion:
  - Discuss how the currently global economic crisis has impacted HR professionals.
  - Discuss what human resource managers can do to teach company leaders how human resource management can contribute to organizational success.
  - Discuss what human resources practices might explain the difference in employee attitudes and happiness.
  - Discuss how human resource practices can support an organization’s overall strategy.

Week 2 – 1/29

Course outcomes in focus:

- Analyze laws governing employment and how organization can ensure compliance. Evaluate human resource strategies and how these strategies align with business strategies to create a competitive advantage in the market place.

Activities:

Reading Assignment:

In-Class:

**Group Activity Assignment**

- Review the “Litigation Settlement Monthly Reports” item on the EEOC web site ([http://www.eeoc.gov/index.html](http://www.eeoc.gov/index.html)) and select 1 case to review. Analyze the situation and outline what may have been the contributing factors, and suggest HRM policies that could have prevented the situations.
- Students in their Group will share the results and findings of the case analyzed.
- Class discussion: Students will respond to the following:
  - Discuss and explain how human resources management can be instrumental in helping a company create a competitive advantage.

WEEK 3 – 2/5

Course outcome in focus:

- Design jobs and tasks that are motivational and flexible and align with the overall HR strategy. Human resource planning; determine what sorts of people need to be hired; recruiting them.

Activities:

Reading Assignment:

- Read Chapter 4: Job Analysis and the Talent Management Process and Chapter 5: Personnel Planning and Recruiting.

In-Class:

- Class discussion: Students will divide into two teams (one team supports this and the other team does not support this) and discuss the following in a debate format:
  - Debate: Job analysis procedures can protect an organization from legal issues.
- Find a Job Posting either at your company or online that you would potentially be interested in applying for within the next year. Bring 3 copies of the Job Posting (including a formal job description) and 3 copies of your resume to class.

WEEK 4 – 2/12

Course outcome in focus:

- Develop effective talent management strategies to recruit, interview and select employees.

Activities:
Reading Assignment:

- Read Chapter 6: Employee Testing and Selection and Chapter 7: Interviewing Candidates.

In-Class:

- Interview Preparation – You will be given the opportunity to practice your interviewing skills from both the Interviewer and Interviewee perspectives during Mock Interviews in Week 5. As the Interviewee, prepare relevant notes about the job and the company as well as any questions you may have regarding the position, organization and process. As the Interviewer, prepare a structure of the interview together with questions that you will pose to the potential job candidate based on your knowledge of the position, firm and resume of the Interviewee.

WEEK 5 – 2/19

Course outcomes in focus:

- Mock Interviews

Activities:

In-Class:

- Each group will be composed of three individuals, an Interviewee, an Interviewer and an Observer. You will rotate through each of these positions. The Observer will be provided with a Feedback and Evaluation form.

WEEK 6 – 2/26

Course outcome in focus:

- Design training and development systems to improve employee performance.

Activities:

Reading Assignment:

- Chapter 8: Training and Developing Employees.

In-Class:

- Select a task with which you are familiar (personal or work related) – making a salad, studying for a test, tying a tie - and develop a job instruction sheet for it. Present and demonstrate in class.

WEEK 7 – 3/5
EXAM 1 – Chapters 1 through 8. Multiple choice and brief essay format.

WEEK 8 – 3/12

Course outcome in focus:

- Design processes to manage employee performance, retention and separation.

Activities:

Reading Assignment:


In-Class:

- You are preparing for your first performance feedback session. You want the feedback to be effective…that is, you want the feedback to result in improved performance. List five or six steps that you can take to achieve your goal.

WEEK 9 – 3/19

SPRING BREAK – NO CLASS

WEEK 10 – 3/26

GROUP PRESENTATIONS AND GROUP PAPER DUE

WEEK 11 – 4/2

Course outcome in focus:

- Develop competitive compensation plans that align with strategy.

Activities:

Reading Assignment:


In-Class:

- Class discussion: Students will respond to the following:
  - What type of compensation do you most value and why?
  - Would you prefer incentives to be based on individual or group performance? Why?
What would you change about your compensation plan to make it more effective and motivating?

WEEK 12 – 4/9

Course outcomes in focus:

- Develop competitive benefit plans that align with strategy.

Activities:

Reading Assignment:

- Chapter 13: Benefits and Services.

In-Class:

- Class discussion: Students will respond to the following:
  - Debate: Work / Life balance is a good thing for both employers and employees.

WEEK 13 – 4/16

Course outcomes in focus:

- Ensure ethical and fair treatment through grievance discipline processes. Develop strategic policies and procedures that maintain productive labor relations.

Activities:

Reading Assignment:

- Chapter 14: Ethics and Employee Rights and Discipline and Chapter 15: Labor Relations and Collective Bargaining.

In-Class:

- Class Discussion: Student will respond to the following:
  - Discuss the type of people that are most likely to join unions.
  - Why have U.S. labor unions and businesses adopted an adversarial approach to labor relations?
  - Discuss why unions present a problem for organizations pursuing Free Agent HR strategies.

WEEK 14– 4/23

Course outcomes in focus:

- Ensuring a safe workplace.
Activities:

Reading Assignment:

- Chapter 16: Employee Safety and Health

In-Class:

- Class Discussion: Student will respond to the following:
  - How can organizations motivate employees to promote safety and health in the workplace?

WEEK 15 – 4/30

Course outcomes in focus:

- Formulate human resource management (HRM) strategies that contribute to organizational competitiveness in domestic and global markets, entrepreneurial firms, enhance productivity, and foster an ethical work environment.

Activities:

Reading Assignment:

- Chapter 17: Managing Global Human Resources and Chapter 18: Managing Human Resources in Entrepreneurial Firms

In-Class:

- Class Discussion: Student will respond to the following:
  - How and why is HR in small businesses different than that in large firms?

WEEK 16 – 5/7

NO CLASS

WEEK 17 – 5/14

FINAL EXAM – Chapters 9 through 18