HUMAN RESOURCES STRATEGY I

Online Course COURSE SYLLABUS

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Course Description

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. The course examines the techniques, policies, processes, strategies, and practices used by companies and/or managers to effectively and efficiently utilize human resources. Students will learn theories and practices in many different "core" areas of human resource management including staffing, performance management, work, and job design, training, compensation, and labor relations. We will examine how the business strategy, legal environment, and megatrends in the external labor market affect human resource management. The course will also examine how the human resource functions contribute towards the formulation and implementation of business strategy and achievement of competitive advantage.

Objectives

The primary goal of this course is to provide students with an understanding and appreciation of the basic functions of human resource management and current practices and issues. By the end of this course, students should think systematically about how environmental forces shape HRM activities and should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders. Specific learning objectives include the ability to:

- Create alignment between human resource strategies and business strategies.
- Identify, select, and develop people having the knowledge, skills, and abilities.
- Use compensation and other incentives to attract, retain and motivate employees.
- Design work systems that empower employees to contribute to performance.
- Make human resource decisions that are legal and ethical.
- Understand how an employment relationship is like a contract (with both explicit and implicit expectations) and understand the consequences of a contract breach.
- Use quantitative tools, where appropriate, to make and explain human resource decisions.

SMLR Learning Objectives

Three Core Areas for Success in SMLR The curriculum in the programs within SMLR focus on different areas (*ie*. HRM, LSER) and levels of study (ie. UG, Masters', PhD). Across these programs, we strive to advance students cognitive skills and processes, their Knowledge of Theory and Application, and develop their professional skills.

- Cognitive Skills and Processes

The cognitive skills and process area reflects the goal for SMLR programs to help students develop skills central to lifelong learning and participation in society and the workplace.

Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry-level professional.

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce quality research papers with the proper convention of attribution/citation
- Produce high-quality executive summaries
- Make an argument using contemporary and/or historical evidence
- Present ideas and arguments in a logical and effective way
- Knowledge of Theory, Practice, and Application

The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realizes opportunities to apply that knowledge to practical situations.

Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.

- Demonstrate an understanding of the practical perspectives, theories, and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

Required Course Materials

Text: Lepak, D. and Gowan, M. (2016 or later edition). Human resource management: managing employees for competitive advantage. Second edition. United States of American: Chicago Business Press.

Optional Text:

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2011 or later edition). *Fundamentals of Human Resource Management.* Irwin McGraw-Hill: New York. (ISBN: 978-0-07-353046-8) **Note…CD is not required.**

E. Jackson, R. S. Schuler, and S. Werner. Managing Human Resources, 11e or later edition (Mason, OH: Thomson/South-Western, Publishing, 2012 or later edition).

Evaluation

Your grade in the course will be based on a midterm exam, a final exam, a group project/presentation, an individual presentation, two current event assignments, and class attendance/participation. I do NOT round numbers for the final grades. (Specific information regarding grading guidelines follows subsequently). The breakdown of points is:

1. Forum   20 points
2. Midterm   30 points

3. Final Exam   40 points
4. <u>Current Event Assignments</u>   <u>10 points</u>

     Total   100 points

Grading scale:

A	**90 – 100 points**
B+	**85 – 89.9 points**
B	**80 – 84.9 points**
C+	**75 – 79.9 points**
C	**70 – 74.9 points**
D	**60 – 69.9 points**
F	**0 – 59.9 points**

**** Class "Attendance" (*Extra points*):

It can be helpful to schedule consistent times each week to complete course readings and assignments. Because the course is online, completing the reading and assignments on time requires more self-discipline than does a face-to-face class that meets at the same time every week.

You will receive extra points for "attending class" by just taking the quiz in each lecture. The quiz will not be graded and the purpose is to encourage learning. You can earn 1 point if you complete 6 or more quizzes.

Forum (discussions; 20 points in total)

Of great importance in an online learning environment is the use of forums to discuss course topics. Students can communicate their insights and thoughts pertaining to a particular topic, as well as learn from one another in the process. Discussions are also a means for the instructor to identify whether or not a student comprehends required reading and video assignments. Forums include instructor-generated questions and suggested topic areas for discussion and student-to-student interaction.

Five learning community forums are held throughout the semester and four of these forums are mandatory. Students are expected to engage in forum discussions multiple times during a Monday– Monday course week. Forums open on Mondays (8:00 A.M.), first comment due-dates are on Wednesdays (by 11:59 P.M.), and forums close on the next Mondays.

1) Forum 1: Introduction/should HR be a strategic partner? (5 points)

2) Forum 2: Regulatory Issues in HRM (5 points)

3) Forum 3: Recruitment and Selection (5 points)

4) Forum 4: Compensation and Rewards (5 points)

Best Practices in Forum Participation

While forums are designed to be active and expressive, they are not chat rooms. A forum is an established area of the course where peers contribute to the greater understanding or appropriate expansion of course topics. Working together, students create an intriguing, supportive, and useful "community of learners" where peers choose to visit and participate. Earning the highest number of points in a forum requires following these best practices:

Comment Quality (50% of Points) – At least 3 comments:

- are relevant to the topics addressed in a forum
- exhibit critical thinking and an overall understanding of the topic evidently
- are constructed so that the citation of original work is available

Participation (50% of points)

- 3 or more comments during each forum open period; 10% penalty if 1st comment will not be made prior to 11:59 P.M. Wednesday (3 days after forum opens).
- 2 or more replies acknowledging and then building upon the ideas/thoughts of others. (no echoing)

Mid-Term Exam (*30 points*) & D. Final Exam (*40 points*):

The mid-term and the final exam will be online (two hours). Therefore, successful completion of the two exams will require you to be familiar with all of the concepts and tools discussed. The exam may include questions from the course material and relevant chapters of the textbook. The exam format will comprise multiple-choice questions and several short answer questions. **The final exam is not cumulative and will only test you on material covered in class after the mid-term exam**.

Current Event Assignments (1*0 points*):

This is an individual assignment. Please read the current business press (*e.g., Wall Street Journal, Fortune, Business Week, NY Times, etc.*) and identify an article (published after 2018) with relevance to a topic we have covered/will be covering in class. **Write a short, double-spaced report of 1 to 2 pages (pages beyond this limit will not be considered)** including:

1. How others can find the article (written reference or on-line link) (1 *point*);
2. A very brief synopsis of the article (4 *points*);
3. A discussion of how the article is relevant to a topic(s) covered in class (*3 points*)
4. At least two questions that could potentially stimulate discussion among students concerning the article and its relevance to a topic(s) covered in class (*2 points*).

Note: You do have the option of writing up an additional current event report in which case your lower grade will be replaced. All reports must be submitted via the appropriate drop boxes at the course website on the designated days (see Course Calendar).