

Course	HRMG 5660 Issues in Human Resources Management Human Resource Competencies & the Value Proposition: The Next Agenda for HR
Term	Spring 2 , 2007
Instructor	Name: Paul Shibelski MBA, SPHR, GPHR Phone: 301-444-7997 Email: prshib@erols.com
Catalog Description	The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Topics such as cultural diversity, global competition, organizational downsizing, and self-directed work teams are covered. The course explores the various HR competency models (SHRM, IPMA, OPM, etc) and offers insights into the use of the models to develop the HR professional's practice. The course should help prepare the student to successfully complete the HRCI certification examination while gaining knowledge, skill and understanding of the competencies required of an effective HR leader in the 21st century. Students examine current and significant issues in human resources management. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Topics such as cultural diversity, global competition, organizational downsizing, and self-directed work teams are covered. Course may be repeated for credit if content differs.
Prerequisites	HRMG 5000
Course Level Learning Outcomes	The primary objective of the course is to gain insights into a new paradigm in the field of Human Resource Management through exploring various HRM competency models, developing an understanding of the Human Resource Certification Institute Body of Human Resource Management Knowledge, develop competence in all aspects of human resources from the perspective of the HR practitioner. Both theoretical understanding and practical application will be stressed. At the conclusion, each student should be able to understand, develop and implement an appropriate HR competency model in any organization as well as evaluate the effectiveness of an organization's current model.
Materials	The HR Value Proposition by Dave Ulrich, PhD , & Wayne Brockbank, PhD, Harvard Business School Publishing, 2005. ISBN: 1-59139-707-3. Professional in Human Resources Certification Study Guide by Anne M. Bogardus, SPHR; Sybex, Inc., 2007, 2e

<p>Grading</p>	<p>The GRADUATE catalog provides these guidelines and grading options for graduate business degrees:</p> <p>Grades in the program are A, A-, B+, B, B-, C, F, I, ZF, and W. Grades reflect the following standards:</p> <table border="0"> <tr> <td>A/A-</td> <td>Superior Graduate work</td> </tr> <tr> <td>B+/B/B-</td> <td>Satisfactory Graduate work</td> </tr> <tr> <td>C</td> <td>Work that is barely adequate as graduate-level performance</td> </tr> <tr> <td>F</td> <td>Work that is unsatisfactory</td> </tr> <tr> <td>I</td> <td>Incomplete work</td> </tr> <tr> <td>ZF</td> <td>An "I" that is not completed within one year of the end of the course is automatically converted to a "ZF". A "ZF" is treated the same as an F or NC for all cases involving GPA, academic warning, probation and dismissal.</td> </tr> <tr> <td>W</td> <td>Withdrawn from the course</td> </tr> </table> <p>The UNDERGRADUATE catalog provides these guidelines and grading options:</p> <p>Letter Grade System for Undergraduate courses:</p> <table border="0"> <tr> <td>A, A-</td> <td>Superior work in the opinion of the instructor</td> </tr> <tr> <td>B+, B, B-</td> <td>Good work in the opinion of the instructor</td> </tr> <tr> <td>C+, C, C-</td> <td>Satisfactory work in the opinion of the instructor</td> </tr> <tr> <td>D+, D</td> <td>Passing, but less than satisfactory work in the opinion of the instructor.</td> </tr> <tr> <td>I</td> <td>Incomplete work in the opinion of the instructor</td> </tr> <tr> <td>ZF</td> <td>An incomplete which was not completed within one year of the end of the course.</td> </tr> <tr> <td>F</td> <td>Unsatisfactory work in the opinion of the instructor</td> </tr> <tr> <td>W</td> <td>Withdrawn from the course</td> </tr> </table>	A/A-	Superior Graduate work	B+/B/B-	Satisfactory Graduate work	C	Work that is barely adequate as graduate-level performance	F	Work that is unsatisfactory	I	Incomplete work	ZF	An "I" that is not completed within one year of the end of the course is automatically converted to a "ZF". A "ZF" is treated the same as an F or NC for all cases involving GPA, academic warning, probation and dismissal.	W	Withdrawn from the course	A, A-	Superior work in the opinion of the instructor	B+, B, B-	Good work in the opinion of the instructor	C+, C, C-	Satisfactory work in the opinion of the instructor	D+, D	Passing, but less than satisfactory work in the opinion of the instructor.	I	Incomplete work in the opinion of the instructor	ZF	An incomplete which was not completed within one year of the end of the course.	F	Unsatisfactory work in the opinion of the instructor	W	Withdrawn from the course
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<p>Activities</p>	<p>We will use a variety of activities in this course from discussion and debate to group presentations, role plays and case studies.</p>																														
<p>Policy Statements: University Policies</p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p>Academic Honesty</p> <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p>Drops and Withdrawals</p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a</p>																														

	<p>partial refund.</p> <p>Special Services If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p>Disturbances Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p>
Course Policies	<p>Final Exam..... 30%</p> <p>Chapter Exams.....20%</p> <p>HR Competency Applied Project.....40%</p> <p>Professor's evaluation of student's quality of dialogue 10%</p> <p>Total.....100%</p>
Weekly Schedule	<p>1 Orientation to course; Introduction to Human Resource Competencies</p> <p>2 The New HR Agenda- External Realities and HR Value. HRCI Certification: What is required and how to prepare. Lecture, demonstration, discussion, video, in-class exercise, chapter summaries Chapters 1& 2 (Ulrich); Chapters 1 & 2 (Bogardus)</p> <p>3 Stakeholders and the HR Value Proposition. Strategic Management & Workforce Planning & Employment overview chapter exams (3&4 B) Chapters 3 & 4 (Ulrich); Chapters 3 & 4 (Bogardus)</p> <p>4 HR Practices that Add Value Lecture, discussion, team exercise, video, chapter summary Chapters 5 & 6 (Ulrich)</p> <p>5 Building an HR Strategy Human Resource Development overview Lecture, discussion, team exercise, chapter summary ;Chapter exam (5 B); Chapter 7 (Ulrich); Chapter 5 (Bogardus)</p> <p>6 HR Organization The Roles for HR Professionals Compensation & Benefits overview ;chapter exam (6 B) Chapters 8 & 9 (Ulrich); Chapter 6 (Bogardus)</p>

	<p>7 HR Competencies that make a difference Developing HR professionals; Employee & Labor Relations overview Chapter exam (7 B) Chapters 10 & 11 (Ulrich) Chapter 7 (Bogardus)</p> <p>8 Implications for the Transformation of HR Occupational Health overview Projects Reports; Chapters 12 (Ulrich) ; Chapter 8 (Bogardus)</p> <p>9 Final Exam Projects Reports Final Exam</p>
Additional Information	

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