



Colorado Springs Campuses  
Metro Campus: 719-590-7340  
Peterson AFB: 719-574-7562  
[www.webster.edu/coloradosprings](http://www.webster.edu/coloradosprings)

Course Syllabus

*Celebrating 31 years of Academic Success in Colorado Springs*

<b>Course</b>	<b>HRMG 5000 - Managing Human Resources</b> <i>Please Note: Students must notify the office if they wish to DROP or WITHDRAW from a course. It is not sufficient to tell your instructor. Cancellation of an enrollment is subject to Tuition Refund Deadlines and Policies as outlined in the Graduate Studies Catalog.</i>
<b>Term</b>	<b>Summer, 2008</b> <b>Wednesdays, 5:30pm – 9:30pm</b> <b>Class begins: June 4 (please note session 5&amp;6 will be on Saturday July 5 at the Metropolitan campus. Also, there is no class on July 16<sup>th</sup> )</b> <b>Location: Peterson AFB</b>
<b>Instructor</b>	Name: <b>Jerry Baur</b> Phone: <b>Phone: 226-2130 Fax: 226-2130</b> Email: <a href="mailto:baurjer@webster.edu">baurjer@webster.edu</a> or <a href="mailto:jerrybaur@comcast.net">jerrybaur@comcast.net</a> (preferred)
<b>Catalog Description</b>	This course is a comprehensive view of Human Resource Management (HRM) policy development with emphasis on the interdependence of HRM and operating functions. Students analyze HRM functions of recruitment, development, training, compensation, integration into the workforce, and maintenance of personnel for the purpose of contributing to organizational, societal, and individual goals.
<b>Course Level Learning Outcomes</b>	<ol style="list-style-type: none"><li>1. Students will know and explain the important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of human resources management.</li><li>2. Students will be able to effectively apply important terminology, facts, concepts, principles, analytic techniques, and theories in the field of human resources management when analyzing complex factual situations.</li><li>3. Students will be able to effectively integrate (or synthesize) important facts, concepts, principles, and theories in the field of human resources management when developing solutions to multifaceted human resource management problems in complex factual situations.</li><li>4. Students will be able to develop appropriate strategies for implementing solutions to human resources management problems that reflect their knowledge and explaining of the interrelationships among training, staffing, compensation, and employment law.</li><li>5. Students will be able to evaluate the quality of their proposed solutions to human resources management problems against appropriate criteria, including organizational constraints.</li><li>6. Students will be able to use basic statistical techniques to analyze human resources management issues.</li><li>7. Students will be able to explain basic financial and accounting information used by human resources managers.</li></ol>
<b>Materials</b>	<u>Managing Human Resources</u> , by Wayne Cascio, McGraw-Hill, 7th edition, 2006. ISBN: 007298732-4  <b>Options for Ordering Textbook:</b> <ol style="list-style-type: none"><li>a. Textbooks are available about four weeks before the start of classes and may be ordered from Webster University's bookstore, <b>MBS Direct</b>. To place an order call toll-free: <b>1-800-325-3252</b> or visit <a href="http://bookstore.mbsdirect.net/webster.htm">http://bookstore.mbsdirect.net/webster.htm</a></li><li>b. Used books for sale by students are posted on a Bulletin Board in the Metro Center Cafe. Please check this area if you are interested in purchasing or selling used books.</li></ol>

**Grading**

Current Event Critique.....30%  
Final.....30%  
Class Case (will use teams).....30% (Written – Team grade 50%: Oral individual grade 50%)  
\* Class participation/cases.....10%

\* Class participation includes verbal student presentation on Current Event Critique, cases and general class participation (includes time management, body language, and voice intonation).

The following grade point structure is used to compute the letter grades for the final course grade.

Grade Points Earned	Equivalent Letter Grade
94-100	A Superior Graduate Work
90-93	A- Superior Graduate Work
87-89	B+ Satisfactory Graduate Work
83-86	B Satisfactory Graduate Work
80-82	B- Satisfactory Graduate Work
70-79	C Work that is barely adequate as graduate-level performance
Below 70	F Work that is unsatisfactory
I	I Incomplete work
ZF	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	W Withdrawn from the course

**Activities**

**Current Event Critique**-(One document per team)-You are responsible for researching and commenting on one human resource item of your interest. You should try to relate the item to your own organization or an organization of which you are aware. Each item shall refer to the source and date of publication, be typed double spaced and no more than 4-5 pages. The item should have been published within the last 2 - 3 months. Include a copy of the article. At least 2 references to the course text should be stated as part of your critique. The written critique will be due in the session in which you give your oral presentation.

**Regarding Webster University Passports:**

Students are strongly encouraged to use Passports, which is Eden-Webster Library’s WWW site. It integrates Internet resources and academic online databases for student and faculty research. Passports is accessible from campus, home, or office, providing 24 hour access. You will need to use your student ID. Go to <http://library.webster.edu> which takes you to Passports. From there, you select the place you want to go, such as On-line databases.

Oral and written presentations on the Current Event Critique will be in sessions 2, 3, 4, 7, 8 & 9 depending upon the number of students enrolled in the class. You will have 10 minutes to make your presentation and 5 minutes for discussion for a total of up to 15 minutes. At least two references to the course text. PowerPoint would be a good tool for the presentation. I will evaluate the content and style of your presentation, as if you were giving it to the Executive Committee of an organization. We will use peer evaluations.

The oral aspect of your presentation will be included as part of your class participation.

The written and oral critique should include the following: (use captions/headings)

1. A succinct statement of the HRM issue and the author(s) major points about the issue (1–2 pages)
2. The strengths of the positions presented in the article from your perspective. (1-2 pages)
3. The limitations of the positions presented in the article from your perspective. (1-2 pages)
4. Benchmarking Application – Relate the article to one’s own organization or former organization. Discuss how the article is being applied or should be applied (Best Practice). If this cannot be done, then it is suggested to find another article. I will be looking for critical thinking, clarity of expression and good writing skills. Please attach a copy of the article to this critique. (1-2 pages)

<p><b>Policy Statements: University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website, <a href="http://www.webster.edu">www.webster.edu</a>. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b> 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><b>Drops and Withdrawals</b> 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 partial refund.</p> <p><b>Special Services</b> 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><b>Disturbances</b> 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> <p><b>Student Assignments Retained</b> From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Student Assignments Retained</b> From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b> It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p><b>Course Policies</b></p>	<p><b>Course Attendance</b> Students are expected to attend all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission from the instructor should withdraw from the class.</p>
<p><b>Additional Information</b></p>	<ul style="list-style-type: none"> <li>• Students should regularly check their Webster University e-mail account at <a href="http://connections.webster.edu">http://connections.webster.edu</a> for important e-mails from their instructor and University staff.</li> <li>• Webster University's online library, <i>Passports</i>, is available through <a href="http://library.webster.edu">http://library.webster.edu</a>, you will need to use your student ID to access the databases.</li> <li>• Students who are discovered cheating or committing plagiarism will be awarded a failing grade for the course, and may be subject to discipline or dismissal. <a href="http://www.turnitin.com">www.turnitin.com</a> is a tool Webster University uses to assist faculty in identifying plagiarism.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Students should use citation protocol from APA (12 pt. Times Roman; number the pages; direct quotation accompanied by a reference citation that includes a page number). Guidelines are available in the office or on-line at <a href="http://www.webster.edu/coloradosprings">www.webster.edu/coloradosprings</a></li><li>• Class sessions are limited to currently enrolled students.</li><li>• Daycare services are not available at Webster University. Children are not allowed to attend class or use Webster University facilities.</li><li>• Grades are available online by visiting <a href="http://www.webster.edu">www.webster.edu</a>, select Registration and Online Services. You will need to provide your student number and password to access your online information.</li><li>• Please be considerate and turn off cell phones during class sessions.</li></ul> |
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## Weekly Schedule

- SESSION 1** 6-04 Text: Chapter 1 - Human Resources in a Competitive Business Environment  
Chapter 2 – Financial Impact of HRM Activities  
Intro to case on Pay and Performance
- SESSION 2** 6-11 Text: Chapters 11 & 12 - Compensation including Benefits  
Skim Chapter 9  
Case of Pay & Performance (continued)  
Current Event Presentations
- SESSION 3** 6-18 Text: Chapter 3 - Legal Context of Employment & p. 423  
Case on Pay & Performance (continued)  
Chapter 5 - Analyzing & Designing Jobs  
Current Event Presentations
- SESSION 4** 6-25 Text: Case on Pay & Performance (continued)  
Chapter 9 – Performance Management (5 key requirements p. 334)  
Chapter 7 – Staffing (Focus p. 248)  
Chapter 8 - Workplace & Training (focus pp 293, 294, 298)  
Chapter 10 - Managing Careers (review p. 234-236) (focus pp. 375 - 379)  
Current Event Presentations
- SESSION 5 & SESSION 6** 7-5  
Saturday  
8:30am – 3:30pm  
**Metropolitan Campus**  
Text: Chapter 13- Union Representation & Collective Bargaining (focus p. 529)  
Chapter 14- Procedural Justice & Ethics in Employee Relations (focus p. 558)  
Case on Pay & Performance Presentations
- SESSION 7** 7-9 Text: Chapter 4 - Diversity at Work (tough love)  
Chapter 3 – Legal Context of Employment (review)  
Chapter 6 – Recruiting (focus p. 199-209)  
Current Event Presentations
- SESSION 8** 7-23 Text: Chapters 4 continued  
Chapter 6 - Recruiting (review pp. 94, 95)  
Chapter 9 Performance Management (review)  
Current Event Presentations  
Final Exam (take home) due 5:30pm, Session 9
- SESSION 9** 7-30 **Final Exam** (case - essay) Chapters 3, 4, 5, 6, 9 (due 5:30pm)  
Current Event Presentations