

Course	MNGT 4600 – Contemporary Human Resource Strategies
Term	Spring 2, 2008
Instructor	Rudy Papenfuhs, Ph.D. RPapenfuhs@hotmail.com (O): 816.404.5306, (H): 816.268.0919, (C): 636.346.2777
Catalog Description	This overview course for the human resource management emphasis utilizes case studies and readings to survey contemporary human resource management problems, challenges, and opportunities. Discussions of changes in the economic, political, social, and technological environments assess the impact of these changes on the human resource management function from both national and international perspectives.
Prerequisites	All the required courses for the Human Resource Management emphasis area.
Course Level Learning Outcomes	<ol style="list-style-type: none"> 1. Students will know and explain the important terminology, facts, concepts, principles, analytic techniques, and theories used in human resources management, with a focus on compensation, labor-management relations, and employment law. 2. Students will be able to identify and apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in human resources management when analyzing moderately complex situations. 3. Students will be able to develop appropriate solutions to moderately complex human resources management problems that integrate important concepts, principles, and theories used in human resources management. 4. Students will be able to evaluate the quality of their proposed solutions to human resources management problems against basic criteria, including organizational constraints. 5. Students will know the history of unionization, the laws regulating labor-management relations, and current issues regarding unions in the United States.
Materials	Rothwell, W.J, Prescott, R.K., Taylor, M.W. <i>Strategic Human Resource Leader</i> . Palo Alto, California: Davis-Black Publishing. ISBN 0891061223. The book may be obtained through MBS Direct Books at 1-800-325-3252 or www.mbsdirect.net .

Grading	<table data-bbox="440 317 1084 499"> <tr> <td>2 Exams (25 points each)</td> <td>50%</td> </tr> <tr> <td>Class participation</td> <td>30%</td> </tr> <tr> <td>Paper</td> <td>20%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </table> <p data-bbox="440 537 1312 611">The UNDERGRADUATE catalog provides these guidelines and grading options:</p> <ul data-bbox="488 615 1393 1255" style="list-style-type: none"> • 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; no credit is granted • W withdrawn from the course • IP course in progress • NR not reported for the course • Z a temporary designation given by the registrar indicating that the final grade has not been submitted by the instructor. When the final grade is filed in the Office of the Registrar, that grade will replace the Z. 	2 Exams (25 points each)	50%	Class participation	30%	Paper	20%	Total	100%
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Activities	<ul data-bbox="440 1297 1312 1560" style="list-style-type: none"> • Use lecturattes to convey an understanding of mandatory topics. • of Career Management competencies • Lead facilitated discussion of readings and journal articles • Use cases to promote application, analysis, and solution of organizational problems • Student presentations from research • Use of examinations 								
Policy Statements: University Policies	<p data-bbox="440 1604 1393 1745">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 data-bbox="440 1818 699 1850">Academic Honesty</p> <p data-bbox="488 1860 1357 1927">The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards.</p>								

Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.

Drops and Withdrawals

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.

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.

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.

Student Assignments Retained

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.

Contact Hours for this Course

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>Course Policies</p>	<ul style="list-style-type: none"> ▪ This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to change the overall course grade weighting. Any changes will be announced in class. ▪ In line with the university’s policy on academic honesty, please be advised that instances of academic dishonesty will result in a zero for the assignment and will be reported to the Dean of the School of Business and Technology for further disciplinary action. In this course we will use turnitin.com, an electronic database, which assists students and faculty with academic work. <p>PARTICIPATION POLICY</p> <p>Your participation grade will be based on the following criteria:</p> <ul style="list-style-type: none"> • Quantity of high-quality participation • Quality of participation (your comments and insights in class reflect in-depth knowledge of Human Resource Management theories and frameworks and the ability to apply them to real and simulated situations) • Balanced involvement in classroom discussion, showing a readiness to share airtime with your classmates.
<p>Weekly Schedule</p>	<p>Weekly Schedule</p> <p>WEEK 1</p> <ol style="list-style-type: none"> 1. Traditional HR <ol style="list-style-type: none"> a. Evolution of HR Management b. Changing Focus and Priorities of HR c. Traditional Focus of the HR Function d. Model of the HR Management Positions e. Expectations for HR 2. A Vision of a New HR Function: Future HR Roles and Leadership Competencies

- a. Seven Most Essential Skills for the HR Executives Today
- b. Seven Most Essential Skills for the HR Executives in the Future
- c. Present Verses Future importance of HR Management Leadership Competencies
- d. Vertical Integration Model
- e. Horizontal Integration Model
- f. Using the Vertical and Horizontal Integration Models Together

WEEK 2

1. Technology

- a. Self-Service HR Tasks Performed Most Often on Desktop Computers
- b. Importance of HR technology in Meeting Business Objectives
- c. Brief Version of the Future Quest Activity for Increasing Change in Technology
- d. Worksheet on Managing Changing Technology Through HR Function Areas

2. Globalization

- a. Different Values Worldwide
- b. Benefits of Operating Abroad
- c. Brief version of the Future Quest Activity for Increasing Globalization
- d. Worksheet on Managing Increasing Globalization Through HR Functional Areas

WEEK 3

1. Cost Containment

- a. Brief Version of the Future Quest Activity for Continuing Cost Containment
- b. Worksheet on Managing Continuing Containment Through HR

Functional Areas

2. Speed in Market Change

- a. New Focus: Integrated Competitive Advantage
- b. Brief Version of the Future Quest Activity for Speed in Market Change
- c. Worksheet on Managing Increasing Speed in Market Change Through HR functional Areas

WEEK 4 - Exam 1 – Materials from Weeks 1, 2, 3.

WEEK 5

1. Knowledge Capital

- a. Brief Version of the Future Quest Activity for Growing Importance of Knowledge Capital
- b. Worksheet on Managing Growing Importance of Knowledge Capital Through HR Functional Areas

2. Change

- a. Action Research Model
- b. Instructional Systems Design Model
- c. Action Learning Model
- d. Self-Directed On-the-Job Learning Model
- e. Brief Version of the Future Quest Activity for Increasing Rate and Magnitude of Change
- f. Worksheet on Managing Increase Rate and Magnitude of Change Through HR Functional Areas

WEEK 6

1. Using Information About Trends

	<ul style="list-style-type: none"> a. Steps in Conducting an HR Audit b. Understanding Business Needs c. Understanding Trends in the HR field: An Internal HR Department Review d. Benchmark Checklist e. HR Audit f. Key Measurement areas <p>2. The Role of the Strategic HR Leader</p> <ul style="list-style-type: none"> a. HR Competencies b. Self-Assessment Role Performance Questionnaire c. Other-Assessment Role Performance Questionnaire <p>WEEK 7</p> <p>Exam 2 – Material from weeks 5, 6.</p> <p>WEEK 8</p> <p>Paper Presentations</p>
Additional Information	None listed

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