

Course	HRMG 6000 – Integrated Studies in Human Resource Management
Term	Spring II, 2010, Saturdays
Instructor	Name: Dr. Joseph D. Bono Phone: 352-326-3555 Email: Drjoe11@comcast.net , or josephbono18@webster.edu
Catalog Description	The student is expected to synthesize and integrate the learning experiences acquired in human resources management and to evaluate the research and current topics relative to this major. Techniques used to accomplish these goals may vary.
Prerequisites	All the required courses for the M.A. In Human Resource Management
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 the field of human resources management. 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. 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. 4. Students will be able to develop appropriate strategies for implementing solutions to human resources management problems that reflect their knowledge and understanding of the interrelationships among training, staffing, compensation, and employment law.
Materials	<p>Nkomo, Stella, M., Fottler, Myron, D., and McAfee, Bruce, R. (2008). <u>Human Resource Management Applications: Cases, Exercises</u>. ISBN: 10-0324421427, Cengage Learning, New York.</p> <p>Anthony, William, P., Kacmar, Michelle, K. and Perrewe, Pamela, L. (2010). 6th Edition. <u>Human Resource Management: A Strategic Approach</u>. ISBN: 10-1424063930. Cengage Learning, New York.</p>

<p>Grading</p>	<p>Two Exams (15points each) 30%</p> <p>Class participation and written responses to Chapter Questions for Review, Chapter Case Questions for Discussion.</p> <p>Written answers to the end of the book cases questions for FedEx Corporation, Delta Airlines, Inc., McDonald’s Corporation, The Walt Disney Company, Wal-Mart Stores Inc., and Microsoft; Intel cases. Students are also required to apply the concepts from the book to the end of the book cases.</p> <p>FAILURE TO HAVE WRITTEN RESPONSES TO CHAPTER QUESTIONS FOR REVIEW, ON THE DATE ASSIGNED WILL RESULT IN A DEDUCTION OF ONE LETTER GRADE FROM YOUR FINAL GRADE. IF A STUDENT MISSES ONE CLASS THEY ARE TO E-MAIL TYPEWRITTEN RESPONSES TO THE ASSIGNED MATERIAL BEFORE THE CLASS MEETS. THIS CAN ONLY BE USED ONE TIME, IF A STUDENT MISSES A SECOND CLASS THEY WILL LOSE ONE LETTER GRADE FROM THEIR FINAL GRADE FOR EACH ADDITIONAL CLASS MISSED.</p> <p style="text-align: right;">40%</p> <p>Group Presentations of the Application of Chapter Material to Assigned Cases 30%</p> <p>Total 100%</p> <hr/> <p>The following table shows the grading system for the course:</p> <table border="1" data-bbox="488 1220 1349 1486"> <tr><td>A</td><td>94-100 %</td></tr> <tr><td>A-</td><td>90-93</td></tr> <tr><td>B+</td><td>87-89</td></tr> <tr><td>B</td><td>84-86</td></tr> <tr><td>B-</td><td>80-83</td></tr> <tr><td>C</td><td>70-79</td></tr> <tr><td>F</td><td>69 or less</td></tr> </table>	A	94-100 %	A-	90-93	B+	87-89	B	84-86	B-	80-83	C	70-79	F	69 or less
A	94-100 %														
A-	90-93														
B+	87-89														
B	84-86														
B-	80-83														
C	70-79														
F	69 or less														
<p>Activities</p>	<ul style="list-style-type: none"> • Use lectures to convey an understanding of mandatory topics. • Use cases to promote application and analysis of theory and methods and solution of organizational problems. • Lead facilitated discussion of discussion questions. • Use of examinations 														
<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 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 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>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> <p>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.</p> <p>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	Students are to have written responses to:

	<p>Chapter Questions for Review, Chapter Case Questions for Discussion, and Questions for FedEx Corporation, Delta Airlines, Inc., McDonald’s Corporation, The Walt Disney Company, Wal-Mart Stores Inc., and Microsoft; Intel cases by the time they are scheduled in the course.</p> <p><u>Students are not to collaborate in any manner in preparation for the exams or in preparation of the responses to the Chapter Questions for Review, Chapter Case Questions for Discussion, and Questions for FedEx Corporation, Delta Airlines, Inc., McDonald’s Corporation, The Walt Disney Company, Wal-Mart Stores Inc., and Microsoft; Intel cases</u></p> <p>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.</p> <p>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.</p>
<p>Weekly Schedule</p>	<p>Pre-assignment for Week 1 Chapter Questions for Review, Chapter Case Questions for Discussion for chapters 1-4</p> <p>WEEK 1. AM Chapter 1 - The Strategic Approach to Human Resource Management</p> <p>Case: GM Shrinks; Strategic choices; An overview of HRM, Environment-Organizational link and the strategic approach; Integrating human resource strategy with corporate and functional strategies; Strategy formation, decision making, and problem solving; Integrating human resources in strategic decisions; Management guidelines.</p> <p>Case: Right management consultants succeed by managing change.</p> <p>Chapter 2 – Formulating a Corporate and Human Resource Strategy</p> <p>Case: Southwest airlines-flying high with Kelleher; Strategic choices; Role of human resources in strategy formation; Human resource audit; Contingency for situational approach to strategy; Management guidelines.</p> <p>Case: Agency.com.</p> <p>Chapter 3 – The External and Global Environment for Human Resources: Change and Diversity</p>

Case: Ma Bell has learned the competition game; Strategic choices; Components of the external environment; Global business environment; Knowing the environment; Management guidelines.

Case: For Germans, "Nothin' (much) could be finer".

Chapter 4 – Human Resource Planning and Information Systems

Case: How a computer keeps Mrs. Fields from losing her cookies; Strategic choices; The nature of human resource planning; Model for human resource planning; Human resource information systems; Other advances in technology; Management guidelines.

Case: Polaroid: Hard landing.

Assignment for Week 2

Chapter Questions for Review, Chapter Case Questions for Discussion for Chapters 5-8

WEEK 1 PM Chapter Questions for Review, Chapter Case Questions for Discussion for Chapters 5-8

Chapter 5 – Equal Employment Opportunity

Case: Home improvement giant settles gender discrimination suits; Strategic choices; Employment discrimination; Equal employment opportunity commission; Affirmative action; Legal issues in compensation; Current strategic issues in equal employment opportunity; Management guidelines.

Case: An example of subtle and not-so-subtle discrimination in the workplace-whose responsibility?

Chapter 6 - Job Analysis

Case: Whirlpool's use of job analysis; Strategic choices; The components of a job; Job analysis; Job analysis data output; Uses of job analysis data; Organization strategy and job analysis, Management guidelines.

Case: Job analysis as a means of revamping training for the gas industry in the Netherlands.

Chapter 7 – Recruitment, Selection, and Retention

Case: Xerox manages worker diversity; Strategic choices; Recruiting methods; The selection process; The interview; Strategies for effective recruiting and selection; Management guidelines.

Case: Hiring the educated-a new approach to staffing the automotive factory.

Chapter 8 – Job Design

Case: Fearful skies and the bored x-ray operators; Strategic choices; Management guidelines.

Case: Toyota's production system: life in the fast lane?

WEEK 3.AM EXAM 1.

Assignment for Week 4

Chapter Questions for Review, Chapter Case Questions for Discussion for Chapters 9-12

WEEK 3 PM. Chapter 9 – Orientation, Training, and Development

Case: Orientation at Bellagio resort; Strategic choices; Continuous improvement; Developing people verses hiring the developed people; Improving verses replacing poor performers; Strategy and training and development; Orientation; Training, development, and performance improvement; The training process; Assessment stage of the training process; Training stage of the training process; Transfer of training; Evaluation stage of the training and development; Management guidelines.

Case: Development-the Ford experience

Chapter 10 – Strategies for Effective Performance Appraisal Systems

Case: Performance appraisal at St. Luke's hospital; Strategic choices; Performance appraisal objectives; Formal verses informal performance appraisals; Objective verses subjective performance appraisals; Frequency of performance appraisals; Who conducts the performance appraisal?; Performance appraisal process; Types of performance appraisal methods; Perceptual errors in evaluation; Strategy in the performance appraisal process; Management guidelines.

Case: Xerox revamps performance appraisal process.

Chapter 11 – Strategic Compensation Systems

Case: The eleven-million-dollar men; Strategic choices; Management guidelines.

Case: National semiconductor's hybrid incentive plan.

Chapter 12 – Improving Productivity

Case: Motivating Motorola; Strategic choices for productivity; Ways to increase productivity; Employee involvement; Management guidelines.

Assignment for Week 5

Chapter Questions for Review, Chapter Case Questions for Discussion for Chapters 13-15

WEEK 5.AM Chapter 13 – Benefit Plans

Case: Manor care; Strategic choices; Who pays for the benefits?; How comprehensive a list of benefits shall be offered?; How flexible shall the benefits offering be?; The question of competitiveness; Composition of benefit plans; Future benefit changes; Corporate effort to measure benefit cost-effectiveness; Management guidelines.

Case: Medical reform in the twin cities.

Chapter 14 – Managing Health, Safety, and Stress
Case: Smart management in the danger zone; Strategic choices; Occupational health and safety administration; The birth of the Occupational Safety and Health Administration (OSHA); Safety and health problems for employees; Workplace stress; Strategies for improving health and safety; The cost of insurance for small and large businesses; Management guidelines.

Case: Safety in the workplace-whose responsibility?

Chapter 15 – Ethics, Employee Rights, and Employer Responsibilities

Case: I believe in the second coming of Christ and other test questions; Strategic choices; Strategic factors; Ethics; The law and employee rights; Types of rights; Employer responsibilities; Managing the problem employees; Building a good discipline climate; Management guidelines.

Case: The clash between employee rights and employer monitoring.

Assignment for Week 6

Chapter Questions for Review, Chapter Case Questions for Discussion for Chapters 16 and 17

WEEK 5 PM. Chapter 16 – Unions and Strategic Collective Bargaining

Case: Caterpillar moving forward into the future or turning the clock back?; New ideas and new approaches: will they play in Peoria?; Strategic choices; The historical development of unions; Advantages of unionization; The role of labor unions in society today; Strategic **choices**

facing unions; Strategic variables facing management; Union removal or decertification versus union busting; Avoiding unionization; Making a union unnecessary; Violence and sabotage as a result of negotiation breakdowns; The collective bargaining process; Management guidelines.

Case: United parcel services (UPS).

Chapter 17 – Separation Restructuring and the Virtual Organization

Case: WorldCom: Restructuring through mergers and shifting markets; Strategic Choices; Restructuring options; Strategic variables; The virtual organization, contingent, and outsourcing; Management guidelines.

Case: The aftermath of the Dot-com boom.

Assignment for Week 7

Prepare for Exam 2 – Chapters 9-17

WEEK 7 AM EXAM 2

Assignment for Week 8

Questions for FedEx Corporation, Delta Airlines, Inc., McDonald's Corporation, The Walt Disney Company, cases.

WEEK 7.PM Group 1 presents application of concepts from the book that relate to the case. The application can be either in the form of reinforcing something that was effective in the case or as a solution to a problem in the case or an example of a poor practice in the case.

Assignment for Week 9

Questions for Wal-Mart Stores Inc., Microsoft, and Intel cases.

Application of concepts from the book that relate to the case.

WEEK 9. Group 2 presentation of the concepts from the book that relate to the case. An application can be either in the form of reinforcing something that was effective in the case or as a solution to a problem in the case or an example of a poor practice in the case.

Cases: Wal-Mart Stores Inc.; Microsoft; Intel

Turn-in typed answers to Chapter Questions for Review, Chapter Case Questions for Discussion, and Questions for FedEx Corporation, Delta

	<p>Airlines, Inc., McDonald's Corporation, The Walt Disney Company, Wal-Mart Stores Inc., Microsoft, and Intel Cases and Group application of concepts from the book that relate to the case. The application can be either in the form of reinforcing something that was effective in the case or as a solution to a problem in the case or an example of a poor practice in the case.</p> <hr/>
<p>Additional Information</p>	<p>Note:</p> <p>To achieve the objectives of this course, this syllabus may be revised at the discretion of the instructor without prior notification or consent of the student.</p> <p>For Webster University policies and procedures, please refer to the Catalog and Student Handbook. If you have a documented disability as described in Section 504 of the 1973 Rehabilitation Act of the Americans with Disability Act (ADA), you can contact our Academic Resource Center (ARC) at</p> <p>www.webster.edu/acadaffairs/asp/arc.htm, or call 800-981-9801, ext. 7620, to make arrangements for services. Also, please notify your site administrator if you are attending an extended campus.</p> <p>Reviewed by: <u> Nicki Nance </u></p> <p>Job Title: <u> Faculty Coordinator </u></p> <p>Date: <u> 2/4/2010 </u></p>