



Course	HRMG 5000 59 Developing and Managing Human Resources
Term	Fall 2, 2009, Fort Sam Houston, TX
Instructor	Name: Richard Bunch Phone: 210.674.0014 (W) 210.755.4414 (H) Email: richardbunch43@webster.edu
Catalog Description	This course is a comprehensive view of personnel policy development with emphasis on the interdependence of personnel and operating functions. Students analyze personnel 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.
Prerequisites	None
Course Level Learning Outcomes	<ol style="list-style-type: none">1. Students will know and understand 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.5. Students will be able to evaluate the quality of their proposed solutions to human resources management problems against appropriate criteria, including organizational constraints.6. Students will be able to use basic statistical techniques to analyze human resources management issues.

	7. Students will be able to understand basic financial and accounting information used by human resources managers.																
Materials	<p>Required Text: Title: <i>Human Resources Management</i>, 11th edition Author: Ivancevich, John M. Publisher: McGraw Hill ISBN-13: 0-07-338146-2</p> <p>Please be aware when purchasing your textbook that the international versions of the text may differ from the domestic (North American) version required for your course.</p> <p>Required Writing Guide: Title: <i>Publication Manual of the American Psychological Association</i>, 6th edition Publisher: American Psychological Association ISBN: 10-1-4338-0561-8 / or 13-978-1-4338-0561-5</p> <p>Other: All course materials may be obtained from the WorldClassroom site at connections.webster.edu. Students will need a user ID and password issued by the University to access this site.</p>																
Grading	<table border="0"> <thead> <tr> <th style="text-align: left;"><u>Assignment</u></th> <th style="text-align: right;"><u>Point Value</u></th> </tr> </thead> <tbody> <tr> <td>a) Case Analyses (3 @ 50 points each)</td> <td style="text-align: right;">150</td> </tr> <tr> <td>b) Research Project</td> <td style="text-align: right;">120</td> </tr> <tr> <td>c) Midterm Exam</td> <td style="text-align: right;">75</td> </tr> <tr> <td>d) Final Exam</td> <td style="text-align: right;">75</td> </tr> <tr> <td>e) Class Attendance & Participation</td> <td style="text-align: right;">56</td> </tr> <tr> <td>f) Weekly Discussion Question</td> <td style="text-align: right;"><u>24</u></td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">500</td> </tr> </tbody> </table> <p style="margin-left: 40px;"> A = 465 to 500 points B- = 400 to 419 points A- = 450 to 464 points C = 350 to 399 points B+ = 435 to 449 points F = below 350 points B = 420 to 434 points </p> <p>All written assignments, with the exception of the final exam, will be submitted to the instructor through the World Classroom. The instructor will score the assignments and return them to the student within seven (7) days of their posting in the World Classroom.</p>	<u>Assignment</u>	<u>Point Value</u>	a) Case Analyses (3 @ 50 points each)	150	b) Research Project	120	c) Midterm Exam	75	d) Final Exam	75	e) Class Attendance & Participation	56	f) Weekly Discussion Question	<u>24</u>	TOTAL	500
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	<ul style="list-style-type: none"> • Students will participate in weekly discussions of comprehensive cases from the Harvard Business School (HBS) case collection. • Students will prepare three (3) written analyses of cases dealing with human resources issues. These cases will be assigned by the instructor the week prior to their due date. A separate handout will be provided to students that explains the case study approach in more detail. 																

	<ul style="list-style-type: none"> • Since the ability to organize one’s thoughts and express them in clear and cogent prose is an important skill for the graduate student, a research project will be assigned. In this project, the focus will be on application of the conceptual ideas central to the course to specific topics or problems. Students will be expected to conduct secondary research and to use APA formatting. A separate handout will be provided to students that will explain the research project in more detail. • Students will be expected to complete a mid-term and final examination. Format for the examinations to be announced.
<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</p> <p>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</p> <p>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>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 this course we will use turnitin.com, an electronic database, which assists students and faculty with their academic work. • All papers will be prepared accordance with guidelines in found in the <i>Publication Manual of the American Psychological Association</i>, latest edition. • Students will utilize the university's Passports Online Library for a major portion of their research. • Late Assignments – Assignments submitted more than 12 hours late will be subject to a 5% penalty; an additional 5% penalty will be incurred for every 24 hour period after that. Assignments submitted more than seven (7) days late will not be accepted. • Exams – Any student who cannot, for reasons of a documented work, health, or family emergency, take either the mid-term or final exam, will be given one (1) opportunity to make-up the exam on a date mutually agreed upon by the student and the instructor. Failure to complete the exam on the agreed upon date will result in a failing grade on the exam. • Incomplete Grades – Webster University policy states that the grant of a grade of 'I' (Incomplete) is solely at the discretion of the instructor. For this course, an 'I' will only be granted under the following circumstances: <ul style="list-style-type: none"> ➤ The student has a fully documented work, health, or family emergency that prevents them from completing the course. This includes deployments and transfers out of the San Antonio area; <u>and</u>

	<ul style="list-style-type: none"> ➤ The student has a maximum of two (2) graded assignments to complete (e.g., the final exam and the research project, the research project and a case analysis, etc.), and has attended, or will attend, at least seven out of nine classes. ➤ Students who do not meet the above criteria should withdraw from the class. ➤ Students will be given thirty (30) days from the date the 'I' is granted to complete the missing requirements. • Exceptions to the above policies will be made on a case-by-case basis, and will be at the sole discretion of the instructor.
Weekly Schedule	Pre-Assignment for Week 1 <ul style="list-style-type: none"> • Read Chapters 1 & 2
Week 1	Topics: <ul style="list-style-type: none"> • <u>INTRODUCTION</u> – Course overview and objectives – Case Study Approach – Evaluations – General Administrative Issues. • <u>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</u> Assignment for Week 2: <ul style="list-style-type: none"> • Read Chapters 3 & 4; and, • Read Harvard Business School (HBS) Case #1.
Week2	Topics: <ul style="list-style-type: none"> • <u>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (CONT'D)</u> • Classroom discussion of HBS Case #1. Assignment for Week 3: <ul style="list-style-type: none"> • Read Chapters 5 & 6; and, • Read HBS Case #2.
Week 3	Topics: <ul style="list-style-type: none"> • <u>ACQUIRING HUMAN RESOURCES</u> • Classroom discussion of HBS Case #2. Assignment for Week 4: <ul style="list-style-type: none"> • Read Chapters 7 & 8; • Read HBS Case #3; and, • Prepare 1st Written Case Analysis.
Week 4	Topics: <ul style="list-style-type: none"> • <u>ACQUIRING AND REWARDING HUMAN RESOURCES</u> • Classroom discussion of HBS Case #3; and, • 1st Written Case Analysis Due. Assignment for Week 5: <ul style="list-style-type: none"> • Read Chapters 9 & 10; • Read HBS Case #4

Week 5	<p>Topics:</p> <ul style="list-style-type: none"> • <u>REWARDING HUMAN RESOURCES (CONT'D)</u> • Classroom discussion of HBS Case #4; and, • Midterm Examination (online). <p>Assignment for Week 6:</p> <ul style="list-style-type: none"> • Read Chapters 11 & 12; and, • Read HBS Case #5.
Week 6	<p>Topics:</p> <ul style="list-style-type: none"> • <u>REWARDING HUMAN RESOURCES (CONT'D)</u> • Classroom discussion of HBS Case #5. <p>Assignment for Week 7:</p> <ul style="list-style-type: none"> • Read Chapters 13 & 14; • Read HBS Case #6; and, • Prepare 2nd Written Case Analysis.
Week 7	<p>Topics:</p> <ul style="list-style-type: none"> • <u>DEVELOPING HUMAN RESOURCES</u> • Classroom discussion of HBS Case #6; and, • 2nd Written Case Analysis Due. <p>Assignment for Week 8:</p> <ul style="list-style-type: none"> • Read Chapters 15-17; • Prepare Research Project.
Week 8	<p>Topics:</p> <ul style="list-style-type: none"> • <u>LABOR-MANAGEMENT RELATIONS AND SAFETY AND HEALTH</u> • Classroom discussion of labor-management relations case. • Research Project Due <p>Assignment for Week 9:</p> <ul style="list-style-type: none"> • Prepare for final examination. A study guide will be provided.
Week 9	<p>Topics:</p> <ul style="list-style-type: none"> • <u>COMPREHENSIVE CASE ANALYSIS AND FINAL EXAMINATION.</u>