

Course	HRMG 5000 – Developing and Managing Human Resources
Term	Summer, 2007
Instructor	Name: Sam Bresler, Ph.D., SPHR Phone: (858) 945-8995 Email: Samuel.j.bresler@saic.com
Catalog Description	This course provides 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	No specific course prerequisites are required. Incoming students are expected to be able to demonstrate graduate level competencies in writing, speaking, analyzing and debating.
Intent of Course	The intent of the course is to provide students with the background to be successful HRM professionals, to manage human resources effectively, and to be knowledgeable consumers of HRM products and services and to be aware of important issues in current HRM practice
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><u>Managing Human Resources</u></p> <p>Author: Bohlander, George W. / Snell, Scott A. Edition: 14TH 07 ISBN: 0-324-31463-9 Publisher: South-Western Publishing Co.</p> <p><u>E-RESERVES:</u> Lecture notes and presentations, assignments, and supplementary readings for this class can be found on E-Reserves (Available to students 24/7). The textbook for this class is NOT available on E-reserves. (http://ereserves.webster.edu)</p> <p>The password for this class this term is:</p>										
Grading	<p style="text-align: center;"><i>Allocation of Course Credits/Points</i></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"><i>Written Case Study Reports</i></td> <td style="text-align: right;">30</td> </tr> <tr> <td><i>Term Paper</i></td> <td style="text-align: right;">30</td> </tr> <tr> <td><i>Final Examination</i></td> <td style="text-align: right;">30</td> </tr> <tr> <td><i>Class Discussion/Participation</i></td> <td style="text-align: right;">10</td> </tr> <tr> <td>Total Points</td> <td style="text-align: right;">100</td> </tr> </table> <p>GRADE SCALE</p> <p>A 93-100 A- 90-92 B+ 87-89 B 84-86 B- 80-83 C 70-79 F 69 and below</p> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • A/A- Superior graduate work • B+/B/B- Satisfactory graduate work • C Work that is barely adequate as graduate-level performance • CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • IP In progress • NR Not reported • W Withdrawn from the course 	<i>Written Case Study Reports</i>	30	<i>Term Paper</i>	30	<i>Final Examination</i>	30	<i>Class Discussion/Participation</i>	10	Total Points	100
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Activities	<p><i>Case Study Reports:</i> Following the initial class session, 10 written case study reports will be prepared addressing most of the chapters in the textbook and will be due at the session scheduled for discussion of the particular chapter. Two case study reports will be due each</p>										

	<p>week. The reports should be brief and respond to the questions following the case study. Late reports will not receive credit.</p> <p>Term Paper. A research paper of between <u>nine</u> and <u>twelve</u> typed pages is due at the seventh session of the course. The paper will require the student to conduct research on a human resource management functional topic from a list provided by the instructor. The student will be required to select his/her term paper topic and advise the instructor of his/her selection not later than the second session. Additional information regarding the requirements of the term paper may be found within the “Required Writing Component” paragraph of the Course Policies” section of this syllabus, below.</p> <p>Class Discussions: Class members should be prepared to discuss the scheduled chapters at each weekly session with particular attention to the assigned case studies, as well as the questions that appear at the end of each chapter.</p> <p>Final Examination: A final examination will be completed not later than the ninth session of this course.</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 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</p>

	<p>class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p>Course Policies</p>	<p><u>ATTENDANCE AND PARTICIPATION</u> Students are expected to attend all classes and participate actively in class discussions. If it is impossible for you to attend a specific class, you are expected to contact the instructor either telephonically or via e-mail in advance of that class, if at all possible. Students are expected to remain current with all readings and other assignments.</p> <p><u>REQUIRED WRITING COMPONENT:</u> At least one writing component is required in ALL graduate and undergraduate courses. The written assignment should be APA style, include references (a minimum 5 non-internet references (e.g. academic journals, books, professional publications) in addition to any internet resources they may use), and a bibliography. The assignment should show that the student clearly has the ability to conduct research, cite sources to support arguments and write in a coherent, organized fashion expected at the college (for Undergraduate students) or Graduate level.</p> <p><u>REQUIRED USE OF PASSPORTS:</u> Students are required to use Webster University's online library, PASSPORTS (http://library.webster.edu). PASSPORTS offers access to many scholarly and professional publications free of charge. Check with the Academic Advisor or visit the website for more information about what is available via PASSPORTS.</p> <p><u>TURN-IT-IN PLAGIARISM DATABASE:</u> Students are encouraged to use the Turn-it-In PlagiarismDatabase (http://library.webster.edu/turnitin.html)</p> <p><u>WRITING ASSISTANCE:</u> Students are encouraged to submit their research papers to the Webster On-Line Writing Center for review and assistance. (http://www.webster.edu/acadaffairs/asp/wc/online.html)</p>
<p>Weekly Schedule</p>	<p>WEEK 1: May 31st <i>Chap. 1: The Challenge of Human Resources Management.</i> <i>Chap. 2: Strategy and Human Resource Planning.</i></p> <p style="text-align: center;">TERM PAPER IS ASSIGNED</p> <p>WEEK 2: June 7th <i>Chap. 3: Equal Employment Opportunity and Human Resource Management.</i> Written Report: Case Study # 1 <i>Chap 4: Job Analysis, Employee Involvement and Flexible Work Schedules.</i> Written Report: Case Study # 1</p> <p style="text-align: center;">TERM PAPER TOPICS ARE DUE</p>

WEEK 3: June 14th

Chap. 5: Expanding the Talent Pool: Recruitment and Careers

Written Report: Case Study # 1

Chap 6: Employee Selection.

Written Report: Case Study # 1

WEEK 4: Date To Be Discussed (June 18th, 19th or 20th)

Chap. 7: Training and Development.

Written Report: Case Study # 1

Chap. 8: Appraising & Improving Performance

Written Report: Case Study # 1

WEEK 5: June 28th

Chap. 9: Managing Compensation.

Written Report: Case Study # 1

Chap. 10: Pay for Performance: Incentive Rewards

Written Report: Case Study # 1

WEEK 6: July 5th

Chap. 11: Employee Benefits

Written Report: Case Study # 1

Chap. 12: Safety & Health.

Written Report: Case Study # 1

WEEK 7: July 12th

Chap. 13: Employee Rights & Discipline.

Chap. 14 The Dynamics of Labor Relations.

TERM PAPERS ARE DUE

WEEK 8: July 19th

Chap. 15: International Human Resource Management

Chap. 16 Creating High Performance Work Systems.

TERM PAPERS ARE RETURNED

COURSE REVIEW

FINAL EXAMINATION IS DISTRIBUTED

WEEK 9: July 22nd (Sunday)

FINAL EXAMINATION IS DUE

**DEVELOPING AND MANAGING HUMAN RESOURCES
SUMMER TERM 2007**

TERM PAPER ASSIGNMENT

Due: Seventh Session (July 12th, 2007)

Assignment: Gather information about one organization's response to one of the workplace trends listed below. To obtain this information, interview a Human Resource Management Executive (Vice President, Director or Manager) or Chief Executive/Operating Officer about one of these topics. Then, prepare a report (between 9 and 12 typed pages, either single and one-half or double spaced, of at least 10 point font), which both summarizes and evaluates the information you obtained. Please format your report by following the outline below:

First, select one of these topics (see further information about each topic on the next page):

- Work/Life Issues
- Workforce Diversity
- Total Quality Management or Total Customer Service
- Alternative Reward Systems
- Winning the Talent War: Recruiting and Retaining Employees
- Globalization: Doing Business Across Borders
- Creating a Learning Organization
- Performance Management
- Leadership Development
- Outsourcing (part or all of) the Human Resource Management Function
- Another relevant topic (requires the advance approval of the course instructor)

Second, *interview* the Human Resource Management Executive/CEO/COO to find out how the organization is dealing with this issue. Finally, prepare a report that is organized into the following four sections:

- I. **Organizational Profile (worth 10 points):** Who did you interview (e.g., name and job title)? Also, include the organization's name, location(s), key products and/or services, organization's age, approximate number of employees, and, if available, the organization's overall "mission/vision and values" statement(s).
- II. **Interview/Research Summary (worth 50 points)** describing:
 - A. Why is this issue important to this organization?
 - B. How is the organization responding to this issue? What new programs, initiatives, and/or actions are taking place that reflect a concern about this issue?
 - C. What is or has been the role of the HR function in guiding or supporting the organization's efforts in this area?

- III. **Information Sources (worth 10 points):** Ask about and describe the information sources used by this firm to help guide their actions/policies (e.g., conferences, publications, networking, books, employer associations, etc.). Also, if more than one source was used, indicate which were the most valuable.
- IV. **Observations/Conclusions/Recommendations (worth 30 points):** Assume the fresh perspective of an outsider asked to comment on the effectiveness of the organization's HR strategies in this topic area. **First**, list the major strengths and weaknesses you observe about this organization's approach. **Second**, analyze the HR department's contributions to this process, using the HR competency model found at the end of the first chapter of your text; e.g., which, if any, of the four roles – HR mastery, business mastery, change mastery, or personal credibility – did you see come into play? **Third**, list any recommendations or suggestions that you believe would improve the organization's response to this issue.

ALTERNATIVE TOPICS

WORK/LIFE ISSUES: In our busy 24/7 world, employers have become increasingly aware of the friction between work and other life interests and responsibilities. Further, they have discovered that there is a significant recruitment advantage in offering such options as flexible scheduling, telework, job sharing, and childcare and eldercare assistance policies.

WORKFORCE DIVERSITY: Increasingly, the U.S. workforce is made up of “non-traditional” workers, i.e., women, people of color, and immigrants. The resulting cultural diversity has caused many firms to review and revise some of their HR policies and practices.

TOTAL QUALITY MANAGEMENT: In an effort to become increasingly competitive globally, many firms have adopted a “total quality management” or “total customer service” philosophy. It emphasizes continuous improvement in product/service quality and internal efficiency, constant monitoring or customer (internal and external) satisfaction, and a team approach to innovation and problem solving. These changes often directly impact pay, performance management and training programs.

ALTERNATIVE REWARD PROGRAMS: There is growing dissatisfaction among U.S. firms (and employees) with traditional merit pool approaches to compensation. As an alternative, many companies are now experimenting with pay-for-performance or “alternative reward systems” which try to link rewards to individual contributions. These pay schemes typically supplement base salary; examples include individual and/or team incentive bonuses, gain-sharing or profit-sharing plans, stock options or grants, and non-cash, recognition-type rewards.

WINNING THE TALENT WARS: RECRUITING AND RETAINING EMPLOYEES: Today's talent wars have underscored the importance of recruiting individuals who fit well within the corporate culture and are inclined to stay. Many firms are experimenting with creative strategies designed to reduce turnover and promote long-term commitment from their employees.

GLOBALIZATION: DOING BUSINESS ACROSS BORDERS: Even small U.S. firms are finding potentially lucrative market niches abroad and, as a result, many have ventured into the world of international HR management. Often, this means learning new rules about recruitment, such as obtaining visas/work permits for foreign nationals or sending “expats” overseas. Also, it requires learning about different cultures and their approach to work; and, often, HR policies and programs must be modified to fit these new situations.

CREATING A LEARNING ORGANIZATION: In this “Information Age,” a growing number of firms believe that their competitive edge is based on human knowledge – from specialized technical knowledge to an in-depth understanding of customer needs. To capitalize on this knowledge, companies are experimenting with techniques designed to convert on-the-job learning into “institutional memory.” This may mean building a computer database, appointing a Chief Learning Officer, setting up customer “listening posts,” debriefing critical assignments, etc. These activities are often supported by HR programs, such as training, performance management systems and incentive pay plans. However, true “learning organizations” aspire to create a learning environment that goes well beyond traditional job-related training.

PERFORMANCE MANAGEMENT: Many firms – and employees – are dissatisfied with traditional annual performance appraisals. That’s why some organizations are developing new approaches for setting, measuring and monitoring job performance standards.

LEADERSHIP DEVELOPMENT: A key priority for many organizations is to identify and develop leadership talent at all levels in the organization.

HUMAN RESOURCES OUTSOURCING: The success of PROFESSIONAL EMPLOYER ORGANIZATIONS should provide Human Resource management professionals with much food for thought. What elements of the HR function have already been outsourced...and why? Are there plans for the outsourcing of additional HR services? What have been the key drivers for these decisions, and what impact(s) have already been seen within the organization?