Course Description
This course will examine theory and application in the area of human resource management. While other organizational management courses focus on the structure, operations or behavior of organizations, this course will focus on the problems and issues surrounding the management of individuals themselves, looking at human beings as major assets of most organizations.

Within the context of accepted management and organizational theory, the course will examine how human resources are commonly managed in various types of organizations both historically and today. In addition, the course will examine specific techniques and approaches that have proven successful in managing human resources in the 21st century.

Course Outcomes
Students who take full advantage of the readings, assignments and discussions in this course will:
• Gain an understanding of the generally accepted problems surrounding human resource management, including:
  • Strategies, ethics and legal issues
  • Staffing
  • Motivation and performance
  • Compensation and incentives
  • Labor relations
  • Career development
  • Diversity and equal opportunity

• Gain an understanding of how human resource management concepts and methods have evolved historically.

• Learn to critically analyze and evaluate various contrasting approaches to human resources as applied to specific organizations.

• Build human resource management skills by learning specific vocabularies, theories, established practices and management “fads”.

• Become more critically aware of the ethical and political dilemmas facing HR managers.

• Appreciate how cultural and ethnic differences demand human resource management
Students are also expected to gain skills in the following:

- Conducting critical analysis of resource management approaches in real-life applications.
- Developing rational and innovative approaches to solving HR problems and dilemmas.
- Performing library research searches for HR management sources.
- Taking both “top-down” and “bottom-up” perspectives when evaluating the effects of HR policies on organizations and individuals.
- Reviewing peer contributions, and offering constructive comments and ideas.

**Textbook**


**Course Requirements & Grading**
Grades will be based on weekly class participation, a combination of weekly tests and/or one final exam, two papers, and a short literature review.

1. **Reading Assignments & Class participation (20%)**

Students will be responsible for weekly reading assignments from *Human Resource Management, 12th edition*. One or two chapters will be assigned each week.

To ensure that students understand the material covered in the text, they will have two or three questions per chapter for discussion. The instructor will post these questions by Sunday evening each week. Each student is expected to respond to these questions and to comment on one other student’s responses every week. Students will be graded on both their original answers and their comments on another student’s answers.

The instructor will post questions before the first day of each week (Monday). Students should read the assigned chapters and respond to the questions by the end of that week (Sunday). (Blackboard is set up to consider Monday as the first day of each week and Sunday the last.)

Peer review comments should be posted by the **following Thursday**. Each student should select at least one student’s answers to review each week.

Both the original answers and comments will be evaluated based on their thoughtfulness, insight, clarity of expression, and contribution to the overall discussion. These exchanges are intended to foster interaction among students on topics pertinent to the course. In addition to the weekly questions, students are also expected to post their literature reviews and to comment on one other student’s literature review.

To encourage students to complete assignments **on time**, one point will be given for each of 4 assignments (descriptive paper, mini-literature review, prescriptive paper, and response to lit-
erature review) that are submitted on time. This is also considered part of the Class Participation grade.

2. Descriptive Paper (1,500-2,000 words; 25%)

Students will examine a single organization of their choice from the HR management point of view. The organization generally should have a formal Human Resources or Personnel department. In addition to searching information about the organization on the internet and/or library, students should conduct a live interview (by phone or in person) with a member of the organization who is knowledgeable of human resource policies and practices, preferably in a Human Resources Department. The organization can be the student’s job site, a local business, or an organization described on the internet. The student will conduct the interview, gather information about the organization, and report on his or her findings in approximately 6-7 pages.

The paper should address as many of the following Human Resource concerns as is relevant to the organization:

- What is the overall mission or purpose of the organization (not simply HR)?
- How big is the organization? How large is its service community or market and how many employees does it have?
- What is the formal structure of the HR office or function?
- How does HR fit into the rest of the organization?
- What are the hiring practices of the organization?
- What types of positions does the organization employ (professional, administrative, hourly) and what percentage does each group represent, overall?
- Are there job design concerns? If so, what are they?
- How are diversity issues handled?
- What selection processes does the organization use?
- How do they manage employee attrition and retention?
- How do they appraise and evaluate employee performance?
- How do they train or develop employees?
- How do they handle compensation?
- What legal issues are they concerned about?
- What are the implications of a global workforce on the HR organization?
- Are there other incentives that they consider, such as indirect compensation?
- Are there labor relations issues facing the organization? If so, what are they?
- Does the organization have any career concerns?
- Are HR employees concerned about employee health and safety?
- How does the organization’s overall strategy affect HR?
- Besides the above, what else does the HR department do?

In other words, the student should look at the organization from the point of view of a wide selection of Human Resource management concerns. Some of the questions above will not be pertinent to the specific organization under review and some of the information may not be available to the student. The idea of the project is to get a reasonably comprehensive overview of an individual organization from the Human Resources’ perspective.

Descriptive papers should be posted under the Content section of Blackboard where the as-
3. Mini-Literature Review (1,500-2,000 words; 20%).

Students will select, read and report on at least four journal articles taken from refereed or peer-reviewed journals dealing with human resource topics.

The four or more articles will all be on a similar human resource-related topic, allowing the student to compare and contrast the articles, analyzing and summarizing the similarities and differences of the concept or methodology. The resultant report will be a 2,000-word (approximately) essay summarizing each of the articles, with analysis and conclusions. It is very important that students write as much as possible in their own words and use quotations selectively and sparingly.

The article sources should be appropriately cited and a short list of references included. (APA or MLA bibliographic format is highly recommended.) A description of a literature review by the University of La Verne library can be found here: http://library.laverne.edu/literature-review.php.

However, the basic point is to do more than list the four articles and make a few comments. Students should make an attempt to tell a story about the selected topic with the four or more chosen articles. In the process, students will comment on the different research that was conducted, and both similarities and differences in the type of research, general findings, and recommendations for future research that the authors discussed.

It is important that students get experience reading and examining professional human resources-related journal articles. Other types of articles, such as newspaper articles, trade magazine articles (Forbes, Fortune, etc.) are not acceptable for this assignment, and will result in points being deducted from the student's grade. Examples of acceptable journals include the:

- Journal of Human Resources (JHR)
- Human Resource Management Journal
- Asia-Pacific Journal of Human Resources
- Journal of Management
- Strategic Management Journal
- Journal of Knowledge Management

A peer-reviewed journal article will always have extensive referencing and footnotes. If the article has fewer than five footnotes, it is not what this assignment requires. When conducting a library search, students can limit their selection to “scholarly journals” or “peer-reviewed journals”.

A good source of peer-reviewed articles is available in your ULV library online, such as EbscoHost or ProQuest. “Pro-quest defines 'peer-review' or 'refereed' as the role of experts or review boards in the field of expertise examining the journal articles before acceptance for publication. It is the process through which experts in the field of study assess the quality of articles.
that are submitted to a journal for publication.”

The library provides assistance both in person and online. For help finding library resources, you may go to: http://library.laverne.edu/library-faculty.php or http://library.laverne.edu/chat-with-librarian.php.

This assignment should be posted on the Discussion Board for other students to read and comment upon and under the Content Section of Blackboard.

4. Prescriptive Paper (1,500-2,000 words; 25%).

This paper will take the issues and problems described in Assignment #2, further analyze them in light of concepts and skills learned from the text, and offer suggestions for improvement in HR policies and practices at the organization selected. Website and literature sources should be cited, as appropriate. A suggested outline for the paper follows. All sources of information, such as interviews, websites and literature sources, should be correctly cited, preferably using APA or MLA format, with a bibliography of all sources included at the end of the paper. Again, students should write clearly, in their own words, and use quotations selectively and sparingly.

Suggested Outline:
   A. Short one-paragraph summary of the organization description from the first paper concerning the specific organization that you observed.

   B. A summary of at least 4 HR problems or issues that you noticed in your research on the specific organization, followed by a more detailed description of each problem. Students are expected to draw on material from the text in this discussion.

   Template for each problem:
   • What is the nature of the problem?
   • How is this problem affecting the organization?
   • What HR measures would you recommend to address or solve the problem?
   • How would you go about implementing your recommendation?

   C. Conclusions (again drawing on material from the text).
   • If the organization accepted your recommendations (in whole or in part) and implemented them, what kind of changes or transformations would you most likely see in the organization?
   • What costs and side effects might be associated with your recommendations?
   • What would happen if they just left things alone and continued as they are currently operating in the HR aspects of the organization?
   • What are the major lessons you learned from this exercise?

The idea of this assignment is that the student uses what he or she learns in Assignments #2 and #3, as well as the class readings, to perform HR analysis and to prescribe HR solutions for a real organization. Many students have used this assignment (as well as the previous assignments) as a way to give feedback and information to the organizations in which they work.
Prescriptive papers should be posted under the Content section of Blackboard where the assignment is listed.

5. Final Exam (10%)

There will be a multiple-choice final exam covering all of the material in the course. This will be available during the final week of the term. It will be open-book, but there will be a time limit for completing the exam. This is intended as a basic review of essential information.

To review, each of these course requirements will receive the following weight:

1. Discussion Board / Class Participation—20%
   Answers to weekly questions and reaction to other students’ answers as well as reaction to students’ literature reviews and on-time submission of assignments.
2. Descriptive Paper—25%
3. Mini-Literature Review—20%
4. Prescriptive Paper—25%
5. Final Exam—10%

TOTAL: 100%

Grading Scale

A  94-100
Has unusually sharp insights into material; initiates thoughtful questions.
A- 90-93
Sees many sides of an issue. Articulates well; writes clearly and logically.
B+ 87-89
Grasps subject matter at a level considered "good to very good."
B  84-86
Is an active listener and participant in class discussions. Speaks and writes well.
B- 80-83
Accomplishes more than the minimum requirements.
C+  77-79
Demonstrates a satisfactory comprehension of the subject matter.
C  74-76
Accomplishes the minimum requirements. Communicates orally and in writing at an acceptable level for college.
C-  70-73
Has a good understanding of all materials.
D+  66-69
Quality and quantity of work in and out of class are below average.
D  60-65
Quality and quantity of work in and out of class are well below average.
F  < 60
Quality and quantity of work in and out of the class are unacceptable.
WF
Designates an unofficial withdrawal from a course.

Incomplete
Incomplete are strongly discouraged. Students should make every effort to complete assignments on time and to complete this course within the 10-week term. However, on rare occasions, emergencies arise and it becomes impossible for someone to complete the course. In these instances, students may request an Incomplete, which will allow the student to complete the course by the end of the following term.

Students requesting an incomplete must satisfy the following criteria:
1. The student faces an emergency (serious illness, death in the family, or job transfer).
2. The student will have read the text and participated in all weekly class discussions by the end of the term.
3. If both of these conditions are not met, the student should withdraw from the course.

Academic Honesty--Plagiarism
Each student is responsible for performing academic tasks in such a way that honesty is not in question. This means that papers should be written in the student’s own words and that all quotations are correctly noted, either with quotation marks or single-space indentation, and properly cited. For more details on plagiarism, please read the Classroom Conduct and Academic Honesty sections in the University of La Verne’s current Catalog. This is available at http://www.laverne.edu/catalog/. Students may also find information about plagiarism at: http://library.laverne.edu/tutorial/write3.htm

For more information about correctly citing library and internet sources, please review: http://library.laverne.edu/tutorial/write2.htm

Class Schedule and Readings
For the purposes of this course, each week begins on Monday and ends on Sunday.

Please follow the weekly instructions below & on the Discussion Board (in Blackboard).

Week 1 (June 4-10)
Welcome & Introduction
Review of Syllabus and Explanation of Assignments
Student Introductions
Strategic Human Resource Management: An Overview
Required reading: Mondy, Chapter 1
Student Responses to Questions for Chapter 1

Week 2 (June 11-17)
ETHICAL, SOCIAL, AND LEGAL CONSIDERATIONS
Business Ethics & Corporate Social Responsibility
Workforce Diversity, Equal Employment Opportunity, & Affirmative Action
Required reading: Mondy, Chapters 2 & 3
Student Responses to Questions for Chapters 2 & 3
Week 3
STAFFING
Job Analysis, Strategic Planning, and Human Resource Planning
Recruitment
(June 18-24)
Required: Mondy, Chapters 4 & 5
Student Responses to Questions for Chapters 4 & 5
Student Comments on Responses for Chapters 2 & 3

Week 4
Selection
(June 25-July 1)
Required: Mondy, Chapter 6
Student Responses to Questions for Chapter 6
Student Comments on Responses for Chapters 4 & 5
Descriptive Paper (Assignment #2) due

Week 5
HUMAN RESOURCE DEVELOPMENT
(July 2-8)
Training & Development
Career Planning & Development
Performance Management & Appraisal
Required: Mondy, Chapters 7 & 8
Student Responses to Questions for Chapters 7 & 8
Student Comments on Responses for Chapter 6

Week 6
COMPENSATION
(July 9-15)
Direct Financial Compensation
Indirect Financial Compensation (Benefits) and Nonfinancial Compensation
Required: Mondy, Chapters 9 & 10
Student Responses to Questions for Chapters 9 & 10
Student Comments on Responses for Chapters 7 & 8

Week 7
SAFETY AND HEALTH
(July 16-22)
A Safe & Healthy Work Environment
Required: Mondy, Chapter 11
Student Responses to Questions for Chapter 11
Student Comments on Responses for Chapters 9 & 10
Mini-Literature Review (Assignment #3) due

Week 8
EMPLOYEE AND LABOR RELATIONS
(July 23-29)
Labor Unions & Collective Bargaining
History of Unions in the United States
Internal Employee Relations
Required: Mondy, Chapters 12 & 13
Student Responses to Questions for Chapters 12 & 13
Student Comments on Responses for Chapter 11
Week 9
(July 30-Aug. 5)  OPERATING IN A GLOBAL ENVIRONMENT
Global Human Resource Management
Required: Mondy, Chapter 14
Student Responses to Questions for Chapter 14
Student Comments on Responses for Chapter 12 & 13
Prescriptive Paper (Assignment #4) due

Week 10
(Aug 6-12)  EXAM WEEK
Final Exam (Assignment #5) due

Note: Modification of this syllabus may be made at any time at the professor’s discretion.

Paper Grading Criteria
Content
The paper must be double-spaced and all pages must be numbered. Sentences should be clear and complete. Students are expected to use quotations sparingly and otherwise express ideas using their own words. Students found plagiarizing others’ work in their papers will receive a 10 point deduction and warning for the first offense and zero credit for the assignment for a second offense.

Writing Quality: Writing quality is essential for conveying your ideas in a clear, concise fashion so that others can easily grasp what you are trying to say. This includes grammar, punctuation, paragraph structures, etc. Students who have difficulty with their writing should consider getting some writing help from the University’s Learning Enhancement Center—http://laverne.edu/academics/learning-enhancement-center/)

References: Students are encouraged to use the Proquest, EbscoHost, and other electronic databases at the library website. Students should also consider utilizing various library services---in person, online at: http://library.laverne.edu/, by email to Reference@ulv.edu or by phone at ext. 4305.

Writing Style Format: Students should use one of the following formats and be consistent in its use throughout the assignment: APA (preferred), Turabian, MLA, or Chicago. In other words, please be consistent and do not mix two different styles. If you do not have a preference, students are strongly encouraged to use APA or MLA format.)