

North Park University
School of Business and Nonprofit Management
Syllabus: SBNM 5030– Human Resource Management
Summer 2008-09 Online

Course Instructor:

Colette Hands, Director, Center for Career Development & Internships, North Park University

Contact Information:

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Office Hours: Please e-mail me to schedule phone or online appointment.

Course Overview:

As more organizations increasingly recognize that people are a major source of competitive advantage, Human Resource Management has taken on a more strategic role in organizations. As a result, decisions made in organizations about who to hire, what training to give them, how to reward them, and so on have become more important. These decisions are not just made by the HR department. Managers are responsible for selection, training, performance management, and compensation decisions. It is in your best interest to understand your responsibilities regarding HR.

We will be taking an active learning approach in this class. This means you should do the readings, think about the issues, and be prepared to contribute to class discussions. As the instructor for this course, my primary role is to facilitate the learning process.

Course Materials:

Dessler, Gary (2009) Fundamentals of Human Resource Management. Prentice Hall (ISBN-13: 978-0-13-605050-6)

Maidment, Fred. Annual Editions: Human Resources 08/09. McGraw Hill 2008. (ISBN: 978-0-07-352847-2)

Course Teaching and Learning Methods

Because this course is being taught in an intensive format, it is very important for students to keep up with reading assignments and online discussions of the reading. Each week's discussion forum draws directly from the readings and student posts should incorporate important points from the readings (in order to receive maximum points). Questions will be posted by the course facilitator on the course site on a weekly basis to stimulate the discussion. Responses need not be directed to the course instructor but can and should be in response to the thoughts and ideas of other students as well.

Course Schedule

Discussion questions for each week of the course are already posted on the course site in the discussion forum section. In general, you should complete your assignments and assigned readings for the week no later than Tuesday evening in order to be ready to jump into the discussion forum by Wednesday. Each week's discussion forum will officially close at 6:00p.m. (CDST), on the Sunday following the week during which the discussion took place. At the close of postings, your instructor will review your posts for the week and assign your weekly points (which you can review at the grade book section of the course site). Thus, it is essential that you complete your assigned readings for each week as early as possible to provide meaningful and substantive discussion comments. Kicking off a discussion means posting some of your reflections and thoughts about the assigned readings and/or posts from the previous week that lead into the current week's topics. If you cite the readings of another post, please include your references and/or page numbers so that we can all follow your thinking. Your post should never be longer than 200 words.

Computer Requirements

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/cs/support/minreq.aspx> for information on computer requirements and <https://www.northpark.edu/cs/support/config.aspx> for network access.

Student Responsibilities

1. Attendance and presence are required for this class. You are expected to post a substantive contribution to the discussion at least 2-3 times per week which means you will need to log in a minimum of 2-3 times per week (at any time during the week). Simply saying "hello" or "I agree" is not considered a substantive contribution. You must support your position or begin a new topic or add somehow to the discussion when logging on. In order to receive the maximum points available for each week's discussion forum, student should make a minimum of one original posts and two responses to other students' posts during a week. Remember the golden rule for online posting: The quality of comments is more important than the quantity.
2. All assignments will be posted online. Please include your last name and first name and assignment week on every homework assignment. (This does not include discussion posts.)
3. Use good "Netiquette" (*see A Guide to Netiquette in Course Information folder on Blackboard*). Be aware that there is zero tolerance for inappropriate netiquette.
4. When taught in the traditional format, this class meets for three hours and twenty minutes per week for seven weeks. You should expect to spend approximately two hours for every semester hour plus the "seat" time of three hours...for a grand total of 10-12 hours per week (at a minimum) on course responsibilities (i.e. reading, assignments, and online discussion).

5. The most predictable breakdown occurs when students are late in posting their papers and responses. This is often the result of illness, business trips, overload, and computer glitches. Be aware that the learning of your peers will be disrupted by your lateness! Email or call me as soon as possible if a situation arises which will affect a due date or your peers, and post a message to the group. Late assignments are subject to a reduction of points.

Course Instructor Responsibilities

The course instructor's role in this course is as a "learning facilitator." Be aware that I am reading your posts on a regular basis and I am also visiting your online group discussions. I will jump in to discussions when I feel that an important point needs to be made or if the discussion needs to be redirected. I expect that you will take primary responsibility for your own learning throughout this course. More specifically, here is what you can expect from me:

1. The course instructor will design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
2. The course instructor will provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
3. The course instructor will provide opportunities for group work in class that will include discussion as well as hands-on exercises.
4. The course instructor will read and critically assess students' assignments and provide feedback within 7-10 days of receipt.
5. The course instructor will respond to all student e-mails within 48 hours of receipt.
6. The course instructor will respond to all student phone calls within 48 hours of receipt.

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the internet.
2. Copying another’s answers on an examination.
3. Deliberately allowing another to copy one’s answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University’s online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor’s discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (found on the NPU website).

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact their program’s office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website:

<http://www.northpark.edu/ada>

Performance Evaluation

You will have the opportunity to demonstrate your learning in this course in several different ways.

	Points	Percentage
Individual Weekly Participation: (5 points maximum per week; weeks 2-7) <ul style="list-style-type: none"> Regular postings; interaction, insight, analysis; critical thinking; group participation; timely submission of assignments 	30	15.0%
Assignments: (5 points per assignment) <ul style="list-style-type: none"> Assignment 1 (week 1) Group Statement of Vision/Mission/ Strategy (week 2) Assignment 2 (week 3) Performance Appraisal Activity (week 4) Assignment 3 (week 5) Assignment 4 (week 7) 	30	15.0%
Final Paper (due March 6, 8am) (12 points maximum per section) <ul style="list-style-type: none"> Adequate research/issue identification (6%) Explanation of current HR relation issue (6%) Development of viable HR strategy/solution (6%) Steps for strategy roll-out/Evaluation (6%) Paper is succinct, concise, logical and professionally written (6%) 	60	30%
Team Participation – Consulting Sessions Assignments Relating to Running Case Study (30% total) <ul style="list-style-type: none"> Position Presentation (10%) Position Reaction and Discussion (10%) Position Clarification and Closing Response (10%) 	60	30%
Peer Review/Evaluations	20	10%
Total	200	100%

Final grades will be assigned based upon the number of points earned throughout the quad.

92%-100%	A	184- 200 points
89%-91%	A-	178- 183 points
86%-88%	B+	172-177 points
80%-85%	B	160-171 points
77%-79%	B-	154-159 points
74%-76%	C+	148-153 points
70%-74%	C	140-147 points
Below 70%	F	Below 140 points

HOMEWORK

Each week you will have a considerable amount of reading from the book and from class handouts/articles and case studies. Please do your homework and readings so that you are prepared for online discussion. Keeping up with the reading will have additional benefits when it is time to complete your final paper.

WEEKLY DISCUSSION QUESTIONS

Each week you will have assigned readings from the Dessler and Annual Editions Articles text. Questions will be assigned weekly, based upon the readings. These questions will be the basis for the weekly discussion board.

CRITERIA FOR INDIVIDUAL WEEKLY PARTICIPATION GRADING SCALE

Your postings should be thorough and thoughtful. Just posting an “I agree/disagree with your comment” or an “I think the same” to someone else’s thoughts is not considered to be an adequate response. At the same time, I do not encourage “excessive” posting. You should be able to make a substantive posting in 200 words or less (roughly two short paragraphs). It must be obvious from your postings that you have read and that you comprehend the assigned readings for the week. Your posts will be graded on a weekly basis according to the following criteria:

Point Value	Characterization of the Response
0	No response.
1	Single entry; no interaction with other participants’ postings is evident. No evidence that student has completed reading assignments.
2-3	Minimum of 2-3 responses during week including one original post and one post made in response to other posts. Posts incorporate assigned readings and/or other relevant source material in support of student’s ideas.
4-5	Minimum of 4 responses during week including two original posts and two posts which are made in response to other students’ comments. Posts incorporate assigned readings and/or other relevant source material in support of student’s ideas. Each response integrates multiple views and shows value as a seed for reflection by including other participants’ views.

INDIVIDUAL ASSIGNMENT GRADING SCALE – LETTER GRADE POINT VALUE DEFINITION CRITERIA

A 5.0 Superior - Student met all participation requirements; completed all assignments, group projects, and papers; met the evaluation criteria for the course as specified in the syllabus; and submitted superior quality work.

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B 4.0 Satisfactory - Student met all participation requirements; completed all assignments, group projects, and papers; met the evaluation criteria for the course as specified in the syllabus; and submitted satisfactory quality work.

C 3.0 Marginal - Student met the majority of participation requirements; completed most assignments, group projects, and papers; and met the majority of evaluation criteria for the course as specified in the syllabus.

F 0.0 Unsatisfactory - Student did not meet the criteria for a “C” grade.

TEAM PARTICIPATION – CARTER CLEANING COMPANY RUNNING CASE STUDY

The class will be broken into teams/groups. Each team/group will represent an HR Consultant team called in to assist Carter Cleaning Company with their HR management. There will be several consulting sessions. Each team will act as the HR Consultant for a particular assigned week and conduct a consulting session with Carter Cleaning Company’s management team according to the questions listed for that particular week. The remaining teams/groups will represent Carter Cleaning Company and will seek clarification and pose questions as the “client” whose business will be affected.

INDIVIDUAL FINAL PAPER

Using your own organization, or one of your choosing, in a 5-7 page paper, identify the following:

- State the Organizations’ vision and mission
- Give an overview of an existing organizational Human Resources related issue going on in your organization as you see it.
- Analyze the organization’s internal environment and how this issue is affecting it.
- Analyze the organization’s external environment and how this issue is affecting it.
- Identify a minimum of three Human Resources objectives and strategies that would address the issue (See Article 7 in Annual Editions)
- Identify HR Policies and Procedures to roll out the plan (See Chapter 3 in Dessler and Article 7 in Annual Editions)
- Summarize and Close

The final paper is due Friday March 6th no later than 8:00 a.m. (CDST).

PEER REVIEW AND EVALUATION

Students may earn up to 20 points for their participation in the team through peer evaluation. Each member of the team will evaluate the performance of each colleague on the team. These evaluations will be submitted directly to the instructor and will not be viewed by other team members. The number of points you will be awarded will be the average of the points assigned to you by your teammates.

Lecture and Discussion Topics	Required Readings (must be completed prior to class)	Assignments
Week 1 (May 16 – May 22) 1. Managing Human Resources Today 2. Equal Opportunity & Diversity	Dessler Chapters 1, 2 Annual Editions Article 3, 4 Case Study: Carter Cleaning Company Ch 1, 2	-Complete and submit your profile and participate in class introductions. - Review Consulting Session (Running Case Study) Process - Submit assignment 1 through the assignment link
Week 2 (May 23 – May 29) 1. Strategic Human Resources Management. 2. Personnel Planning and Recruiting	Dessler Chapters 3, 4 Annual Edition Articles 1, 7, 8 Case Study: Carter Cleaning Company Ch 3, 4	-Weekly Discussion Board Question -Discuss CCC’s corporate strategy within your groups and come to a consensus. -With your team, discuss, create and submit CCC’s vision, mission and corporate strategy. -Consulting Session I (Ch 1, 2)
Week 3 (May 30 – June 5) 1. Selecting Employees 2. Training & Developing Employees	Dessler Ch 5, 6 Annual Edition Articles 16, 26 Case Study: Carter Cleaning Company Ch. 5,6	-Weekly Discussion Question -Students identify topic for final paper -Consulting Session II (ch 3, 4) - Submit assignment 2 through the assignment link.
Week 4 (June 6 – June12) 1. Performance Management & Appraisal 2. Compensating Employees	Dessler Ch 7, 8 Annual Editions Articles 27, 29 Case Study: Carter Cleaning Company Ch. 7,8	-Performance Appraisal Activity -Consulting Session III. (5, 6)
Week 5 (June 13 – June 19) 1. Ethics, Employee Rights and Fair Treatment 2. Working with Unions and Resolving Disputes	Dessler Ch 9, 10 Annual Editions Article 28, 39, 41 Case Study: Carter Cleaning Co. Ch 9, 10	-Weekly Discussion Question -Consulting Session IV (7, 8) -Submit assignment 3 through the assignment link
Week 6 (June 20 – June 26) 1. Improving Occupational Safety, Health and Security 2. Managing Global Human Resources	Dessler Ch 11, 13 Annual Editions Articles 32, 42	-Weekly Discussion Question -Consulting Session V (9, 10)
Week 7 (June 27 – July 3) 1. Measuring and Improving HR Managements Results	Dessler Ch. 14 Case Study: Carter Cleaning Co. Ch 14	- Submit assignment 4 through the assignment link – Carter Cleaning company
July 4 – July 8	NO ASSIGNMENTS OR DISCUSSION BOARD: Work on Individual Paper	-Final paper and Evaluation of Peer Team Members is due Wednesday July 8th, 2009 8:00a.m. (CDST)