

HPARK School of Business and Nonprofit Management Course Syllabus

Course: SBNM 5030 – Principles of Human Resources

Academic Year: 2013/14 Semester/Quad: Summer A

Credit Hours: 2
Prerequisites: none

Instructor: *Michelle Aronson*

Phone: 773-244-6270 please use email as their primary mode of communication.

Email: maronson@northpark.edu

Availability:

Please contact me via email. I will reply within 24 hours during the week and within 48 hours on weekends. Office hours are by appointment. In addition, if necessary, telephone conversations can be requested (send email to request times).

Face to face classes: Available to meet with students immediately before and following each class or by appointment.

Course Description:

This Principles of Human Resources course prepares students with a general business understanding of essential human resource management skills. Environmental and organizational forces have contributed toward the need for front line managers to have a strong working knowledge of human resources. These forces include: flatter organizations, globalized operations, greater diversity, increasing technology, and increasing governmental regulations.

Introductory Comments:

Creating a great workplace requires knowledge of Human Resource Principles including: Staffing, Employee Development, Compensation, Legal Context and Governance. The goal for this class is to create a collaborative learning environment, where we can explore the subject of Human Resources while applying the knowledge to our own work environments. The sharing of current events, personal experiences, and articles is encouraged to expand the content of the class and make the concepts relevant to your workplace.

Course Materials:

REQUIRED

Textbook: Gomez-Mejia, Balkin & Cardy. Managing Human Resources (2012) 7th Ed. ISBN #978-0-13-272982-6

RESOURCES

www.shrm.org

Essential IDEA Objectives:

- 1. Gaining factual knowledge (terminology, classifications, methods, trends).
- 2. Learning fundamental principles, generalizations, or theories.
- 3. Learning to apply course material (to improve thinking, problem solving, and decisions).

Specific Course Objectives:

- This course exams current theory and practice of human resource management in the context of ethical strategic management.
- The human resource perspective will be one of a fully functioning, strategic partner in developing and implementing the mission and vision of the organization as well as developing human resource strategies that support the bottom line.
- As part of the practitioner model, specific tools for H.R. compliance, recruitment, selection, diversity management, performance appraisal, discipline and the global workplace will be provided throughout the text, through lecture, video clips, and team presentations.

Course Methodology:

Face to Face Class:

The face to face class emphasizes learning by lecture, discussion. videos, case studies, and role playing /simulations and Moodle discussion forums. The outcome face to face class is dependent upon our dialogue with each other, therefore keeping current with the assigned readings and active classroom engagement is essential. I expect you to think critically, reflect the reading in your discussion, and work as a group to make our learning environment practical and relevant.

Online Class:

The online class emphasizes learning by reading, reviewing key chapter concepts (PowerPoint), videos, weekly writing assignments, and online discussion forums. The online class is dependent upon our dialogue with each other, therefore keeping current with the assigned readings and active online engagement is essential. I expect you to think critically, reflect the reading in your online discussion / writing assignments, and work as a group to make our learning environment practical and relevant.

In this online format, it is not possible to successfully complete this course without a good understanding of the assigned readings and active participation in the discussion board forums.

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/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements for information on computer requirements.

Technical Skills Required:	
Moodle	

Schedule of Weekly Assignments:

Week	Dates	Topics	Assignment(s)
1	5/14/13	1.Present and Emerging Strategic Human Resources Challenges a. HR Management Challenges	Chapters 1, 2, 3 Review / Complete Activities in
		b. Planning and Implementing Strategic HRPoliciesc. Selecting HR Strategies to Increase FirmPerformance	Moodle Week 1 Tab Discussion Board Forum
		2.Managing Work Flows and Conducting Job Analysis	
		a. Work: Organizational, Group, IndividualPerspectivesb. Designing Jobs and Conducting Job	
		Analysis c. The Flexible Workforce d. Human Resources Information Systems	
		3. Understanding Equal Opportunity and the Legal Environment a. Challenges to Legal Compliance b. EEO Laws, Enforcement and Compliance c. Other important laws	
2	5/21/13	 4. Managing Diversity d. Challenges in Managing Employee Diversity e. Improving the Management of Diversity 5. Recruiting and Selecting Employees a. Human Resources Supply and Demand b. Challenges in the Hiring Process c. Selection d. Legal Issues in Staffing 	Chapters 4, 5, 6 Review / Complete Activities in Moodle Week 2 Tab Discussion Board Forum
		6. Managing Employee Separations, Downsizing, and Outplacement e. Types of Separations f. Managing Layoffs g. Outplacement	
3	5/28/13	7. Appraising and Managing Performance a. What is Performance Appraisal?	Chapters 7, 8
		b. Challenges to Effective Performance	Review / Complete Activities in

Week	Dates	Topics	Assignment(s)
		Measurement c. Managing the Causes of Problems	Moodle Week 3 Tab Discussion Board Forum
		8. Training the Workforce a. Training vs. Development b. Challenges in Training c. Managing the Training Process	Bring to class: Resume Job Description
4	9. Developing Careers a. What is Career Development b. Meeting the Challenges of Effective Development Chapters 9, 10, 11 Review / Complete A Moodle Week 4 Tab		Review / Complete Activities in
5	b. Legally Required Benefits c. Voluntary Benefits Discussion Board Forum 13. Developing Employee Relations a. Developing Employee Communication b. Employee Recognition 14. Respecting Employee Rights and Managing Discipline a. Employee & Management Rights b. Disciplining Employees c. Preventing the Need for Discipline with HRM		Review / Complete Activities in Moodle Week 5 Tab
6	06/18/13	15. Working with Organized Labor a. Why do Employees Join Unions b. Labor Relations and the Legal Environment c. Labor Relations in the United States & Other Countries	Chapters 15, 16 Review / Complete Activities in Moodle Week 6 Tab Discussion Board Forum Final Paper Due

Week	Dates	Topics	Assignment(s)
		16. Managing Workplace Safety and Health a. Workplace Safety and the Law b. Managing Contemporary Safety, Health and Behavioral Issues 	
7	06/25/13	Final Presentations	Review / Complete Activities in Moodle Week 7 Tab Discussion Board Forum Peer Evaluation

Grading:

Assignment	Points	Grade %
Individual Class & Online Participation	30	30%
Final Paper	35	35%
Team Project	20	20%
Peer Review / Evaluation	15	15%
Total	100	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
	A (95-100%)		B- (80-82%)		F (<60%)
	A- (90-94%)		C+ (77-79%)		
	B+ (87-89%)		C (73-76%)		
	B (83-86%)		C- (70-72%)		

Assignment Grading Policies:

Grading rubrics are posted on Moodle. A final letter grade for the course will be awarded according to the existing policies of the SBNM. The final grade will be computed according to the total number of points earned.

Grading Policy on Late Work

I will accept late work for the discussion forums, but know that your grade will be reduced per the posted grading rubric.

Late submissions of any other assignments will not be accepted. Assignments will be considered late if they are submitted past the date and time noted (all due dates/times are based on Central Time (CT)). This policy will be strictly enforced.

I encourage you to complete assignments ahead of the due date so that sudden and/or unforeseen circumstances do not prevent you from completing and/or submitting assignments on time. If a personal situation arises that prevents you from completing work on time, please contact me via email or phone. I will consider such personal situations on a case-by-case basis.

Student Responsibilities:

- 1. Students are expected to attend class and fully engage in the discussions and related activities. Students cannot successfully complete this course without completing the weekly readings and assignments.
- 2. Students are expected to use good "netiquette" (see Netiquette Expectations in the Course Information folder on Moodle). While I am available by telephone, I strongly recommend that all issues, questions, and problems be discussed face to face before or after class.
- 3. Students are expected to spend approximately 10-12 hours per week on course responsibilities (e.g. reading, assignment completion, class time). All assignments are to be completed by the student prior to the assignment due date.
- 4. Students are expected to read the syllabus in its entirety and are responsible for its content.

Statement of Complaint (Group Work)

Group projects require the active engagement of all group members. I encourage you to briefly discuss group roles and expectations with your group members at the start of the course so as to proactively avoid any misunderstandings during subsequent weeks. If a situation arises where a member of your group fails to meet important deadlines or otherwise underperforms in a significant manner, your group may submit a statement of complaint to the course instructor. The statement will be shared with the underperforming member for comment and a grade penalty may be assessed to the underperforming member. Regardless of the outcome, the other members of the group will be awarded a grade based on the quality of the work submitted.

Instructor Responsibilities:

- 1. The course facilitator will design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
- 2. The course facilitator will provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts and/or to re-direct the dialogue.
- 3. The course instructor will provide updated information on relevant resources for the various topics of interest.
- 4. The course facilitator will read and critically assess students' written assignments and provide feedback within an appropriate timeframe (approximately one week).
- 5. The course facilitator will respond to all student e-mails within 24-48 hours of receipt.
- 6. The course facilitator will respond to all student phone calls within 24-48 hours.
- 7. The course facilitator will evaluate student progress in the class and provide a final evaluation for each student.

ASSIGNMENT SPECIFICATIONS

Overview:

Visit the online class in Moodle for student learning objectives, required reading, and assignments due for each week of the course.

Visit the Discussion Board tab for forum prompts and to interact with your peers and course instructor.

Current Events Report (Team Project)

Assignment Specifications:

Teams will choose an **instructor approved** "hot topic" in Human Resources (i.e. Facebook, Health Care Reform, Bullying in the Workplace, etc.). Teams will develop a presentation fully exploring the HR implications. The in depth analysis should include: laws, HR area of concern and recommendations.

In a 20 -30 slide PowerPoint presentation, each team will develop content that reflects knowledge derived from the learning materials provided (textbook, instructor-provided PowerPoint slides and online articles) and five to ten additional academic or media sources that are verifiable. The 30-minute PowerPoint presentation must be interactive and interesting when presented to the class in the final class.

The rubric below will be utilized for assigning a grade to the completed presentation.

The completed presentation is due to the instructor on or before the last class.

Criteria	4 POINTS	2 POINTS	0 POINTS
1	Slides succinctly and concisely present HR Topic components including relevance to workplace, controversy, ethical dilemma, why it is "hot"	Slides contain some of the relevance ethical implications or controversy but are not fully explained or the analysis is weak overall	Slide content is unclear or repetitive and do not generally present the major challenge / controversy to Human Resources
2	Slides discuss in depth analysis of all sides of the "hot topic" including all stakeholders and relevant laws and workplace challenges	Slides compare and contrast the points of view of the major stakeholders and relevant laws, workplace challenges identified in the topic. Overview is given with little analysis.	Slide content is unclear or repetitive and does not present the points of view of the key stakeholders on the topic or does not clearly identify the major components at issue.
3	Slides succinctly & concisely report on more than five significant challenges and/or potential workplace recommendations and/or changes	Slides report on three to five significant challenges and/or potential workplace recommendations and/or changes and/or clarity is lacking.	Report is unclear and/or repetitive or does report on relevant challenges and/or workplace modifications.

Criteria	4 POINTS	2 POINTS	0 POINTS
4	Slide content is clearly derived from the learning materials, and eight to ten student-identified (verifiable & correctly annotated) academic or media sources	Slide content is clearly derived from the learning materials, and five to seven studentidentified (verifiable and correctly annotated) academic or media sources	Slide content appears to be derived from the learning materials. The slides contain vague or confusing information from additional unverifiable or poorly documents sources.
5	Presentation script is coherent and internally consistent; slides are engaging and interaction is created with the audience.	Presentation script is coherent and internally consistent; however the slides or content lack engagement.	Presentation script is not coherent at times and lacks internal consistency. Slides in total lack elements to engage the audience.

Final Paper

Assignment Specifications:

Define a current HR practice or trend that could effectively be used in your organization or an organization of your choosing (select a practice or trend that is not currently part of the organization, or at minimum one that is only partially implemented). This 7-9 page, APA-formatted, final paper (excluding title page, abstract, and references page) must contain the following elements:

- I. Brief, general overview of the organization
- II. An overview of the organizations' vision and mission
- III. The selected HR practice or trend that you are recommending for implementation (or a more thorough implementation if already minimally present)
- The selected trend or practice must have been covered in this course
- Provide a description of the trend itself, its major components, and the potential benefits such a practice or trend would provide to the organization
- IV. Analyze the organization's internal and external environment via a SWOT analysis. The SWOT should provide a contextual framework for the implementation of the trend or practice.
- V. Identify HR-specific objectives and/or strategies that would support implementation of the practice or trend. In other words, make a clear value-proposition to the organization's management team that demonstrates why implementation should be endorsed.
- VI. Propose an implementation plan for the organizations' HR department.
- The plan should provide a step-by-step process for implementation that considers all levels and systems within the organization that would be impacted by the new practice or trend.
- VII. Recommend measurements/metrics to assess the effectiveness of the practice or trend post-implementation (e.g. 6-months; 1-year; 5-years).

VIII. Closing remarks

The final paper should make good use of the textbooks and concepts studied in the course. You should consult 2-3 relevant and verifiable academic and/or media sources that support adoption of the trend or practice being recommended for implementation. Be sure to review the posted grading rubric carefully, noting that full credit requires going beyond the minimum requirements stated above. Please use section headings in your paper that mirror the outline above.

The rubric below will be utilized for grading this assignment.

Criteria	5 POINTS	3 POINTS	0 POINTS
1	Paper is formatted according to APA standards and includes the following elements: title page, abstract, running head, third page title, in-text citations, references page.	Paper is formatted according to APA standards but some of the following elements are absent or improperly formatted: title page, abstract, running head, third page title, in-text citations, references.	Paper does not comply with APA style or utilizes another style guide or free- writing method.
2	Paper provides a clear and concise overview of the organization including its vision and mission that assists in forming a contextual framework for the individual paper.	Paper provides a general or generic overview of the organization including vision and mission which may or could have been gleaned by simply review a website.	Paper incorrectly or inadequately provides an overview of the organization and its vision/mission. Information provided does not provide a working context for the paper.
3	Selected trend or practice was covered in the course; trend or practice was accurately described; potential benefits were stated.	Selected trend or practice was covered in the course; trend or practice was described, potential benefits were stated, but more detail is required.	Selected trend or practice was not covered in the course and/or trend or practice was not accurately described and/or potential benefits were not stated.
4	Paper contains a clear SWOT analysis which assists in forming a contextual framework for the individual paper. Paper identifies HR-specific objectives and/or strategies that would support implementation of the trend or practice.	Paper contains a SWOT analysis which addresses some of the major internal (strengths/weaknesses) and external (opportunities/threats) forming the contextual framework for the assignment. Paper identifies objectives and/or strategies that are somewhat related to HR but on the whole are more general in orientation.	Paper incorrectly or inadequately identifies the strengths/weaknesses or opportunities /threats that would form a contextual framework for the individual paper. Paper does not mention or does not adequately identify HR-related objectives

Criteria	5 POINTS	3 POINTS	0 POINTS
			and/or strategies that would support implementation
5	Paper provides a step-by- step process for implementation that includes all levels and systems that would be impacted.	Paper provides a step-by-step process for implementation but is it somewhat general, vague, and/or not representative of the entire scope	Paper does not provide a step-by-step process or provides only a minimally-developed plan.
6	Paper provides a robust method to assess the effectiveness of the practice or trend postimplementation. Specific metrics are recommended.	Paper provides a general method to assess the effectiveness of the practice or trend post-implementation. Metrics are recommended.	Paper does not provide a reliable means of measuring the ongoing effectiveness of the practice or trend post-implementation.
7	Paper makes good use of the textbook and concepts studied in the course and student consults 3 relevant and verifiable academic and/or media sources.	Paper makes good use of the textbook and concepts studied in the course and student consults 2 relevant and verifiable academic and/or media sources.	Paper does not make good use of the textbook and concepts studied and/or does not adequately consult external sources.

Peer Review (Team Project)

Assignment Specifications:

The class will develop a tool for grading team participation during Week 3. This tool will be used by teams to give effective feedback regarding the overall participation of team members toward the final project.

POLICY STATEMENTS

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 for Graduate Courses

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 2 weeks 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).

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) *prior to* that session. You need to provide a reason for your absence. Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the APA Manual is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the APA Manual, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your 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