

<b>COURSE TITLE BLACKBOARD SITE</b>	HRM 6023 Human Resource Management Fall 2009 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> and select CRN 1854
<b>INSTRUCTOR</b>	Professor Chris Emmons cemmons@ltu.edu <a href="http://www.linkedin.com/in/cemmons">http://www.linkedin.com/in/cemmons</a> <a href="http://www.facebook.com/chris.barton.emmons">http://www.facebook.com/chris.barton.emmons</a> 248.561.0043 Appointments scheduled per student request
<b>SCHEDULE</b>	Semester start and end dates: September 9, 2009 through December 19, 2009  See <a href="http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp">http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp</a> for LTU academic calendar information.
<b>LEVEL/ HOURS PREREQUISITE</b>	3 credits. This is a graduate level course. Willingness to write at a graduate level using APA style for in-text citations and listing of references is a requirement.
<b>REQUIRED TEXT</b>  (See Blackboard for additional resources)	Mathis, R. L., & Jackson, J. H. (2008) <i>Human Resource Management</i> (12 <sup>th</sup> ed.). Mason, OH: Thompson South-Western. ISBN-10: 0324542755 ISBN-13: 978-0324542752  Available for online purchase through LTU Bookstore at: <a href="http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489">http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489</a>  Harris, M. (2006). <i>Student Guidebook to Proper Citation in APA Style; Taken from: Prentice Hall Reference Guide</i> (6 <sup>th</sup> ed.). Boston, MA: Pearson Custom Publishing ISBN-10: 0-536-31641-4 ISBN-13: 978-0536316417  This is available via <a href="http://www.amazon.com">www.amazon.com</a> - another quick guide or APA resource is acceptable. HOWEVER, students are responsible for proper APA in-text citing and reference list on EVERY assignment including discussion forums.
<b>ADDITIONAL RESOURCES</b>	LTU Online student resources: <a href="http://www.ltu.edu/ltuonline/">http://www.ltu.edu/ltuonline/</a>
<b>TECHNICAL SUPPORT</b>	Technical support for using Blackboard is provided by the Helpdesk, 248.204.2330 or <a href="mailto:helpdesk@ltu.edu">helpdesk@ltu.edu</a>

### COURSE SCHEDULE FOR COLLEGE OF MANAGEMENT (GRAD) SEMESTER COURSES

This fully online course begins with a partial week online course orientation period to familiarize yourself with the online learning environment and to meet online with your instructor. Each subsequent week starts on a Monday and ends on a Sunday.

All topics will be covered during the week they are listed. All readings are to be completed during the week they are listed. All assignments are due on the day they are listed.

D=Discussion Board Assignments noted by module and A or B

Example: Module One Discussion A = 1DA

Dates	Modules	Topics / Readings	Assignments Due
Prior to Semester Start and 9/9 – 9/13	Module 0 <b>Orientation</b>	Overview of textbook Online Learning Orientation Course Orientation	Participate in Module 0
9/14 – 9/20	Module 1 <b>Introduction to HRM</b>	Chapter 1 Changing Nature of HRM  <i>Why We Hate HR</i>	1DA Exploring HR Resources DUE Tuesday  1DB HR: Administrative or Strategic? DUE Thursday
9/21 – 9/27	Module 2 <b>Diversity</b>	Chapter 2 Chapter 5 and Video 5: Managing Equal Employment and Diversity  <i>Emmons on Diversity</i> <i>Emmons on Workplace Mental Health</i> <i>Forget Diversity</i>	2DA Diversity: Current and Future Role in the Workplace DUE Tuesday
9/28 – 10/4	Module 3 <b>Employment Law</b>	Chapter 4 and Video 4: Legal Framework of Equal Employment	Review employment law folder
10/5 – 10/11	Module 4 <b>Organizational Culture</b>	Chapter 3 and Video 3: Organizational/Individual Relations and Retention  <i>News Analysis: It's the Culture</i>	4DA Offshoring DUE Tuesday  4DB The Importance of Corporate Culture DUE Thursday

10/12 – 10/18	Module 5 <b>Employee Relations</b>	Chapter 16 and Video 16: Employee Rights and Responsibilities	5DA Employee Rights DUE Tuesday  5DB Employee Relations Case Study DUE Thursday
10/19 – 10/25	Module 6 <b>Health and Safety</b>	Chapter 15 and Video 15: Risk Management and Worker Protection	6DA HR in Business Publications DUE Tuesday  Submit topic for research paper. DUE Sunday
10 26 – 11/1	Module 7 <b>Union Relations</b>	Chapter 17 and Video 17: Union/Management Relations	7DA The Future of Unions DUE Tuesday
11/2 – 11/8	Module 8 <b>Recruitment and Selection</b>	Chapter 6 and Video 6 Jobs and Job Analysis  Chapter 7 and Video 7: Recruiting in Labor Markets  Chapter 8 and Video 8: Selecting Human Resources	8DA Recruitment and Selection DUE Tuesday  Conduct interview DUE Sunday
11/9 – 11/15	Module 9 <b>Compensation (Pay and Benefits)</b>	Chapter 12 and Video 12: Total Rewards and Compensation  Chapter 13 and Video 13: Variable Pay and Executive Compensation  Chapter 14 and Video 14: Managing Employee Benefits	<b>Keep in mind that your paper is due next week.</b>  9DA Compensation DUE Tuesday  Develop structured interview guide (SIG) DUE Sunday
11/16 – 11/22	Module 10 <b>HR Planning and Metrics</b>	Chapter 2 and Video 2 Strategic HR Management and Planning  Video 1: Changing Nature of HRM  <i>The HR Scorecard: Linking People, Strategy, and Performance Blind Investment</i>	10DA Measuring HR DUE Tuesday  Submit research paper (RP) DUE Sunday

11/23 – 11/29	Module 11 <b>Training and Development</b>	Chapter 9 and Video 9: Training Human Resources  Chapter 10 and Video 10: Talent Management and Development	11DA Training and Development DUE Tuesday
11/30 – 12/6	Module 12 <b>Performance Management</b>	Chapter 11 and Video 11: Performance Management and Appraisal	Evaluate Classmate Paper DUE Sunday
12/7 – 12/13	Module 13 <b>Reflections on HRM</b>		13DA Reflections on HRM DUE Tuesday  Personal Development Plan (PDP) DUE Sunday

### STUDENT EVALUATION

We will be doing 14 on-line discussions. Prior to your first on-line assignment, review the Online Participation Evaluation Rubric posted under Assignments for a detailed explanation of how your online assignments will be evaluated in this class. **You will not succeed in this course if you do not follow the rubric carefully.**

We will also be completing a research paper and this related rubric is also posted under Assignments. Directions for other assignments will be posted under Assignments at the appropriate time.

Assignments	Points
Discussion Board (14 @ 5 points each)	70
Research Paper (RP)	15
Structured Interview Guide (SIG)	5
Performance Evaluation (PE)	5
Personal Development Plan (PDP)	5
Total Points	100

Class Points	Letter Grade
96 and above	A
90 – 95	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
61 – 70	D (Undergrad Only)
60 and below	E

Note: Grades lower than a "B" fall below the LTU graduate standard

## **COURSE DESCRIPTION**

This course focuses on strategic issues and choices in acquiring, developing, motivating, managing, and retaining a workforce, from the perspective of a general manager or non-HR manager. Topics include: employment law, job design and analysis, performance management, HR planning, staffing, training and development, compensation and incentive, and employee and labor relations. HRM for global operations will be integrated throughout this course. Emphasis is placed on how HRM programs can add value and create competitive advantage, and on the need for HR practices to be internally consistent and aligned with the firm's strategy.

## **STUDENT LEARNING OBJECTIVES / OUTCOMES**

The course is designed to provide a broad understanding of the role and importance of human resources as an essential management responsibility.

- Understand the role of HRM as it relates to each member of the management team and as it relates to practitioners in the field
- Comprehend the complexities and subtleties of multi-cultural workforces
- Understand equal employment
- Know where to find information on employment law
- Critique the importance of organizational culture
- Evaluate a wide variety of employee relations interventions
- Understand issues surrounding health, safety, security, employee rights and discipline
- Understand the history and current status of unions
- Understand the importance of HR planning and metrics
- Understand the basics of compensation (pay and benefits)
- Understand the role of planning in recruitment success
- Develop and utilize a structured interview guide
- Understand training and development techniques
- Give and receive feedback
- Reflect on HRM

## **COURSE ORGANIZATION**

Please take time to familiarize yourself with the organization of the Blackboard site. You will want to check the site frequently for announcements reminding you of new resources and upcoming assignments. This course is organized on Blackboard as follows:

**Announcements:** This will welcome you to the course as well as alert you to items requiring your attention. All announcements are communicated via email.

**Faculty Information:** Information on Chris Emmons

**Syllabus:** The syllabus

**Modules:** For each module, there is theory and practice.

**Assignments:** Items to be completed will be located here. Grading rubrics and other documents vital to your success as a student are also included here.

**Discussion Board:** If you submit all questions about topics or course assignments under "General Questions", information is shared for the benefit of the entire class. There is a "Class Café" forum for optional "social conversations."

### **INSTRUCTOR BACKGROUND**

Professor Emmons has 15 plus years experience as a self-employed consultant complemented by an Interdisciplinary Graduate Degree in Business, Economics and Psychology from Wayne State University. She is currently enrolled at Walden University to earn her PhD in Applied Management and Decision Sciences.

Chris Emmons established her consulting practice in 1989. She has obtained client engagements in automotive, banking, health care, high technology, non-profit, service and utilities industries. Ms. Emmons has also obtained board member experience. Prior to founding Human Resource Professionals of Detroit, Ms. Emmons spent 10+ years as a Human Resource Professional with such reputable firms as Burroughs Corporation (now UNISYS), Burger King Corporation, and Data General.

Professor Emmons specializes in the following courses at LTU:

- Strategic Management
- Entrepreneurship and Small Venture Management
- Ethics and Business in Society
- Managing Multi-Cultural Organizations
- Human Resource Management
- Leadership

#### **A note from your Professor:**

People often think of Human Resources or "HR" as a department down the hall. Actually, HR is much more interesting and relevant than that. For example, each of us is a Human Resource. As a result, we need to manage our personal performance and career. Plus, if we are responsible for a team or a project or if we are in a supervisory position, we need to be able to obtain results through the efforts of other people. Knowing how to manage others is critical to your future success. Besides applying to us personally and as leaders, HR applies to professionals that are trained in depth in this field. This third application applies to someone such as myself that has been educated and trained as a field specialist.

This course covers a broad scope of HR topics. For example, workforce diversity, organizational culture, offshoring, globalization as well as the nuts and bolts of staffing, compensation, and employment law.

A pre-course module has been developed to insure your success. This module includes a review of the syllabus and its key points – for example, assignments, grading and time management. Also, in this module, we will utilize discussion board and review the material posted within our online classroom such as the online participation rubric. Discussion Board participation is a critical skill to master as you proceed with this course. Finally, in this module you will meet your classmates and define your personal expectations for our work together. Plan on investing adequate time (four to eight hours) in this module prior to the onset of Module One.

The attraction, development and engagement of human talent are critical management skills. Our course philosophy will be to appreciate HRM by participating in these online discussions as well as by utilizing other learning techniques such as by reading assignments; by watching videos; by conducting an interview; by designing a structured interview guide; by evaluating the work of another; and by conducting research.

Success within this course philosophy requires a willingness to CAREFULLY REVIEW all components of Module 0; read and reflect on text and other related materials; and an ability to discuss in writing all aspects of human resource management at a graduate level on-line.

I'm looking forward to working with you. See you online! Warmly, Professor Emmons

## **CLASS POLICIES AND EXPECTATIONS**

*I plan to offer you a valuable learning experience, and expect us to work together to achieve this goal. Here are some general expectations regarding this course:*

Each student has a LTU email account. If you wish to use a different email address for this course, please **change your email address in Blackboard under “Blackboard Tools”, then “Personal Information.”**

Readings, discussion forum participation, and written assignments must be completed according to the class schedule. It is important to contact the instructor as needed to discuss personal needs regarding course requirements and assignments.

It is essential that all students actively contribute to the course objectives through their experiences and working knowledge.

All assignments must be submitted on schedule, via Blackboard, and using Microsoft Office compatible software.

Assignments must be completed to an adequate standard to obtain a passing grade.

At midterm and at the end of the course, you will be invited to participate in a University evaluation of this course. Your feedback is important to the University, to LTU Online, and to me as an instructor, and I encourage you to participate in the evaluation process.

It is important for you as students to know what to expect from me as your instructor:

- I will be available to you via e-mail and phone, and will promptly reply to your messages.
- I will be available to you for face-to-face appointments as requested.
- I will maintain the Blackboard web site with current materials, and will resolve any content-related problems promptly as they are reported to me.
- I will send out a weekly e-mail update to all class members to guide upcoming work and remind you of assignment due dates.
- I will return all assignments to you promptly, and will include individualized comments and suggestions with each assignment.
- I will hold our personal written or verbal communications in confidence. I will not post any of your assignments for viewing by the class without requesting your approval in advance.
- I will treat all members of the class fairly, and will do my best to accommodate individual learning styles and special needs.
- If any of these points need clarification, or when special circumstances arise that require my assistance, please contact me so that we can discuss the matter personally.

## **SYLLABUS ADDENDA**

Please see the LTU Online “Current Students” web site <http://www.ltu.edu/ltuonline/> for comprehensive information about Lawrence Tech’s academic services, library services, student services, and academic integrity standards. The content of this web site is explicitly included as syllabus requirements.

Please note that the SafeAssign anti-plagiarism product will be used for written assignments submitted for this course. Please see the instructions included on the LTU Online web site regarding the use of the SafeAssign product.

### **PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS**

A three-credit course generally requires at least nine hours per week of time commitment. Here are some practical guidelines to help schedule your time commitments for this online course:

- A 14-week semester (the Summer semester is compressed into 10 weeks) would require at least 126 hours of time commitment to successfully complete all readings, activities, assignments, and texts as described in this syllabus.
- You should reserve at least 6 hours per week to read the required textbook chapters and resources and participate in online discussions.
- You should organize your remaining time to roughly correspond with the point value of each major assignment.

These guidelines may not reflect the actual amount of outside time that you – as a unique individual with your own learning style – will need to complete the course requirements. The number of hours each week will vary based on assignment due dates, so please plan ahead to insure that you schedule your academic, work, and personal time effectively.

#### **Time management suggestions for HRM 6023:**

- Complete readings and watch videos on Sunday, before the week begins. For example, read Module One materials during Module 0!
- On weeks with assigned discussions, write initial posting for Discussion A on Monday; proofread, revise and post on Tuesday. Then write initial posting for Discussion B on Wednesday; proofread, revise and post on Thursday. On Friday and Saturday, respond to your classmates.
- Begin work on your research paper by the end of module 6 in order to have plenty of time to submit it in module 10.



**PROFESSOR EMMONS WISHES TO EMPHASIZE THE FOLLOWING:**

1. Assistance - Students are encouraged to contact Professor Emmons if they are having difficulties in the course.
2. Conduct - Students are expected to conduct themselves in a professional manner at all times and to be courteous to their classmates. The use of objectionable language is strictly prohibited. Additional information covering the Student Code of Conduct can be accessed at [http://www.ltu.edu/student\\_affairs/student\\_conduct.asp](http://www.ltu.edu/student_affairs/student_conduct.asp)
3. Academic Integrity - Academic honesty is an important character trait for all students. One's honesty is important to employers, family, and others with whom students come in contact. Students benefit themselves in the long run when they work honestly and earn their grades. This means that students are expected to do their own work at all times. While it is acceptable to discuss homework and case assignments with others, students should first attempt to solve assigned work themselves. In no case will copied work from another be considered acceptable. With respect to papers, students must submit original work done specifically for this course by the student. **Any cheating on discussion board or papers will result in a score of zero and, potentially, a referral to the Dean.** For more information visit Academic Honor Code at [http://www.ltu.edu/currentstudents/honor\\_code.asp](http://www.ltu.edu/currentstudents/honor_code.asp)

In all College of Management courses, students are expected to:

- Submit original work done by the student, specifically for the course. This means that it is wrong to submit work done by someone else, or to utilize work that a student has done in a prior course.
- Cite (that is, reference) all sources. This means that one's papers, including discussion board, must indicate from where quoted or paraphrased material has come. In grading written work it is important for instructors to know which ideas are the student's own thoughts and which are either copied or paraphrased from another source. Hence, students must cite their sources using the publication manual of the American Psychological Association (APA).

Sanctions

Academic dishonesty includes plagiarism, cheating, forgery, or other acts that deceive or defraud in regard to a student's own academic work or that of others. The Dean of the College responsible for the courses in which they occur reviews questions of academic dishonesty. **The usual penalty for academic dishonesty is failure in the course on the first offense, and expulsion from the University on the second offense.**

4. Participation - It is essential that all participants contribute to the course objectives through sharing their professional experiences and knowledge of organizational practices. Class participation in the form of asking and answering questions, offering examples and discussing course concepts will enhance our collective learning experience.
5. Late Assignments - Reading and written assignments must be completed per the schedule. **Late work will be reduced in value and may not be accepted. Any student in danger of missing a deadline should contact Professor Emmons in advance to discuss their situation.**