



College of Management

Course Syllabus*

*Students may want to **print** this syllabus in order to have all key course information available off-line.

Course Information	<p>Course Number: HRM 6023 Course Name: Human Resource Management CRN: CRN 3846 Course Location: Online LTU Online student resources http://www.ltu.edu/ltuonline/currentonline.asp</p>
Semester Dates	<p>January 12 – April 25, 2009 Note: Refer to http://www.ltu.edu/management/academic_calendar.asp for the last date to withdrawal and other important registration related information.</p>
Course Text Books and Other Materials	<p>Required Text(s): Mathis, R. L., & Jackson, J. H. (2008) <i>Human Resource Management</i> (12th ed.). Mason, OH: Thompson South-Western. ISBN-10: 0324542755 ISBN-13: 978-0324542752</p> <p>Harris, M. (2006). <i>Student Guidebook to Proper Citation in APA Style; Taken from: Prentice Hall Reference Guide</i> (6th ed.). Boston, MA: Pearson Custom Publishing ISBN: 0-536-31641-4</p>
Course Description	<p>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.</p>
Course Prerequisites:	<p>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.</p>
Instructor Contact Information	<p>Name: Professor Chris Emmons Telephone: 248.561.0043 E-mail: cemmons@aol.com Telephone Office Hours: Appointments scheduled per student request</p>
Instructor Background	<p>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.</p> <p>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.</p> <p>Professor Emmons specializes in the following courses at LTU:</p>

	<ul style="list-style-type: none"> • Strategic Management • Entrepreneurship and Small Venture Management • Ethics and Business in Society • Managing Multi-Cultural Organizations • Human Resource Management • Leadership
Instructor Course Philosophy	<p>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; 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.</p> <p>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.</p> <p>A pre-course module has been developed to insure your success. This module includes a review of the syllabus and a short PowerPoint slideshow of key points – for example assignment grading and time management tips. Also, in this module, we will utilize discussion board and 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 a few hours in this module before our course begins.</p> <p>Besides discussion board, we will be utilizing other learning techniques such as readings, videos, research, and some skill-based exercises.</p> <p>This course covers a broad scope of HR topics. For example, organizational culture, workforce diversity, offshoring, globalization in addition to the nuts and bolts of staffing, compensation, and employment law.</p> <p>Therefore, 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.</p> <p>I’m looking forward to working with you. See you online! Warmly, Professor Emmons</p>
Course Objectives	<p>The course is designed to provide a broad understanding of the role and importance of human resources as an essential management responsibility.</p> <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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 • Assess and articulate the future challenges in HRM
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Course Organization	<p>This course is organized on Blackboard as follows:</p> <p>Announcements: This will welcome you to the course as well as alert you to items requiring your attention. All announcements are communicated via email.</p> <p>Course Information: The syllabus</p> <p>Staff Information: Information on Chris Emmons</p> <p>Course Documents: Supplements to the text</p> <p>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.</p> <p>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.”</p> <p>External Links: These links are the McKinsey Quarterly, a source of business information from a consulting perspective; and HBS Working Knowledge, a source of business information from an academic perspective – specifically Harvard Business School.</p>		
Technical Support	<p>For software or hardware issues, contact the LTU Help Desk Telephone: 248.204.2330 E-mail: helpdesk@ltu.edu</p> <p>For Blackboard issues, contact the Veraldi Instructional Technology Resource Center Telephone: 248.204.3750 E-mail: vitr@ltu.edu</p>		
Academic Support	<table border="0"> <tr> <td>Library http://www.ltu.edu/library/index1.asp Telephone: 248.204.3000 E-mail: refdesk@ltu.edu</td> <td>Matthew DeGennaro COM Executive Skills Resource Center Telephone: 248.204.3088 E-Mail: mdegennaro@ltu.edu</td> </tr> </table>	Library http://www.ltu.edu/library/index1.asp Telephone: 248.204.3000 E-mail: refdesk@ltu.edu	Matthew DeGennaro COM Executive Skills Resource Center Telephone: 248.204.3088 E-Mail: mdegennaro@ltu.edu
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	<p>Academic Achievement Center Telephone: 248.204.4120 E-mail: hobart@ltu.edu</p> <p>COM Computer Lab Room M215</p>
Student Services Support	<p>Office of Student Affairs Telephone: 248.204.4100 http://www.ltu.edu/student_affairs/index.asp</p> <p>LTU Hotline: To check for school closing, Blackboard/Banner availability, or other issues call the LTU Hotline at 248.204.2222.</p> <p>Campus Safety Services 248.204.3945</p>

**Course
Policies**

1. Assistance - Students are encouraged to contact the instructor during office hours, after class or at home 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. Additionally, cell phones, pagers, and other personal electronics should be set to silent mode. Additional information covering the Student Code of Conduct can be accessed at 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

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

	<p>answering questions, offering examples and discussing course concepts will enhance our collective learning experience.</p> <p>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.</p>																																
<p>Description of Assignments</p>	<p>Complete Module 0 during the first week of class, prior to completing Module 1.</p> <p>Each week starts on a Monday and ends on a Sunday.</p> <p>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.</p> <p style="padding-left: 40px;">D=Discussion Board Assignments noted by module and A or B Example: Module One Discussion A = 1DA</p> <p>We will be doing 15 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.</p> <p>We will also be completing a research paper and this related rubric is also posted under Assignments.</p>																																
<p>Student Evaluation</p>	<table border="1" data-bbox="409 1222 1036 1470"> <thead> <tr> <th>Assignments</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>Discussion Board (15 @ 5 points each)</td> <td>75</td> </tr> <tr> <td>Research Paper</td> <td>15</td> </tr> <tr> <td>Structured Interview Guide</td> <td>5</td> </tr> <tr> <td>Performance Evaluation</td> <td>5</td> </tr> <tr> <td>Total Points</td> <td>100</td> </tr> </tbody> </table> <table border="1" data-bbox="409 1507 935 1957"> <thead> <tr> <th>Percentage</th> <th>Letter Grade</th> </tr> </thead> <tbody> <tr> <td>96 and above</td> <td>A</td> </tr> <tr> <td>90 – 95</td> <td>A-</td> </tr> <tr> <td>87 – 89</td> <td>B+</td> </tr> <tr> <td>83 – 86</td> <td>B</td> </tr> <tr> <td>80 – 82</td> <td>B-*</td> </tr> <tr> <td>77 – 79</td> <td>C+</td> </tr> <tr> <td>73 – 76</td> <td>C</td> </tr> <tr> <td>70 – 72</td> <td>C-</td> </tr> <tr> <td>61 – 70</td> <td>D (Undergrad Only)</td> </tr> </tbody> </table>	Assignments	Points	Discussion Board (15 @ 5 points each)	75	Research Paper	15	Structured Interview Guide	5	Performance Evaluation	5	Total Points	100	Percentage	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)
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60 and below	F**
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***NOTE**: Grades lower than a “B” fall below the LTU graduate standard

****NOTE**: If a student’s final grade is lower than a C, then the student will receive an F grade (There are no C- or D grades for graduate students)

Course Schedule

<i>Module, Dates, and Topic</i>	<i>Readings</i>	<i>Assignments Due</i>
Module 1: 1/12 - 1/18 Introduction to HRM	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
Module 2: 1/19 - 1/25 Diversity	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 2DB Diversity or Cross-Cultural Communication? DUE Thursday
Module 3: 1/26 - 2/1 Employment Law	Chapter 4 and Video 4: Legal Framework of Equal Employment	Review employment law folder
Module 4: 2/2 - 2/8 Organizational Culture	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
Module 5: 2/9 - 2/15 Employee Relations	Chapter 16 and Video 16: Employee Rights and Responsibilities	5DA Employee Rights DUE Tuesday 5DB Employee Relations Case Study DUE Thursday
Module 6: 2/16 - 2/22 Health and Safety	Chapter 15 and Video 15: Risk Management and Worker Protection	6DA HR in Business Publications DUE Tuesday Submit topic for research paper. DUE Sunday
Module 7: 2/23 - 3/1 Union Relations	Chapter 17 and Video 17: Union/Management Relations	7DA The Future of Unions DUE Tuesday

<p>Module 8: 3/2 - 3/8 Recruitment and Selection</p>	<p>Chapter 6 and Video 6 Jobs and Job Analysis</p> <p>Chapter 7 and Video 7: Recruiting in Labor Markets</p> <p>Chapter 8 and Video 8: Selecting Human Resources</p>	<p>8DA Recruitment and Selection DUE Tuesday</p> <p>Conduct interview DUE Sunday</p>
<p>Module 9: 3/9 - 3/15 Compensation (Pay and Benefits)</p>	<p>Chapter 12 and Video 12: Total Rewards and Compensation</p> <p>Chapter 13 and Video 13: Variable Pay and Executive Compensation</p> <p>Chapter 14 and Video 14: Managing Employee Benefits</p>	<p>Keep in mind that your paper is due next week.</p> <p>9DA Compensation DUE Tuesday</p> <p>Develop structured interview guide (SIG) DUE Sunday</p>
<p>Module 10: 3/16 - 3/22 HR Planning and Metrics</p>	<p>Chapter 2 and Video 2 Strategic HR Management and Planning</p> <p>Video 1: Changing Nature of HRM</p> <p><i>The HR Scorecard: Linking People, Strategy, and Performance</i> <i>Blind Investment</i></p>	<p>10DA Measuring HR DUE Tuesday</p> <p>Submit research paper (RP) DUE Sunday</p>
<p>Module 11: 3/23 - 3/29 Training and Development</p>	<p>Chapter 9 and Video 9: Training Human Resources</p> <p>Chapter 10 and Video 10: Talent Management and Development</p>	<p>11DA Training and Development DUE Tuesday</p>
<p>Module 12: 3/30 - 4/5 Performance Management</p>	<p>Chapter 11 and Video 11: Performance Management and Appraisal</p>	<p>Evaluate Classmate Paper DUE Sunday</p>
<p>Module 13: 4/6 - 4/12 Future Challenges</p>		<p>13DA Future Challenges DUE Tuesday</p>