

California Lutheran University

Bachelor's Degree for Professionals

Course Title and Number:	BUS361 – Human Resource Management
Term, Year:	Fall 2015, August 31 – November 16
Campus and Classroom:	Online
Online Class Sessions:	Mondays, 6:00 p.m. – 7:30 p.m.
Drop Dates:	Monday, September 14, 2015 Last day to drop without a “W” Last day to drop without financial penalty (100% tuition charge for classes dropped after this date)
	Monday, October 12, 2015 Last day to drop without academic penalty
Instructor:	John B. Crenshaw
Office Hours:	By appointment
Contact Information:	Email crenshaw@callutheran.edu Phone 805.558.9085

Course Description

A study of the use of the human resources within the organization. Includes recruiting, selecting and training employees, wage administration and union relations. Focus is on government regulation of employment, including Equal Opportunity Employment and affirmative action. The current undergraduate catalog can be found at: <http://www.callutheran.edu/registrar/catalogs/>.

Textbooks

Mathis, Robert L., Jackson, John H. and Valentine, Sean R. 2014. Human Resource Management: Fourteenth Edition: Cengage Learning, Stamford, CT (ISBN 13: 978-1-133-95310-4).

Nkomo, Stella M., Fottler, Myron D., McAfee, R. Bruce. 2007. Applications in Human Resource Management: Cases, Exercises, Incidents and Skill Builders, Seventh Edition: South-Western College Publishing-Cengage Learning, Mason, OH. (ISBN 13: 978-0-538-46807-7).

Course Outcomes

More information on CLU’s institution-wide student learning outcomes as well as program learning outcomes may be found at:

http://www.callutheran.edu/assessment/student_learning_outcomes/syllabi.php.

At the end of this course, students will be able to:

- 1) Explain the changing role of human resource management and the importance of its evolving role in the strategic planning process.
- 2) Apply the laws that govern employment matters within your workplace and explain their importance.
- 3) Define discrimination and harassment, and explain what organizations must do to avoid them.
- 4) Design jobs, including
 - a) specifying the associated responsibilities and tasks, and
 - b) identifying the requirements for these jobs.
- 5) Develop a recruiting program, including being able to explain what types of questions to use and what can and cannot be asked in an interview, and why.
- 6) Describe what to look for in applicants to help effectively identify the right candidates for the job.
- 7) Explain the difference between training and development of employees and discuss the essential elements of both, as well as the importance of a thorough orientation plan.
- 8) Develop compensation and benefits programs and explain different types of programs with their pros and cons to the employer and the employee.
- 9) Effectively manage employee relations and problem resolution.
- 10) Explain the collective bargaining process.
- 11) Understand the role of human resource management in the global business environment.

The goals and objectives identified above will address the following **California Lutheran University Student Learning Outcomes**, which will be assessed as follows:

Student Learning Outcome

Assessment

Professional Preparation

- | | |
|---|--|
| a. Creative and Critical Thinking | Class discussions, case studies, exercises, term project |
| b. Information Literacy and Computer Skills | Case studies, term project |
| c. Oral Communication | Class discussions, case studies, exercises |
| d. Written Communication | Case studies, term project |

Course Assignments/Requirements

Following are the assignments for this term.

Term Project

The Term Project requires you to apply selected aspects of human resource management learned in the course to an organization of your selection. For example, you might analyze the performance management system in your organization and propose how the system could be improved.

1. Review material on the organization and relevant literature available on the applicable aspects of human resource management.
2. Describe the organization and its approach to the selected dimension(s).
3. Analyze the strengths and weaknesses of the current approach in the organization, citing relevant research and theories.
4. Propose improvements in the current approach.

To support this term project, various assignments are to be submitted throughout the term. These include a topic selection paper, an annotated bibliography, an oral presentation, and the term project paper itself.

Organization & Topic Selection Paper – 1-2 pages. Identify the organization to which you will apply your study, including the size, short history, and the culture as you understand it. Identify the specific topic you will research and apply to this organization. Include an explanation of why you selected this topic. Due week three.

Annotated Bibliography – 2-3 pages. Each reference should be identified (APA style) followed by a short 5-8 line critical analysis of each study or article. Empirical studies of the topic are recommended over opinion-based articles. Due week eight.

Oral Presentation – It may be necessary to break the project presentations into two sessions over the last two weeks during the online meeting time. Presentations should be a MAXIMUM of 10 minutes. The presentation should include the name of the organization and the topic selected and why you selected it, brief information on the organization, the current system, brief comments on its strengths and weaknesses, and a summary of the final recommendations. Due weeks 10 and 11.

Term Project Paper – 10–15 pages. APA style. Final projects must be submitted via blackboard. Due Friday of week 11.

Discussion Board

Each week there are two discussion questions and you MUST respond to both. You will need to provide a thorough and meaningful response to these questions, by Wednesday of the week. You also are to reply to two other students' responses to EACH question (a total of 4 replies weekly) with meaningful comments not later than Sunday of the week. Note that the responses, "I agree," "Me too," or simply repeating what the original post stated won't get you any points. I'm looking for your own interpretation and application of the material in analyzing and initially responding to the post and replying to other students. I will also provide comments and may ask questions, so be sure to check back for my input and that of other students, who also may ask questions.

Case Studies

Students will prepare written analyses of case studies from the Nkomo, Fottler McAfee book, *Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders*. There will be only one case study assigned to each student weekly, but we'll discuss two or three case studies during each live class session beginning with the first class meeting and ending with the tenth week. Analyses and discussions will address the following:

- a. Specifically define the problem described in the case.
- b. Discuss what you believe is the best solution to the immediate problem. (For example, if someone has filed a complaint with the EEOC against your organization, what would you do to address the complaint?)
- c. Discuss the HRM system(s) you would implement to avoid similar such problems in the future. (For example, if an employee has filed a complaint with the EEOC against your organization for sexual harassment, what would you put in place to keep something like this from happening again?)

- d. For some case studies, the questions at the end of the case will be assigned instead of items a through c above. However, do not answer those questions, unless they are specifically assigned.

All students are expected to participate in the discussion of their assigned cases during the live class sessions. (Part of the participation points to be awarded weekly.)

Class Schedule

Each week, except week 11, there will be two discussion questions and one case study per student.

	Week	Topics	Reading/Assignments Due
8/31	1	Introduction to Human Resource Management Strategy and Planning	Mathis, Chapters 1 & 2 Case Studies 1, 2 & 26
9/7		Labor Day Holiday. Week 2 will be next week	
9/14	2	The Legal Framework of Employment Equal Employment and Diversity	Mathis, Chapter 3 Case Studies 8, 12 & 14
9/21	3	The Legal Framework – California Style Harassment Leave Laws	Mathis: Chapter 4 Case Studies 11, 13 & 84 Organization & Topic Selection Paper
9/28	4	Job Analysis and Design Recruiting and Selecting	Mathis: Chapters 6 & 7 Case Studies 37, 38 & 39
10/5	5	Training and Development	Mathis: Chapters 8 & 9 Case Studies 51, 53 & 54
10/12	6	Performance Management Employee Benefits	Mathis: Chapters 10 & 13 Case Studies 59, 60 & 77
10/19	7	Compensation Variable Pay and Executive Compensation	Mathis: Chapters 11 & 12 Case Studies 65, 66 & 67
10/26	8	Organizational Relations and Retention Employee Rights and Responsibilities	Mathis: Chapters 5 & 15 Case Studies 15, 25 & 90 Annotated Bibliography
11/2	9	Risk Management and Worker Protection	Mathis: Chapter 14 Case Studies 85, 88 & 89
11/9	10	Union-Management Relations International HRM	Mathis: Chapter 16 Case Studies 98, 103 & 105 Term Project – Oral Presentations
11/16	11	Term Paper Oral Presentations	Oral Presentations & Term Project Paper

Student Workload/Carnegie Hours

The expectation for this course is that you will spend the equivalent of 4 hours per week in instructor-led activities (an hour is defined as 50 minutes), and you will spend approximately 9 hours per week studying and completing assignments for this course (independent activities).

Note that except for live class time all other activities will vary depending upon the student. The time figures are averages.

Activity	Instructor-led Hours		Independent Hours		Remarks
	Weekly	Course	Weekly	Course	
Live Classes	1 hr. 30 mins.	16 hrs. 30 mins.			Lectures/online
Discussion Board (on Blackboard)	3 hrs. 30 mins.	35 hrs.			
Pre-recorded Lectures			1 hr.	10 hrs.	1 or 2 weekly, 19 total
Reading			5 hrs.	50 hrs.	Will vary per student
Case Study Preparation			1 hr. 30 mins.	15 hrs.	
Term Project					All aspects will vary by student – averages shown
Organization & Topic Selection Paper				2 hrs.	
Annotated Bibliography				5 hrs.	
Oral Presentation Preparation				5 hrs.	
Term Project Paper				25 hrs.	
Total	5 hrs.	51 hrs. 30 mins.		112 hrs.	

Grading

<u>Assignment</u>	<u>Points</u>	<u>Percentage</u>
Discussion Board		
Responses 2/week	100	10%
Replies 4/week	100	10%
Case studies 1/week	250	25%
Term Paper		
Organization & Topic Selection Paper	50	5%
Annotated Bibliography	100	10%
Oral Presentation	50	5%
Term Project Paper	250	25%
Participation –live classes	<u>100</u>	<u>10%</u>
Total	1,000	100%

GRADES	POINT RANGE
A	930 – 1,000
A-	900 – 929
B+	870 – 899
B	830 – 869
B-	800 – 829
C+	770 – 799
C	730 – 769
C-	700 – 729
D+	670 – 699
D	630 – 669
D-	600 – 629
F	599 & below

Late Work, Make-up Work and Extra Credit

Late work accepted may be penalized 5% of its total points per day late. I generally do not provide make-up or extra credit assignments. There will be no extensions of the due date for the Term Paper.

Attendance Policy

Due to the importance of our live chat sessions, you may lose 10 participation points each for each class missed and if you miss more than two, you may fail the course. Having said that, we recognize significant life events can occur. Should you experience such a problem, please notify me as soon as possible that you will not be attending and the general reason. We want students to get the maximum benefit from this class. As is the case with any worthwhile endeavor, what's gained from it, is a product of the effort expended on the endeavor. The material discussed and your participation in these sessions are essential to your understanding of this subject and vital to all students' learning from one another's experiences and perspectives. Note that while you are expected to attend these sessions, in the event that a session cannot be attended, you may review the archived sessions through the courseroom access. *However, this does not substitute for actual live chat attendance.*

Cal Lutheran Online or Blended Course Technology Requirements

In order to participate in a fully online course at California Lutheran University, you will need the following hardware, software, and capabilities. These are the minimum requirements; specific courses may have technological needs above and beyond this list.

1. If you have a Windows operating system
 - a. Browser: Firefox or Chrome
 - b. Java 1.6 or 1.7 (SE 6 or SE 7)
2. If you have a Mac OS or Ubuntu
 - a. Only use Firefox
 - b. Apple Java 1.5.0_16 or 1.6.0_07
3. 256 MB RAM
4. 20 MB free disk space
5. Internet Access - 28.8 kbps speed or above (Broadband connection highly recommended)
6. Soundcard
7. **A headset with microphone/headphones**
8. Webcam (optional)
9. Program(s) that can open .doc, .ppt, and .pdf documents

Check your OS and internet browser at: www.thismachine.info

Check your OS and Java version here, and enter into the Configuration Room to make sure you can get into Blackboard Collaborate:

<http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336>

Course Evaluations Statement

All course evaluations are conducted online. Your feedback is important to us. You will receive an email message reminding you when the website is open for your feedback. The link is:

<http://courseval.callutheran.edu>

Disability Statement

California Lutheran University is committed to providing reasonable accommodations in compliance with ADA of 1990 and Section 504 of the Rehabilitation Act of 1973 to students with documented disabilities. If you are a student requesting accommodations for this course, please contact your professor at the beginning of the semester and register with the Disability Support Services Coordinator, Wendy Jimenez, for the facilitation and verification of need. The Disability Support

Services Coordinator is located in the Center for Student Success Office at 3259 Pioneer Street, and can be contacted by calling 805.493.3878 or emailing wjimene@callutheran.edu

Statement on Academic Honesty

The educational programs of California Lutheran University are designed and dedicated to achieve academic excellence, honesty and integrity at every level of student life. Part of Cal Lutheran's dedication to academic excellence is our commitment to academic honesty. Students, faculty, staff and administration share the responsibility for maintaining high levels of scholarship on campus. Any behavior or act which might be defined as "deceitful" or "dishonest" will meet with appropriate disciplinary sanctions, including dismissal from the University, suspension, grade F in a course or various forms of academic probation. Policies and procedures regarding academic honesty are contained in the faculty and student handbooks.

Plagiarism, cheating, unethical computer use and facilitation of academic dishonesty are examples of behavior which will result in disciplinary sanctions. Plagiarism includes, but is not limited to:

- word for word copying without using quotation marks or presenting the work as yours
- using the ideas or work of others without acknowledgement
- not citing quoted material. Students must cite sources for any information that is not either the result of original research or common knowledge.

Standards of Student Conduct Statements:

- [Student Life Handbook](#)
- [Academic Honesty Statement](#)

University Harassment Policy

Be civil to each other, both on- and offline. For information on the University's **student harassment policy and rights, please go to the following link:**

[Student Life Handbook](#)

Pearson Library

Pearson Library provides access to scholarly books, journals, ebooks, and databases of full text articles from scholarly journals. To begin using these materials, visit the library web page

<http://www.callutheran.edu/library>

There are many ways to contact Pearson Library for research assistance, no matter where you are!

- Email Madelynn Dickerson (Professionals liaison) at dickerso@callutheran.edu
- General Library email: CLUlibrary@callutheran.edu
- Library main phone: 805.493.3250
- Text us your question: 805.493.3867
- Get more help at: <http://www.callutheran.edu/library/help/>

Cal Lutheran Writing Center

The Writing Center provides 1:1 writing consultations, in-person and online, with trained undergraduate and graduate writing consultants. We welcome all writing-related projects at any stage of the writing process across the diverse disciplines of study at Cal Lutheran. The Writing Center also hosts writing workshops, provides in-class visits, facilitates writing groups, and offers a writer's studio option for longer, sustained projects. Services suit writers of all levels, including traditional

undergraduates, graduate students from all fields, all English language learners, and accomplished scholars alike. All members of the Cal Lutheran community with a @callutheran.edu email address are welcome to make use of our services. For more information, please visit at www.callutheran.edu/writing_center or call 805.493.3257. Please schedule appointments online through MyCLU Blackboard with the yellow “The Writing Center” icon in “Tools,” or stop by The Writing Center itself, located in the Darling Collaboration Suite of Pearson Library.

Veterans Resources

If you are a veteran, military member, or a family member of a veteran or military member, please refer to Cal Lutheran’s Veterans Resources webpage for important information:

<http://www.callutheran.edu/veterans/>. Also, if you are a veteran receiving benefits and you are struggling in a class, you most likely qualify for free tutoring. Please contact the Veterans Coordinator, Jenn Zimmerman, veterans@callutheran.edu or 805.493.3648, for more information.

Sexual Misconduct

California Lutheran University does not tolerate any degree of sexual misconduct on or off-campus. We encourage you to report if you know of, or have been the victim of, sexual harassment, misconduct, and/or assault. If you report this to a faculty member, she or he must notify Cal Lutheran’s Title IX Coordinator about the basic facts of the incident. More information about your options for reporting can be found at: <http://www.callutheran.edu/title-ix/>

Help Desk

Students may contact the Help Desk about telephone, network, wireless network, software questions password problems, hardware problems, and general consultation (i.e. you cannot log into your MyCLU portal, or you are having problems with Blackboard). Please email specific details about your problems to helpdesk@callutheran.edu, click on the following link for more information http://www.callutheran.edu/iss/technology_services/helpdesk.php or call: 805.493.3698

Final Note

This syllabus is subject to change. Every effort will be made to alert students to changes that occur in a timely manner.

This is a great subject and I’m looking forward to working with you over the next several weeks to share the information necessary to understand it. I anticipate you will complete this class with a solid understanding of the importance of the Human Resource role to organizations, and hope you will have enjoyed the experience.

John Crenshaw