

HUMAN RESOURCE MANAGEMENT

Course Syllabus

Course Code: BUS 320

Course Type: 135 hours/4 Months (120) Days

A. COURSE DESCRIPTION

Human Resource Management activities exist throughout any organization, regardless of size or business frameworks. Our Human Resource Management course weaves together solid human resource principles, timely research and recent changes, such as the expanded use of technology in recruiting processes and talent acquisition. This course examines important challenges facing managers and employees in today's business climate. Interesting case studies explore real companies and organizations in-depth and delve into some of today's most effective, unique approaches in dealing with HR issues.

B. METHOD OF INSTRUCTION

This course is self-paced, independent study, in an online environment. It takes a lot more discipline than an in person class. You are responsible for scheduling your study time and sticking to it regularly. This course will take approximately 135 hours to complete. This includes your reading, module activities, and module exams. The text for this course is an embedded eTextbook.

Each of your modules consists of reading materials, learning activities, videos, websites, and a module exam. There is also a mid-term project and a final research paper. Your module exams and assignments determine your grade in the course. The final module of the course involves a cumulative, timed, proctored exam. Your exams include questions from the reading only, however we encourage you to view all the videos and read the associated articles. These materials are an extension of your reading materials and will be great resources for you in the future.

C. LEARNING OUTCOMES

1. Analyze each of the major HRM functions and processes of strategic HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal
2. Evaluate strategic HR planning and the HRM process to the organization's strategic management and decision-making process
3. Identify the wide range of sources for attracting and recruiting talent and appropriate concepts for job placement
4. Describe emerging trends, opportunities and challenges in performance appraisal
5. Examine training and development processes as well as future trends for HRM globalization, including how technology is changing the HRM landscape

D. COURSE TOPICS/UNITS

Module # and Topics	Module Subtopics	Module Learning Objectives	Assignments	Learning Outcomes
Module 1: Introduction to Human Resource Management	<ul style="list-style-type: none"> • From Personnel Administration to Strategic HRM • The Strategic Value of HRM for Employees and the Organization • HRM's contribution to profitability, efficiency, and effectiveness • What Do HR Managers Do • What Are the Responsibilities of the HR Department • The Legal Environment • The HRM Process • Opportunities, Challenges, and Recent Trends in HRM 	<ul style="list-style-type: none"> • Describe the path from personnel administration to strategic HRM • Identify the strategic value of HRM for employees and the organization • Evaluate HRM's contribution to the workplace • Identify the daily tasks of the HR manager • Describe aspects of the legal environment • Examine the HRM process • Differentiate between the opportunities and challenges in HRM • Identify recent trends in HRM 	<ol style="list-style-type: none"> 1. Read Chapter 1 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1, 2
Module 2: Strategic HR Planning	<ul style="list-style-type: none"> • The Big Picture: An Organization's Strategic Planning Process • The Strategic HR Planning Process • Environmental Screening • Linking Strategic HR Planning to the HRM Process • Opportunities, Challenges, and Recent Developments • Technology and Computer-Based HR Planning • Turnover and Retention • Succession Planning 	<ul style="list-style-type: none"> • Identify an organization's strategic planning process • Illustrate the steps in the strategic HR planning process • Examine the environmental screening • Identify the link between HR strategic planning to the HRM process • Evaluate opportunities and challenges in HR • Describe the basics of computer based HR planning • Analyze some of the causes of turnover and retention • Debate succession planning 	<ol style="list-style-type: none"> 1. Read Chapter 2 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	2

Module # and Topics	Module Subtopics	Module Learning Objectives	Assignments	Learning Outcomes
Module 3: Job Analysis and Job Design	<ul style="list-style-type: none"> • Job Analysis • Types of Job Analysis • Job Design • Flexible Work Schedule • Linking Job Analysis and Job Design to the HRM Process • Team-Based Approaches to Job Design • Opportunities, Challenges, and Recent Developments in Job Analysis and Job Design • Implications of Demographics, Diversity, and Globalization for Job Design 	<ul style="list-style-type: none"> • Debate the basics of job analysis • Illustrate the characteristics of the most common types of job analysis • Identify job design • Describe the dimensions involved with a flexible work schedule • Identify the link between job analysis and design and the HRM process • Examine a team-based approach to job design • Identify widespread opportunities and challenges in job analysis and design • Choose the implications of demographics and diversity and its effects on job design 	<ol style="list-style-type: none"> 1. Read Chapter 3 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1
Module 4: Recruitment: Attracting the Right Talent	<ul style="list-style-type: none"> • Finding Talent in the External Labor Market • Employment Agencies • Finding Talent Internally • Lateral Transfers and Promoting From Within • Designing an HR Talent Inventory • Linking Recruitment to the HRM Process • Opportunities, Challenges, and Recent Developments in Recruiting Talent • Legal Dimensions of Recruitment: Equal Employment Opportunity and Discrimination 	<ul style="list-style-type: none"> • Illustrate various strategies used in finding talent in the external labor market • Identify how employment agencies plan for the attraction of talent • Describe methods for finding internal talent • Identify recruitment strategies in regards to lateral transfers • Interpret the steps in designing an HR talent inventory • Identify the link between recruitment and the HRM process • Describe opportunities and challenges associated with recruiting talent • Examine the legal dimensions of recruitment 	<ol style="list-style-type: none"> 1. Read Chapter 4 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1, 3

Module # and Topics	Module Subtopics	Module Learning Objectives	Assignments	Learning Outcomes
Module 5: Selection, Placement, and Job Fit	<ul style="list-style-type: none"> • What Should You Select For • Individual Differences • Selection and Job Fit • Interviews • Foundational Concepts in Designing and Evaluating Selection Methods • Increasing the Validity and Reliability of the Selection Process • Legal Issues in Selection • Opportunities, Challenges, and Recent Developments in Employee Selection and Job Fit 	<ul style="list-style-type: none"> • Differentiate among the different qualities examined when selecting for placement or job fit • Identify character differences HR commonly looks for when making a selection • Compare common tools used in selecting a candidate for a position • Identify various types of job interviews an organization may employ • Describe the foundations concepts in designing and evaluating selection methods • Differentiate between validity and reliability in relation to job performance criteria • Illustrate the landmark discrimination legislation and how it affects an organizations process • Identify the impact of selection and job fit on employee motivation, morale, productivity and retention 	<ol style="list-style-type: none"> 1. Read Chapter 5 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Submit the Mid-Term Project 6. Take the Exam 	1, 3
Module 6: What is Performance	<ul style="list-style-type: none"> • Employee Productivity • Employee Attitudes • What is Performance Appraisal and Why Is It Important • Common Performance Appraisal Methods • Performance Measurement • Absolute Versus Relative Performance Standards • Linking Performance Appraisal to the HRM Process • Opportunities, Challenges, and Recent Developments in Performance Management 	<ul style="list-style-type: none"> • Describe the concepts of performance • Identify the predetermined set of criteria used as the bare minimum to define and measure employees' performance • Debate the direct effects of employee attitude • Discuss the elements included in the evaluation of employee performance • Differentiate between objective and subjective performance measures • Explain common bias' to avoid when evaluating performance • Describe the common myths surrounding suicide • Identify global and cross-cultural considerations in performance appraisal 	<ol style="list-style-type: none"> 1. Read Chapter 6 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1, 4

Module # and Topics	Module Subtopics	Module Learning Objectives	Assignments	Learning Outcomes
Module 7: The Value of Training and Development	<ul style="list-style-type: none"> • The Strategic Value of Training and Development • The Training Process • Training Needs Assessment • Forms of Training and Development • Orientation and Onboarding • Technical and Nontechnical Training • Linking Training and Development to the HRM Process • Opportunities, Challenges, and Recent Trends in Training and Development 	<ul style="list-style-type: none"> • Identify the strategic value of training and development • Assess the strategic decisions which need to be made regarding training deliverables and effectiveness • Identify the stages of the training needs assessment • Explain the recommended factors which should be addressed during the training design stage • Analyze the content and resources needed to meet training goals and objectives • Differentiate between the types of training delivery • Identify the most common methods of training used by organizations • Describe concepts of globalization 	<ol style="list-style-type: none"> 1. Read Chapter 7 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1, 5
Module 8: Compensation and Incentives	<ul style="list-style-type: none"> • The Motivational Role of Pay and Rewards: A Psychological Framework • Content Perspectives • Compensation and Incentives • Pay Structures • Types of Pay • Linking Compensation to the HRM Process • HR Laws Governing Compensation • Opportunities, Challenges, and Recent Trends in Compensation 	<ul style="list-style-type: none"> • Describe the factors involved in motivating employees • Examine the motivational theories developed based on content perspectives • Identify the foundations of behavioral perspectives • Select the role of pay structure in an organization • Evaluate the most frequently used types of pay in an organization • Examine how compensation plans are created • Identify the challenges and opportunities involved in compensation • Debate the employment laws most commonly used to address compensation 	<ol style="list-style-type: none"> 1. Read Chapter 8 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1

Module # and Topics	Module Subtopics	Module Learning Objectives	Assignments	Learning Outcomes
Module 9: Benefits and Benefit Administration	<ul style="list-style-type: none"> • The Strategic Importance of Benefits • Types of Benefits • Voluntary Versus Mandatory Benefits • Benefits Program Design and Administration • Program Goals and Participants • Communication and Monitoring Costs • Linking Benefits to the HRM Process • Opportunities, Challenges, and Recent Developments in Benefits and Benefit Administration 	<ul style="list-style-type: none"> • Identify which voluntary benefits are popular with employees • Apply legal considerations in offering and administering benefits • Examine what can be included in a flexible benefits plan • Evaluate how compensation plans are created • Identify kinds of communication that can be used to inform employees of their benefits • Describe the advantages and limitations with various approaches to compensation • Illustrate concepts of a mandatory benefit • Identify the organizational challenges associated with a benefits package 	<ol style="list-style-type: none"> 1. Read Chapter 9 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	1
Module 10: The Future of Human Resource Management	<ul style="list-style-type: none"> • Globalization and HRM • International Assignments and Political Instability • Technology and HRM • HR Legislation and the Future of HRM • The Future of Unions • The Characteristics and Expectations of the 21st Century • Generational Differences • Future Trends in Human Capital and Talent Management 	<ul style="list-style-type: none"> • Identify emerging economies • Choose the types turmoil prevalent in many of the emerging economies • Describe the unique challenges faced by global leaders • Identify how technology has changed the traditional job search • Evaluate the historical functions of unions • Describe the factors involved in changing the way careers are looked at by prospective candidates • Examine built-to-change organizations • Identify the organizational challenges associated with a benefits package 	<ol style="list-style-type: none"> 1. Read Chapter 10 2. Practice the Learning Activities 3. Watch the Videos 4. Review the Webliography (Web Links) 5. Take the Exam 	5

Module # and Topics	Module Subtopics	Module Learning Objectives	Assignments	Learning Outcomes
Module 11: Steps to Course Completion	<ul style="list-style-type: none"> • Final Research Paper • Final Exam • Course Survey • Certificate of Completion 	N/A	<ol style="list-style-type: none"> 1. Submit the Research Paper Project 2. Take the Optional Cumulative Practice Final Exam 3. Review the Proctored Exam Information 4. Create an Account with Proctor U 5. Schedule an Exam Time 6. Take the Cumulative Proctored Final Exam 7. Submit the Course Survey 8. Print Your Certificate of Completion 	1, 2, 3, 4, 5

E. TEXTBOOK(S) AND REQUIRED MATERIALS

- **Human Resource Management (2nd Edition)** by Carolyn Youssef
(All required materials are included in your tuition, there are no additional fees.)

F. GRADING RUBRIC

We use a percentage system for grading quizzes.

- A = 90-100%
- B = 80-89%
- C = 70-79%
- D = 60-69%
- F = 0-59%

Graded Items	% of Final Grade
Mid-Term Project	10 %
Final Exam	15 %
Final Research Paper	20 %
Module Exams	55 %
Total	100 %

Module Exams:

Total Points	Percentage Average	Letter Grade
900 - 1000	90 – 100 %	A
800 - 899	80 – 89 %	B
700 - 799	70 – 79 %	C
600 - 699	60 – 69 %	D
0 - 599	0 – 59 %	F

Mid-Term Project & Final Research Paper

Our course includes a mid-term project and a final research paper which are both required to complete the course. The mid-term project is worth 50 points and the final research paper is worth 100 points. Refer to the “Course Assignment Format” section under Student Resources at the top of the course for the assignment format. There are specific word counts and APA requirements. The writing prompt and directions for the mid-term project are located in module 5. The writing prompt and directions for the final research paper are located in the last module. You can start working on these assignments at any time during the course, but they must be completed before the final exam.

Module Exams & Final Exam Policy

Our module exams are not timed and you are allowed 3 attempts to achieve your highest score. The final module of this course consists of a one hour, 50 question, cumulative, proctored exam through ProctorU. You must achieve a score of **50%** on the final exam to pass. Unlike the other module exams, the final cannot be taken more than once. If you do not achieve a 50% on the final exam, please contact us. A minimum **70% cumulative** score in the course is required to pass the course. This means you can fail a quiz, but still pass the course if you achieve a **70% cumulative** score. All exams and quizzes are weighted equally.

G: PROCTORED FINAL EXAM

The final module of this course consists of a one hour, 50 question, cumulative proctored exam proctored by ProctorU. You will need to have access to a webcam, microphone and a computer in order to take the proctored final exam. You are allowed to bring written and printed notes to the exam, however you **cannot** access the textbook. You will need to create an account at <https://go.proctoru.com> prior to scheduling your final exam. From there, you can select your exam and create an appointment. Possible dates for the exam will appear in a calendar. All exams need to be scheduled 72

hours in advance in order to not incur any additional cost. The normal fee for proctoring is covered in your tuition. If you need to take an exam sooner than 72 hours there will be an additional fee.

Note: If you already have a ProctorU account through another institution, you will need to update your existing profile account settings. Log in to your existing account, click on your name in the top right of the screen, select "Account Settings," and then under the "Enrollments" section, press the "Add Enrollment" button to find and select "Ed4Credit."

Once you are logged in to take the exam, you will be introduced to your proctor who will walk you through the proctoring process. You will need to hold up your government issued photo ID to help the proctor authenticate your identity. Then, the proctor will have you pan the webcam 360 degrees around the room so they can see the surroundings. This step is followed to ensure there are no unauthorized materials in the workspace. During the exam, the proctor is using screen-sharing and audible programs to monitor your surroundings to ensure academic integrity.

To learn more about the proctoring process, go to: <https://www.proctoru.com/portal/ed4credit>.

H: SYSTEM REQUIREMENTS

Internet Connection

- Broadband or High-Speed - DSL, Cable, and Wireless Connections

*Dial-Up internet connections will result in a diminished online experience. Classroom pages may load slowly and viewing large audio and video files may not be possible.

Hardware Requirements

- Processor - 2GHz Processor or Higher
- Memory - 1 GB RAM Minimum Recommended

*Our courses are accessible through multiple mobile learning platforms.

PC Software Requirements

- Operating Systems - Windows 7 or higher
- Microsoft Office 2007 or higher. Also, you could use a general Word Processing application to save and open Microsoft Office formats (.doc, .docx, .xls, .xlsx, .ppt, .pptx)
- Internet Browsers - Google Chrome is highly recommended
 - Cookies MUST be enabled
 - Pop-ups MUST be allowed (Pop-up Blocker disabled)
- PowerPoint Viewer (if you do not have PowerPoint)
- Adobe PDF Reader
- QuickTime, Windows Media Player &/or Real Player

MAC Software Requirements

- Operating Systems - Mac OS x 10 or higher with Windows
- Mac office programs or a Word Processing application to save and open Microsoft Office formats (.doc, .docx, .xls, .xlsx, .ppt, .pptx)

- Internet Browsers- Google Chrome is highly recommended
 - Cookies MUST be enabled
 - Pop-ups MUST be allowed (Pop-up Blocker disabled)
- PowerPoint Viewer (if you do not have PowerPoint)
- Adobe PDF Reader
- Apple QuickTime Media Player

I: TECHNICAL SUPPORT

Technical Support is available to assist with computing or classroom technical issues. Technical Support is available at the classroom login page, as a link in each course. Technical Support utilizes a ticketing system assigning a unique ticket number to track the progress and responses online. For your reference we provide complete archives and history of all your support requests. A valid email address is required to submit a ticket.

J: INFORMATION, POLICIES AND GUIDELINES

College Credit Recommendation



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Ed4Credit courses have gone through an intensive quality review process by ACE CREDIT® prior to being available to students. ACE CREDIT has evaluated and recommended all Ed4Credit courses for credit. This course has been recommended for

three (3) college credits. Once you have completed an Ed4Credit course, you are eligible to receive an ACE Transcript for credit transfer purposes. Founded in 1918, ACE is the major coordinating body for all the nation’s higher education institutions, representing more than 1,600 college and university presidents and more than 200 related associations nationwide. For more than 30 years, colleges and universities have trusted ACE CREDIT to provide reliable course equivalency information to facilitate their decisions to award academic credit. For more information, visit the ACE CREDIT Transcript Service website at www.acenet.edu/credit/transcripts.

Accommodations of Disability Policy

It is the policy of our company to provide an appropriate environment to optimize learning of educational materials. Anyone that needs additional assistance for a disability can contact our company to make additional accommodations, when available.

Non-Discrimination Policy

It is the policy of our company to not discriminate against any student on the basis of gender, ethnic background, religion, sexual orientation, national origin, age, handicap or disability.

Online Etiquette & Courtesy

Online communications need to be composed with fairness, honesty and tact. Spelling and grammar are very important in an online course. What you put into an online course reflects on your level of professionalism. It is important not to take disagreement personally. Responses to different ideas and observations need to be objective. Being objective

means maintaining boundaries and not making personal attacks on the ability of others or making statements that have the potential to be taken personally. An important part of online learning is discussion. Differences in thinking are good because our knowledge is broadened. Because we have differences, we will have conflict. The important thing is to handle conflict in a way that does not create defensiveness which blocks learning. Here are online references that discuss online netiquette <http://www.albion.com/netiquette/corerules.html>.

Academic Integrity

Students are expected to exhibit academic integrity through their educational experiences and to avoid all forms of academic dishonesty. Academic dishonesty, which includes but is not limited to plagiarism, collusion, abuse of resource materials, cheating on an examination, or other academic work to be submitted, is subject to disciplinary action.

Students are allowed to reference course materials while taking quizzes and tests due to their emphasis on application; however, exams must be taken independently.

Students found responsible for an act or acts of academic dishonesty will be subject to academic and disciplinary sanctions. Academic sanctions may include withdrawal from the course with a grade of F and/or a reduction of a grade in the course. Disciplinary sanctions may include suspension for a specified period of time, permanent separation from the program, and/or filing of criminal charges.

No certificate of completion will be given if the course is completed by anyone other than you. When you enroll in the course you are stating under penalty of perjury that you, and not another person, studied the material in its entirety and completed all requirements. By registering for this course, you understand that it may be a crime to make false statements or to falsify documents submitted.

Best Practices for Online

We provide instruction in an online learning environment. An online learning environment needs structure for effective communication to occur. Below is a list of guidelines for effective online communication:

- Stay engaged and on-task in your course.
- Utilize good time management skills.
- Read your messages in the message system.
- Communicate with a respectful, professional tone in discussion threads (collaborative learning).
- Uphold the standards of Academic Integrity set forth by this company.
- Avoid typing in all caps. Typing in all caps in the online environment is viewed as SHOUTING and should not be used. If you wish to place emphasis on an important passage, use bold.
- Recognize that you are participating in an online dialogue. Use correct spelling and grammar in all forms of your writing.
- Utilize Netiquette standards in all forms of communication.