Course Description

Provides a management-oriented exploration of human resource management, structure, functional applications, and labor management relations. Focuses on managers and leaders within organizations and their responsibility to optimize performance and make decisions based on ethical criteria.

Course Textbook


Course Learning Objectives

Upon completion of this course, students should be able to:

2. Discuss the impact of legal provisions on human resource management in the United States.
3. Evaluate the components of workforce planning and the different approaches to workforce planning.
4. Apply the basic principles related to developing, implementing, and evaluating a recruiting program for an organization.
5. Relate the different selection criteria and selection methods to organizational considerations.
6. Discuss the importance of planning, designing, implementing, and evaluating training programs in an organization.
7. Analyze the role and responsibilities of an organization for ensuring the safety and health of its employees.
9. Formulate a compensation strategy that matches up with the organization's business strategy and enhances motivation, productivity, and satisfaction among employees.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Written Lectures:** Each unit contains a Written Lecture, which discusses lesson material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. Chapter presentations are provided in each unit study guide as Supplemental Reading to aid students in their course of study.
4. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
5. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
6. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided to aid students in their course of study.
7. **Unit Assessments:** This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of multiple-choice questions and written response questions.
Unit Assignments

Unit II Article Critique

Use the CSU Online Library to locate and review a scholarly article found in a peer reviewed journal related to analyzing work, designing jobs, HR planning, or recruiting. In peer reviewed journals, the articles were reviewed by other professionals in the field to ensure the accuracy and quality of the article, which is ideal when writing an Article Critique.

Research Tip: When researching using the databases, you can limit your search to only peer reviewed articles. To do this, look for the phrase “limit results,” and select “peer reviewed articles.”

Once you have selected your article, follow the below criteria:

- There is a minimum requirement of 750 words for the article critique.
- Write a summary of the article. This should be one to three paragraphs in length, depending on the length of the article. Include the purpose for the article, how research was conducted, the results, and other pertinent information from the article.
- Discuss the meaning or implication of the results of the study that the article covers. This should be one to two paragraphs. This is where you offer your opinion on the article. Discuss any flaws with the article, how you think it could have been better, and what you think it all means.
- Write one paragraph discussing how the author could expand on the results, what the information means in the big picture, what future research should focus on, or how future research could move the topic forward. Discuss how knowledge in the area could be expanded.

Cite any direct quotes or paraphrases from the article. Use the author's name, the year of publication and the page number (for quotes) in the in-text citation. Use APA format.

Unit IV Case Study

Choose ONE of the following assignment options below:

Option One: “The Supreme Court has held that the selection guidelines in the federal government’s Uniform Guidelines on Employee Selection Procedures also apply to performance measurement” (Noe, Hollenbeck, Gerhart, & Wright, 2011, p. 249). Locate a recent court case or lawsuit related to discrimination or unjust dismissal by a performance management system. Write a paper at least 500 words in length about the selected court case of lawsuit. You are required to use at least your textbook and a court case as source material for your paper.

Be sure to include the following in your paper:

- A brief description of the selected court case or lawsuit.
- A discussion of the purpose of performance management.
- An analysis the criteria and methods used for measuring performance management in the court case or lawsuit.
- A discussion of the legal and ethical issues related to performance management in this court case or lawsuit.
- All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

OR

Option Two: Analyze both Case Studies of the textbook (Noe, Hollenbeck, Gerhart, & Wright, 2011, pp. 253-255); “Performance Review Takes a Page from Facebook” and “When Good Reviews Go Bad”. Answer the three questions at the end of each case.
- Summarize answers for the case studies in essay format with a minimum of 250 words for each case for a total of 500 words minimum for both cases combined.
- Submit the essays as one word document. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Unit VII Article Critique

Use the CSU Online Library to locate and review a scholarly article found in a peer reviewed journal related to: Unions, Labor Relations, or International Human Resources Management.

There is a minimum requirement of 750 words for the article critique.
- Write your critique in APA format.
- Begin with an introduction that defines the subject of your critique and your point of view. You will first need to identify and explain the author's ideas. Include specific passages that support your description of the author's point of view.
- Defend your point of view by raising specific issues or aspects of the argument. Offer your own opinion. Explain what you think about the argument. Describe several points with which you agree or disagree.
- Explain how the passages support your opinion.
- Conclude your critique by summarizing your argument and re-emphasizing your opinion.
- For each of the points you mention, include specific passages from the text (you may summarize, quote, or paraphrase) that provide evidence for your point of view.

APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guide” is available for you to download from the APA Guide link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document includes examples and sample papers and provides links to The CSU Success Center and the CSU Online Library staff.

Blackboard Grading Rubrics

Assignment Rubrics

One or more assignments in this course utilizes a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of an assignment. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback for the assignment.

You are encouraged to view the assignment rubric before submitting your work. This will allow you to review the evaluation criteria as you prepare your assignments. You may access the rubric in “My Grades” through the “Tools” button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the assignment. Upon receiving your assignment grade, you may view your grade breakdown and feedback in the rubric.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers, unless otherwise specified within assignment instructions. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or access it through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

Final Examination Guidelines

Final Examinations are to be administered to students by an approved proctor on a date that is mutually convenient. The student is responsible for selecting a qualified proctor that must be approved by the university.
A list of acceptable proctors is provided in the Examination Proctor Policy. To review the complete Examination Proctor Policy including a list of acceptable proctors, proctor responsibilities, proctor approval procedures and the Proctor Agreement Form, go to the myCSU Student Portal from the link below.

http://mycsu.columbiasouthern.edu

You are permitted four (4) hours to complete this exam, in the presence of your approved proctor. This is an open book exam. Only course textbooks and a calculator, if necessary, are allowed when taking proctored exams.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Boards (8 @ 2%)</td>
<td>= 16%</td>
</tr>
<tr>
<td>Unit Assessments (8 @ 4%)</td>
<td>= 32%</td>
</tr>
<tr>
<td>Article Critiques (2 @ 10%)</td>
<td>= 20%</td>
</tr>
<tr>
<td>Case Study</td>
<td>= 12%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>= 20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>= <strong>100%</strong></td>
</tr>
</tbody>
</table>

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I  Managing HR and Providing a Safe Workplace

**Review:**
- [ ] Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- [ ] Chapter 1: Managing Human Resources
- [ ] Chapter 2: Trends in Human Resource Management
- [ ] Chapter 3: Providing Equal Employment Opportunity and a Safe Workplace
- **Supplemental Reading:** See Study Guide

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)

**Submit:**
- [ ] Assessment by Tuesday, Midnight (Central Time)

### Unit II  Designing Jobs and Recruiting

**Review:**
- [ ] Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- [ ] Chapter 4: Analyzing Work and Designing Jobs
- [ ] Chapter 5: Planning for and Recruiting Human Resources
- **Supplemental Reading:** See Study Guide

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- [ ] Assessment by Tuesday, Midnight (Central Time)
- [ ] Article Critique by Tuesday, Midnight (Central Time)
- [ ] Proctor Approval Form by Tuesday, Midnight (Central Time)

Notes/Goals:
<table>
<thead>
<tr>
<th>Unit III</th>
<th>Selecting and Training Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>□ Unit Study Guide</td>
</tr>
<tr>
<td></td>
<td><strong>Learning Activities (Non-Graded):</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Read:</strong></td>
<td>□ Chapter 6: Selecting Employees and Placing Them in Jobs</td>
</tr>
<tr>
<td></td>
<td>□ Chapter 7: Training Employees</td>
</tr>
<tr>
<td></td>
<td><strong>Supplemental Reading:</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Discuss:</strong></td>
<td>□ <strong>Discussion Board Response:</strong> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Discussion Board Comment:</strong> Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td><strong>Submit:</strong></td>
<td>□ <strong>Assessment</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td>Notes/Goals:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit IV</th>
<th>Managing and Developing Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>□ Unit Study Guide</td>
</tr>
<tr>
<td></td>
<td><strong>Learning Activities (Non-Graded):</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Read:</strong></td>
<td>□ Chapter 8: Managing Employees’ Performance</td>
</tr>
<tr>
<td></td>
<td>□ Chapter 9: Developing Employees for Future Success</td>
</tr>
<tr>
<td></td>
<td><strong>Supplemental Reading:</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Discuss:</strong></td>
<td>□ <strong>Discussion Board Response:</strong> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Discussion Board Comment:</strong> Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td><strong>Submit:</strong></td>
<td>□ <strong>Assessment</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Case Study</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td>Notes/Goals:</td>
<td></td>
</tr>
</tbody>
</table>
# BHR 3352, Human Resource Management

## Course Schedule

### Unit V
#### Adjusting Employees and Establishing Pay Structure

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- Chapter 10: Separating and Retaining Employees
- Chapter 11: Establishing a Pay Structure
- **Supplemental Reading:** See Study Guide

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- **Assessment** by Tuesday, Midnight (Central Time)

**Notes/Goals:**

### Unit VI
#### Compensating Human Resources

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- Chapter 12: Recognizing Employee Contributions with Pay
- Chapter 13: Providing Employee Benefits
- **Supplemental Reading:** See Study Guide

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- **Assessment** by Tuesday, Midnight (Central Time)

**Notes/Goals:**
<table>
<thead>
<tr>
<th><strong>Unit VII</strong></th>
<th><strong>Meeting HR Goals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>□ Unit Study Guide</td>
</tr>
<tr>
<td></td>
<td><strong>Learning Activities (Non-Graded):</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Read:</strong></td>
<td>□ Chapter 14: Collective Bargaining and Labor Relations</td>
</tr>
<tr>
<td></td>
<td>□ Chapter 15: Managing Human Resources Globally</td>
</tr>
<tr>
<td></td>
<td><strong>Supplemental Reading:</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Discuss:</strong></td>
<td>□ <strong>Discussion Board Response:</strong> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Discussion Board Comment:</strong> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td><strong>Submit:</strong></td>
<td>□ <strong>Assessment</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Article Critique</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Request to take Final Exam</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
</tbody>
</table>

**Notes/Goals:**

<table>
<thead>
<tr>
<th><strong>Unit VIII</strong></th>
<th><strong>Creating and Maintaining High Performance Organizations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>□ Unit Study Guide</td>
</tr>
<tr>
<td></td>
<td><strong>Learning Activities (Non-Graded):</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Read:</strong></td>
<td>□ Chapter 16: Creating and Maintaining High-Performance Organizations</td>
</tr>
<tr>
<td></td>
<td><strong>Supplemental Reading:</strong> See Study Guide</td>
</tr>
<tr>
<td><strong>Discuss:</strong></td>
<td>□ <strong>Discussion Board Response:</strong> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Discussion Board Comment:</strong> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td><strong>Submit:</strong></td>
<td>□ <strong>Assessment</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>□ <strong>Final Exam</strong> by Tuesday, Midnight (Central Time)</td>
</tr>
</tbody>
</table>

**Notes/Goals:**