

Gustavus Adolphus College
E/M 350 Human Resource Management
Spring 2012

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Office Hours: 10:30 – 11:30 a.m. on Monday, Tuesday and Wednesday; and on Friday between 10:30 – 11:30 a.m. and 2:30 – 3:30 p.m. – all preferably by appointment. Email my assistant, Teresa Lombard at Tunheimasst@gmail.com to secure an appointment.

On-line hours: Thursday all day from my home office; daily before class and after, often well into the evening

Text: Mathis, R.L., & Jackson, J. H. (2009). *Human resource management: Essential perspectives*.

Instructional Materials: There will be numerous handouts throughout the semester. I suggest that you buy a 2 inch, 3 ring notebook and 8 tabs. I would label the tabs as follows: Syllabus, Chapter Summaries, Handouts and Notes, Study Guides, Assessments, Team Projects, and Other. To be a successful business professional, you need to be organized. Keeping course materials all in one structured place (many handouts) are a good way to begin.

Course overview:

Human resources are an integral and vital part of today's ever changing enterprises that are for-profit and not-for-profit. Human resource management (HRM) is seen as being at the forefront of helping organizations make the required changes to respond and adapt to external and internal pressures and demands. Human resource work is an important part of **every** manager's job, from a first-line supervisor to a CEO.

The course content revolves around the HR Wheel (McLagan, 1982) that encompasses the employer process of planning, organizing, staffing, leading, and managing employees in jobs. We will situate this model by addressing the global role human resources plays in a larger management process of rapidly changing environments and by developing appreciation of social, legal, and economic issues that influence organizations.

Upon assessing the model, you will learn about:

- Training and Development
- Organization Development
- Career Development
- Organization/Job Design
- Human Resource Planning
- Performance Management Systems
- Selection and Staffing/Recruitment
- Compensation/Benefits
- Employee Assistance
- Union/Labor Relations
- HR Research and Information Systems

In short, the intent is to provide you with the background needed to be a successful business and HR professional, to manage human resources effectively, and to be knowledgeable consumers of HR products.

Student Learning Outcomes:

At the end of the semester, you will be able to:

- 1) Draw the HR Wheel and explain all 11 parts
- 2) Differentiate between HRM and HRD
- 3) List the three components of HRD
- 4) Explain the difference between training and development
- 5) State what organization development/organizational effectiveness is and examples of its use
- 6) Describe the PMP process and what a typical performance appraisal involves
- 7) Identify and answer the 10 most common interviewing questions
- 8) Indicate the STAR behavioral interviewing technique
- 9) Talk about compensation and benefits with an HR professional
- 10) Tell what an EAP program is and does
- 11) Say what HRIS is and what is included in the database
- 12) Recite what the best predictor of human behavior is
- 13) Explain what OD is and how an employee engagement survey is used
- 14) Describe succession planning and how it is employed in enterprises
- 15) List your own five top strengths from Strengths Finder and DiSC style
- 16) Define vocation and explain its importance as a business professional

Assignments and Evaluation:

Your knowledge of the subject matter will be evaluated in a variety of ways. Apart from traditional testing, you will be asked to actively participate with your observations of a range of HRM systems – from those in which you have worked or will work, to the ones described in literature or analyzed in case studies. Teamwork is required and strongly encouraged.

1 reflection paper	15 points	15 points
5 unannounced chapter summaries	10 points each	50 points
2 exams	75 points each	150 points
4 public presentations	one is not graded	50 points
Interview HR Professional	25 points	
Final Team Project Section	25 points	
2 team assignments		95 points
T and D Team Presentation	20 points	
Final Team Presentation	75 points	
1 Video Stream Interview	20 points	20 points
4 attendance evaluations	10 points	40 points
2 outside guest speakers	10 points	10 points
1 Job Fair attendance	10 points	10 points
1 business card proof	05 points	05 points
1 Career Center Resume work proof	05 points	05 points
	Total:	450 points

Grading Policy: I am looking for your demonstrated ability to extract from the subject matter those facts and concepts which are necessary to analyze issues as presented and to communicate that analysis effectively. All assignments received after the date due will have late points deducted.

A	94-100%	C	74 - 76 %
A-	90 - 93%	C-	70 - 73%
B+	87 - 89%	D+	67 - 69%
B	82 - 86%	D	64 - 66%
B-	80 - 83%	D-	60-63%
C+	78 - 79%		

Disclaimer: If at the end of the semester, I observe that the class grades are too low or too high, I will implement a curve.

Additional Information:

- Attendance will be taken randomly in class and documented for points on 4 occasions. However, it is strongly encouraged that you attend each class session. Exams will be based largely on lecture material in addition to the readings and handouts.
- There are no opportunities for make-up chapter summaries. You will be given the opportunity to get an HR topic approved by me in advance for you to write a 2-3 page paper using APA style. It will be due exactly one week after the class/summary that you missed.
- Make-up exams will be given on scheduled dates only. There will be one alternative scheduled date for each exam.
- Late papers will have points deducted.

- Be familiar with the college's expectations concerning academic honesty. Violations will result in appropriate consequences. *The following statement is suggested as a pledge for students to sign on all graded assignments and projects:*
On my honor, I pledge that I have not given, received, or tolerated others' use of unauthorized aid in completing this work.
- Accommodations: *If you have a physical, psychiatric/emotional, medical, learning or attentional disability that may have an effect on your ability to complete assigned course work, please contact Laurie Bickett, Disability Services Coordinator, in the Advising Center. She will review your concerns and decide with you what accommodations are necessary. I will be happy to work with you, upon receipt of documentation of her. In addition, I need notification within one week prior to the first exam of any accommodations. These need to be documented with the college.*
- The syllabus is subject to changes, which will be announced in class and/or sent via email.

Assignments:

1 minute introduction – Feb. 06 (no audio visual needed) non-graded

- Name
 - Hometown
 - Year at GAC
 - Major
 - Why I took this course
 - Potential Career Goal
 - Extra-curricular Activities/Hobbies
-

Five Unannounced Chapter Summaries (50 points total)

Learning how to summarize material effectively is an important business skill. These summaries are in place (instead of chapter quizzes) to ensure that you read the chapters and learn to summarize the information. The chapter summary will often be the first thing we do in class that day. I will quickly assess your summary and immediately assign a score. Do not attempt to share or copy these summaries. If you are caught doing this, you will lose all 25 points for the semester. If you have an unexcused absence, you will not receive the points for the summary. If you have an excused absence, you will need to make up the summary (by writing a short paper – see page 3) within one week of your absence.

Two Exams – 75 points each – due Wednesday, March 21 and Wednesday, May 09

These tests will be a combination of short answer and essay questions. Book readings, class lecture notes, handouts, and guest speaker comments will all be included.

Three Public Presentations – (50 points total)

Public #0 – This first warm-up presentation is the 1 minute introduction on the first day of class this semester. It is ungraded. **Feb. 06**

- Name and hometown
- Family
- Year at GAC
- Major – Career Objective
- Extra-curricular Activities - Hobbies
- Anything else that would help us get to know you

Public #1 – This presentation is a power point summary of your HR Professional Telephone Interview. You will be asked to turn in a copy of your AV presentation slides/handout. **March 12**

“Interview an HR person on the Phone” (25 points)

- Select an HR person that you know or get from my list of contacts.
- Email them to ask for a 20-30 minute telephone informational interview.
- Schedule it no later than March 07th. Send them the list of questions by email at least 3 days prior to the call.
- Thank them on the phone. **Send them a hand-written thank you note within 3 days after the call. This is mandatory!**
- What can you find out about them relative to their Human Resources Department?
- How does the organization make money? If it is a non-profit, what is their mission?
- What are their annual revenues?
- How many people work there?
- What can you tell about the culture of the organization?
- Who did you interview?
- What is their educational background and work experience?
- Who do they work for?
- How do they define HR?
- What is their role in HR?
- What advice do they offer to you as a student about ready to enter the business world?
- What are the vision, mission and values of this enterprise?
- How do they define vocation? How do they see their role as part of their vocational journey?
- Try to get a photo of them online so that you can include that in your presentation.
- You will get points if there's a photo and a copy of the thank you note attached when you turn in a copy of the handouts for your Power Point or Prezzi slides.
- Three to four minutes maximum. (25 points)

Public #2 - See Training and Development Team Presentation #1 assignment. (20 points)
Due March 19

Public #3 – This presentation represents your section of the Team Assignment toward the end of the semester. A time limit of five minutes maximum per person will be required in the group. (25 points) **Due May 14 or 16**

Team Assignments – (95 points)

Training and Development Team Assignment Presentation (20 points) - During the Training and Talent Potential section, you will be put into a group of six students. Your group will need to select a topic on which to train the rest of the class. The topic needs to be relevant. I will give you examples as we discuss this unit. Your group will need to do the following after your topic has been approved:

- Write a correct instructional objective.
- Use the ADDIE model correctly for the 10 minute training seminar.
- Provide appropriate handouts for the audience.
- Create meaningful audio-visual aids that will enhance the training.
- Involve the audience so that they actually practice and/or learn the task or skill.
- Evaluate the training to know if you have been effective or not in your training.

Group grade (20 points). **Due March 19**

Final Team Assignment (100 points total – individually 25 points for your part of the presentation = Public #4) - You will select an HR client as will 4-5 other class members after you take the DiSC Profile. Your group will need to drive to the company and interview the HR professional together for approximately an hour. Your job is to take one of their difficult HR issues, collect data, and provide recommendations on how to help them. It will be important that you do research on the company prior to the interview, so that you appear credible as student interviewers. After the interview, you will write a paper and create a presentation that you will deliver to the class toward the end of the semester. Include as much technology and media in this presentation as you can, to make it interesting to your classmates. We have a total of four group presentations. They can get boring if you don't intentionally design an interesting and engaging presentation. Your assignment is to teach us about the company (just a little for an introduction), analyze the HR department at this company, explain its strengths and weaknesses (after seeing its HR strategic plan), recommend some solutions to their issue and educate the rest of us about which you learned. You can select one part of the HR Wheel to go in-depth, if you so desire. Finally, is this a state-of-the-art HR Department or not?

Video Interview on Interview Stream – Must be taped by Apr. 25 (20 points)

Gustavus has purchased a state-of-the-art interview on-line video-taping system that will help everyone improve their interview skills. You will be asked to take the tutorial on-line, practice interviewing and then set an appointment in the Career Services Center to video-tape yourself on the web-cam. You will sign up for a viewing appointment with me sometime during the semester and will self-critique your performance. At that time I will provide positive

reinforcement and also suggested alternatives for the next time you interview. You will significantly improve your interviewing skills to get you ready for “the real thing.”

Final Reflection Paper – 15 points – due May 18-22 during the Finals Exam Time (2-3 pages)

At the end of the semester, you will need to write a paper reflecting the following:

- What happened during the semester for you, personally, in HRM? (Just the facts)
- What was energizing for you in the class? (Just the feelings)
- What was de-energizing for you? Be honest. (Just the feelings)
- What did you learn throughout the semester? (Just the knowledge)
- What will you apply in your life for the future? (Just the application)

Write a two to three page, typed and single-spaced, informal response.

Pop Attendance Evaluations – (40 points total)

There will be four 10 point attendance evaluations that will be given on random days during the semester. They will not be announced. The purpose of these evaluations is to reward the students who consistently attend class.

Assessments: DiSC Profile and Strengths Finder

The DiSC Profile is a tool that helps people learn about their preferred work styles. If you have taken this tool in OB, you do not need to take it again on **Feb. 27**.

One of the most commonly used assessments in business right now is the Strengths Finder tool.

The Strengths Finder will be taken online will be discussed in class on **Feb. 29**. This state-of-the-art tool will help you sell yourself effectively during interviews.

If you have any questions about any of these assignments, please let me know. I will be passing out rubrics for each and every assignment throughout the semester.

HR Assignment Breakdown

<u>Chapters</u>		<u>Papers</u>		<u>Exams</u>	
1	2/08			1	10/19
4	2/15	Reflection	5/18	2	11/30
2	2/20				
3	2/27				
5	3/14				
6	4/11				
7	4/16				
8	4/18				
9	4/24				
Lead	4/30				
OD	4/40				

<u>Presentations</u>		<u>Team Assignments</u>	
Public #0	2/06	T and D Team	3/19
HR Profess	10/10	Final Team	5/14 or 5/16
APA Pap Share	11/16		
Final Team	12/12 or 12/14		

<u>Assessments</u>		<u>Guest Speakers</u>		<u>Interview Stream Video</u>	
DiSC	2/27	TBD		Career Center by 4/25	
StrengthFinder	2/27	Alumni Panel	5/2		

HR Professional Interview
Conduct the interview by March 07
This becomes the content for your Public Presentation #1 due March 12

Potential Questions: (feel free to add your own)

- Tell me about your educational background and work experience. How did you get into Human Resources?
- What can you find out about them relative to their Human Resources Department?
- What is the mission of the company?
- What are their annual revenues? How do they make money?
- How many people work there?
- What can you tell about the culture of the organization?
- What is Human Resources, anyway? What value does it add to an organization?
- What areas of HR do you enjoy most? Why?
- What are your least favorite areas of HR? Why?
- What advice could you give to me as a student of HR?
- What is your definition of vocation? How do you view your vocation in this HR role?
- As an HR professional, how did you learn to partner strategically with a business executive?
- Could you please share with me a copy of an a performance appraisal form?
- Anything else I should know?

Rubric: 20 points total

- Paper has an introduction, body, and conclusion with headings and professional appeal (6 points)
- Questions have been articulated and answered with distinctive evidence to support the claims (6 points)
- Grammar is appropriate with no spelling mistakes made (4 points)
- Maximum 4 pages typed and double spaced
- Photo of the interviewee is included in the power point presentation (2 points)
- Paper is on-time and a copy of the sent hand-written thank you note is attached (2 points)

GAC HRM Mid-Semester Study Guide Exam #1 Prep

Chapter 1: Strategic HRM – An Overview

- HR
- HR's role
- HRM
- HRD
- HR Wheel – know the 11 pieces of the pie
- HR Generalist
- HR Specialist
- Outsourcing
- Shared Service Center – SSR
- Line Manager
- Strategic Partnering
- Human Capital and Metrics
- Social Capital
- Hr Department's Strategic Plan
- Talent
- Old School HR vs. New School HR
- SWOT Analysis

Chapter 4: Staffing

- Forecasting
- Offshoring
- Recruitment
- Referrals
- Downsizing
- Personnel Selection
 - Reliability
 - Validity
 - Generalizability
 - Utility
 - Legality
- CPI – California Psychological Inventory
- Types of Selection Methods
 - Interviews
 - Cognitive Ability Tests
 - Personality Inventories
 - Work Samples
 - Honesty Tests and Drug Tests
- Behavioral STAR Interviewing
 - S
 - T
 - A
 - R
 - (L)
- The Process of Hiring Someone

- Hr Generalist vs. Specialist
- Centralized vs. Decentralized Structure
- Job Analysis
- Job Description
- KSA's
- Interviewing – know a few Top 10 Interviewing Questions
- According to PDI, “The best predictor of future behavior is past behavior in similar circumstances.”
- Social Categorization Theory

Chapter Two: Organization/Individual Relations and Employee Retention

- Job Satisfaction
- Psychological Contract
- Job Dissatisfaction
- Organizational Commitment
- Performance = Ability x Effort x Support
- Motivation
- Retention
- Turnover
- Job Design
- Job Enlargement
- Job Rotation
- 70/20/10 Leadership Development Model from Center for Creative Leadership (CCL)
- Employee Engagement Surveys
- Absenteeism

Chapter 3: Equal Employment and Diversity Management

- The Nature of EEO
- Disparate Treatment
- Disparate Impact
- Major EEO Laws
- Affirmative Action
- Diversity
- Diversity Management
- Layers of Diversity
- Organizational Dimensions
- External Dimensions
- Internal Dimensions
- Personality Inventories
- Discrimination
- OSHA
- COBRA
- ADA
- FMLA
- Sarbanes-Oxley Act
- If we could shrink the earth's population
- Projected Labor Force
- Education Stats

- EEO
- EEOC
- The Business Case for Diversity
- Barriers to Managing Diversity

Chapter 5: Training and Talent Management

- Training and Development
- Training
- Development
- Business Strategy's relationship with T and D work
- Strategic Benefits
- T and D spends how much a year?
- ASTD
- ASTD-SMC
- Peter Senge
- The Learning Organization
- ADDIE
- Teach/Show/Do
- Reverse Mentoring
- Transfer of Training
- TTT
- Kirkpatrick's four levels of training evaluation
- CBA/ROI
- OD

Other Stuff:

- Article on "The Changing Role of HR"
- Interviewing Tips
- Interview Do's and Don't's
- SHRM
- SMAHRA
- Vision
- Mission
- Values
- Strategies
- Goals
- Measures
- SMART Goals
- HR Planning
- Forecasting
- Succession Planning
- "The Bench"
- HRIS

HRM End of the Semester Exam Study Guide

Chapter 6: Performance Management and Appraisal

- Performance Management
- PMP
- 90 Day Review
- PA/PR
- Responsibility for the Appraisal
- Consistent Rating Meeting
- 360 Degree Feedback
- 720 Degree Feedback
- Problems in Performance Appraisals
- How to do a PA right
- Performance Measures Common to Most Jobs:
 - Quantity of output
 - Quality of output
 - Timeliness of output
 - Presence at work
- Objective Measures
- Subjective Measures
- Performance Standards
- Timing of Appraisals
- EEOC
- Forced Distribution
- Ranking
- MBO
- Do's and Don'ts for Supervisors and Managers during PA's

Chapter 7: Compensation Strategies and Practices

- Total Reward
- Base Pay
- Variable Pay
- Benefits
- Compensation Philosophies
- HR Metrics
- Equity
 - External Equity
 - Internal Equity
- Market Competitiveness Strategies
- FLSA
- Garnishing of Wages
- Pay Surveys
- Pay Grades
- Pay Ranges
- Job Evaluation Methods
- Job Family
- Pay Ranges

- Look at Carlson Companies' Salary Grades and Ranges
- Broadbanding
- Pay Compression
- Merit Increases
- COLA
- LSI
- Executive Compensation

Chapter 8: Variable Pay and Benefits

- Variable Pay
- Incentives
- Teamsharing/Gainsharing
- Profit Sharing
- Employee Stock Plans
- ESOP
- Sales Compensation Plans
- Benefits
- Workers' Compensation
- Unemployment Compensation
- Severance Pay
- PPO
- HMO
- HAS
- COBRA
- HIPAA
- Pension Plans
- ERISA
- FMLA
- PTO
- 401K

Chapter 9: Risk Management and Employee Relations

- Risk Management
- Health Safety
- Security
- Workers' Comp
- Child Labor Laws
- FLSA
- OSHA
- Ergonomics
- ER- Employee Relations
- Employment at Will
- Wrongful Discharge
- ADR
- Workplace Monitoring
- Positive Discipline Approach

- Progressive Discipline Approach
- Warnings/Offenses

Leadership

- Leadership vs. Management
- Leadership Development
- Organizational Effectiveness
- Employee Engagement
- Succession Planning
- High Potentials “Hi Po”
- High Professionals “Hi Pro”
- IDP
- Derailment
- Strategic Planning
 - SWOT
 - Vision
 - Mission
 - Values
 - SMART Goals
- Women in Leadership Research
- Norwegian Women on Boards
- Women’s vs. Men’s earnings

Organization Development

- Definition(s)
- Corporate Culture
- OD Model
- Characteristics of OD
- Theories that OD Professionals often use
- OD Consultants
- OD Principles of Practice
- OE
- OB

Other Stuff:

- HR Wheel – list and explain the parts
- HR Ratio
- StrengthFinder
- Guest Speakers
- All Articles since our last exam