

**California Polytechnic State University San Luis Obispo**  
**Orfalea College of Business**

Business 384  
Human Resource Management  
Spring 2014  
Office Hours: T/R 12:30 - 2:00 PM (by appointment)

Instructor: Dr. Jesse Sostrin  
Office Phone: 756-1755  
Office: 03-343  
jsostrin@calpoly.edu

**COURSE OUTLINE**

**1. Catalog Description**

BUS 384 - Human Resource Management

Management of the human resources of the organization. An introduction to functional areas of the discipline such as staffing, compensation, employee development and labor relations. Additional workplace topics addressed include performance/human capital management, employer legal and social responsibility for employee wellbeing, managing a diverse/global workforce, and Human Resource Information Systems. 4 lectures. Prerequisite: Junior standing.

**2. Texts**

(Required)

Mathis and Jackson, Human Resource Management, 14th edition. Thomson South- Western, 2011. ISBN: 0-324-54275-5

Nkomo, Fottler and McAfee, Applications in Human Resource Management, 7th edition. Thompson: South-Western, 2008. ISBN: 0-324-42142-7

(Optional)

Sostrin, Jesse. (2013), Beyond the Job Description: How Managers and Employees Can Meet the True Demands of the Job, New York, New York. Palgrave Macmillan.

Custom Text direct link:

<http://www.cengagebrain.com/micro/cpsubus384>

Note that if you purchase a custom text through the publisher's micro site the cost is \$185 with free shipping. Delivery is 3-5 business days (door to door). This means you will be without books possibly through our third class period, even if you order it the instant class ends on Wednesday. One copy of each text will be on 3 hour reserve in the 3<sup>rd</sup> floor computer lab.

**3. Course Objectives**

To provide students with an appreciation for and understanding of the purpose and management of the human resource function in organizations. To understand the processes of procurement, development, utilization, and maintenance of the workforce. To understand employment law and its social implications, together with the basic processes of union-management relationships. To recognize how major human resource systems can be designed to support business strategy.

**4. Methods of Evaluating Attainment of Course Objectives**

In-Class Contribution (Daily).....	40%
Exam I, Chapters 1-5 .....	20%
Exam II, Chapters 6-10 .....	20%
Exam III, Chapters 11-13, 15, 16 .....	20%

A. Classroom Contribution:

You are expected to come to each class **ON TIME**, with the cases, relevant written exercises, and readings prepared. To ensure there are no misunderstandings of the importance of participation, a 'no-fault' absenteeism policy is in force: each student is permitted two absences, after which the course grade is reduced by one full grade point for each class session missed, regardless of the reason. Arriving late or leaving early is equivalent to an absence. A 'no-fault' policy by no means implies that you should feel free to miss two classes for avoidable reasons. As noted below, you cannot earn participation points if you are not in class.

You are expected to contribute to class discussion each and every session. Attendance is not itself a contribution, nor is making a random comment or two equivalent to making a contribution to the learning of the class as a whole. However, it should be obvious that you are not able to earn participation points if you are not in class. Oral contributions will be evaluated in terms of both frequency and quality, including the quality of responses when cold-called.

Although it is not a substitute for in-class contributions, you may earn participation points for exceptionally cogent posts on our PolyLearn discussion forum when assigned. If you plan to supplement your participation grade with posted articles and analysis, do not wait until the last week of class, as this defeats the purpose of starting an interactive discussion.

B. Examinations:

All three examinations will consist entirely of objective multiple choice test items drawn from Mathis & Jackson textbook material. Exams are non-cumulative and equally weighted. Each one covers the assigned chapters from the textbook with approximately 10 items per chapter. There will be NO MAKEUP EXAMINATIONS.

C. Classroom Etiquette:

Please do not come up to the podium either before or after class to ask individual questions. Before class, I am attempting to set up the materials for the lesson, and your question will delay the beginning of class for 40 other students. Immediately after class, I am grading student participation for the day, and must have approximately five minutes of uninterrupted time to make notes before leaving the classroom.

Unless it is for e-book access, there will be no tablet, laptop or cell phone use during class. If you wish to take notes during the first part of class, bring printouts of the PPT slides with you to the classroom. The majority of our time is spent in discussion, and there will be no need for internet browsing during class. Anyone who leaves his/her electronic devices open during class will get a zero for the day.

D. Email Policy:

When you email me please include your phone number and a time when I may reach you. It is usually quicker for me to clarify a matter over the phone than it is to write out a lengthy explanation. I will respond to as many student emails as possible during my office hours each week, but do not expect 24-hour turnaround. My office hours are the place and time designated for individual student questions. Please come and see me in person.

## **TENTATIVE CLASS SCHEDULE**

<b>DATE</b>	<b>TOPIC, READING AND ASSIGNMENTS</b>	
<b>T 4/1</b>	Topic:	Course Introduction
<b>R 4/3</b>	Topic:	HR in Context
	Read:	M&J Chapter 1 How to Analyze a Case (on PolyLearn)
	Case 2:	The HR Function at Harrison Brothers (NFM p. 9) <i>Open Contribution: "HR In the News"</i>
<b>T 4/8</b>	Topic:	Strategic Human Resource Management and HRP
	Read:	M&J Chapter 2
	Case 25:	Layoffs at St. Mary's (NFM p. 83)
	Case 26:	Strategic HRM (NFM p.86) <i>Open Contribution: "HR In the News"</i>
<b>R 4/10</b>	Topic:	Equal Employment Opportunity
	Read:	M&J Chapter 3
	Case 12:	Analyzing Promotion Data: The 80% Rule (NFM p. 41)
	Exercise 17:	Is This Unlawful Discrimination? (NFM p. 56)
	Case 11:	Investigating a Sexual Harassment Case (NFM p. 38) <i>Open Contribution: "HR In the News"</i>
<b>T 4/15</b>	Topic:	Workforce, Jobs and Job Analysis
	Read:	M&J Chapter 4 Sostrin, Introduction, Chaps. 1 - 5
	Skill Bld.49:	Staffing for a Telecommuting Job (NFM p. 150)
	Case 27:	The Alternative Work Schedule (NFM p. 89) <i>Open Contribution: "HR In the News"</i>
<b>R 4/17</b>	Topic:	Individual/Organization Relations & Retention
	Read:	M&J Chapter 5
	Incident 46:	The Exit Interviews and Employee Retention (NFM p. 145)
	Incident 96:	Motivating and Maintaining Morale during Downsizing (NFM p. 273) <i>Open Contribution: "HR In the News"</i>
<b>T 4/22</b>	<b>EXAM I (IN CLASS) M&amp;J CHAPTERS 1 THROUGH 5</b>	
<b>R 4/24</b>	Topic:	Recruitment and Labor Markets
	Read:	M&J Chapter 6
	Case 34:	Recruiting R.V. Surveyors (NFM p. 109) <i>Open Contribution: "HR In the News"</i>
<b>T 4/29</b>	Topic:	Selecting Human Resources
	Read:	M&J Chapter 7
	Case 37:	Selecting Patient Escorts (NFM p. 115) <i>Open Contribution: "HR In the News"</i>
<b>R 5/1</b>	Topic:	Training Human Resources
	Read:	M&J Chapter 8

Case 52: The Safety Training Program (NFM p. 159)  
*Open Contribution: "HR In the News"*

**T 5/6**

Topic: Talent, Careers, and Development  
Read: M&J Chapter 9  
Case 51: Career Development at Electronic Apps (NFM p. 157)  
*Open Contribution: "HR In the News"*

**R 5/8**

Topic: Performance Management and Appraisal  
Read: M&J Chapter 10  
Exercise 61: EvalSim – A Performance Evaluation Exercise (NFM p. 183)  
Exercise 64: Ethical Performance Appraisal Issues (NFM p. 192)  
*Open Contribution: "HR In the News"*

**T 5/13**

**EXAM II (IN CLASS) M&J CHAPTERS 6 THROUGH 10**

**R 5/15**

Topic: Total Rewards and Compensation  
Read: M&J Chapter 11  
Exercise 70: WageSim (NFM p. 213)  
Exercise 71: Ethical and Practical Compensation Dilemmas (NFM p. 218)  
*Open Contribution: "HR In the News"*

**T 5/20**

Topic: Variable Pay and Executive Compensation  
Read: M&J Chapter 12  
Case 67: Evaluating Nontraditional Incentive Systems (NFM p. 202)  
Incident 73: Merit Increases (NFM p. 223)  
*Open Contribution: "HR In the News"*

**R 5/22**

Topic: Managing Employee Benefits  
Read: M&J Chapter 13  
Case 76: Managing Non-Monetary Compensation (NFM p. 231)  
Incident 76: Retiree Health and Pension Benefits (NFM p. 244)  
Incident 77: The Educational Leave Problem (NFM p. 245)  
Incident 79: The Medical Leave Problem - FMLA (NFM p. 249)  
*Open Contribution: "HR In the News"*

**T 5/27**

**NO CLASS - MONDAY HOLIDAY SCHEDULE**

**R 5/29**

Topic: Employee Rights and Responsibilities  
Read: M&J Chapter 15  
Case 88: The Drug Testing Problem at Standard Chemical (NFM p. 259)  
\*\*In-class: Assign Bargaining Unit Roles (set times for teams to meet)  
*Open Contribution: "HR In the News"*

**T 6/3**

Topic: Union/Management Relations  
Read: M&J Chapter 16  
Exercise 101: Labor Arbitration Corp. (NFM p. 283)  
*Open Contribution: "HR In the News"*

**COURSE REVIEW/EVALUATION**

**R 6/5**

**EXAM III (\*FINAL EXAM) - M&J CHAPTERS 11-13, 15 & 16**

## **BUS 384 Case Notes**

**Name:**

**Date:**

**Assigned Case:**

**Pertinent Contextual Influences (e.g. SWOT):**

**Major HR Problem (1-2 sentences):**

**Likely Causes:**

**Considerations, Trade-Offs & Possible Solutions:**

**Recommended solution/rationale:**

# HUMAN RESOURCE MANAGEMENT MODEL

