# Course Description

This course will emphasize the role of strategic planning in the setting of human resource goals and objectives. The student will study various strategic approaches to the human resource planning process. The course will review the integration of traditional human resource functions and the strategies of the organization. (same)

# University Learning Outcomes (ULO)

* **ULO1:**Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:**Intellectual and Practical Skills
* **ULO3:**Personal and Social Responsibility
* **ULO4:**Integrative and Applied Learning­
* **ULO5:**Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Determine proper management and strategies to develop, motivate, and maintain human capital as a source of competitive advantage to achieve organizational goals and mission.
* **CLO2:** Analyze appropriate guidelines regarding performance management, compensation, incentives, benefits, employee relations, and exiting the organization.
* **CLO3:** Design the hiring and selection process, with a focus on the employee training program and recruitment strategies to acquire new talent.

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Mello, J. A. (2019). *Strategic human resource management* (5th ed.). Boston, MA: Cengage.

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# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Corporate Social Responsibility | 25 |  |
| Human Resources and Generational Gaps | 50 |  |
| HR Training Program: Strategies, Objectives, and Needs Assessment | 50 |  |
| HR Training Program: Learning Styles Analysis | 25 |  |
| **Week 2** |  |  |
| Discussion: Corporate Versus Business Unit Management Strategies | 25 |  |
| Strategic Management Research Paper | 50 |  |
| HR Training Program: Delivery Mode | 25 |  |
| HR Training Program: Budget | 25 |  |
| **Week 3** |  |  |
| Discussion: Planning for Staffing Needs | 15 |  |
| Discussion: Employee Lifecycle and HR Intervention | 15 |  |
| Mergers, Acquisitions, and HR Strategies Research Paper | 50 |  |
| HR Training Program: Delivery Style | 25 |  |
| HR Training Program: Audience | 25 |  |
| **Week 4** |  |  |
| Discussion: Staffing Analysis | 25 |  |
| Discussion: Affirmative Action | 50 |  |
| HR Training Program: Content | 25 |  |
| HR Training Program: Timeline | 25 |  |
| **Week 5** |  |  |
| Discussion: Analyzing Training Needs | 25 |  |
| Leadership Models | 50 |  |
| HR Training Program: Communication | 25 |  |
| HR Training Program: Training Evaluation and Metrics | 25 |  |
| **Week 6** |  |  |
| Discussion: Pay Equity | 25 |  |
| Union International Influence Presentation | 50 |  |
| Labor Relations Act | 25 |  |
| HR Training Program: Add Executive Summary and Conclusion | 75 |  |
| **Week 7** |  |  |
| Research Paper: Global Human Resource Management and Expatriation | 75 |  |
| Creating a HR Training Program: Presentation | 75 |  |
| Reflection Journal | 20 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

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| --- | --- |
| **Grade** | **Range** |
| A | 93-100 |
| A- | 90–92 |
| B+ | 87–89 |
| B | 83–86 |
| B- | 82–80 |
| C+ | 77–79 |
| C | 73–76 |
| C- | 70–72 |
| D+ | 67–69 |
| D | 63–66 |
| D- | 60–62 |
| F | 59 |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

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| --- | --- | --- | --- |
| Week 1: Strategic View of Human Resources and Social Responsibility | |  | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the sources of employee value and its impact on an organization. | | CO1 | |
| * 1. Compare the legal compliance and ethical issues involved in managing a diverse workforce. | | CO1, 2 | |
| * 1. Recognize human resource (HR) strategies to integrate employees of various backgrounds, with a focus on different generations. | | CO1, 2 | |
| * 1. Analyze the impact of corporate social responsibility on the organization, human resources, and organizational recruitment. | | CO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 1 & 2 of *Strategic Human Resource Management*. | | 1.1, 1.2, 1.3, 1.4 |  |
| **Watch** [Human Capital](https://nam03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.khanacademy.org%2Feconomics-finance-domain%2Fcore-finance%2Finvestment-vehicles-tutorial%2Finvestment-consumption%2Fv%2Fhuman-capital&data=02%7C01%7Cgcarter%40synergiseducation.com%7C1703d23a94414dd9f09308d6c2865de9%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636910279713418025&sdata=vcltcC2WM6oRaLG3SKnCaMsSUcTrS0bF%2FwIlRL7CONc%3D&reserved=0). | | 1.1, 1.2, 1.3, 1.4 | Lecture Activity = **.5hr** |
| **Overview of HR Training Project**  This course requires development of an HR training budget in which you will find a company, analyze the needs of the company, and develop an appropriate training program.  Each week, you are expected to submit components that culminate in the full analysis of the company. You are required to create an HR training program in the form of a report and a presentation. The following are due for a grade each week:   * Week 1: Strategies, Objectives, Needs Assessment, and Learning Styles Analysis * Week 2: Delivery Mode * Week 3: Delivery Style and Audience * Week 4: Content and Timeline * Week 5: Communicating Your Training Program   + Communication   + Training Evaluation and Metrics * Week 6: Executive Summary and Conclusion * Week 7: HR Training Program Presentation | |  |  |
| **Tutorials**  During this course, you will be asked to use and participate in various technologies to complete activities and assignments.  **Review** the tutorials available on Blackboard, as needed.  **Click** the **Student Resources** button from the menu on the left. | | N/A | N/A |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 200 to 250 words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least 1 substantive comment of 100 to 150 words to 3 of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the RISE Model for Peer Feedback, located on Blackboard. | |  |  |
| **Introductions**  Hi, Everyone:  Welcome! My name is [insert instructor name], and I am excited to be your instructor for this Managing Human Capital course! You can read more about my specific qualifications in my Faculty Information section of the syllabus. The short version is that I have worked in marketing and sales.  Okay, now it’s your turn! Tell us about yourself. How many online course have you taken? What do you do for your career? Do you currently work in or around human resources, or do you aspire to? Where do you live? What do you enjoy doing in your spare time?   **Post** your response to the discussion board.  **Respond** to the introductions of two other students to acclimate yourself with the class. | | N/A | Lecture Activity = **1hr.** |
| ***Supplemental Resources and Activities***  *These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE***  ***Generic*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | |  | Live Discussion: lecture and discussion = **1 hr.** |
| **Association for Talent Development**  **Review** the [Association for Talent Development](http://www.td.org/) website for a variety of useful resources for this course. | |  |  |
| **Corporate Volunteering Breeds Engaged Employees**  **View** [Corporate volunteering breeds engaged employees](http://youtu.be/SKWxpLIh1iM) [3:45mins]. | | 1.1 | Lecture Activity = **.5 hr.** |
| **Career Ladder**  **Review** [Saying no to the career ladder; specialist career pathways](http://youtu.be/8RQ5DPIMXTM) [3:13mins]. | | 1.1, 1.3 | Lecture Activity = .**5 hr.** |
| **Shaping an Ethical Workplace Culture**  **Read** [Creating an Ethical Workplace](https://www.shrm.org/hr-today/news/hr-magazine/pages/0414-ethical-workplace-culture.aspx). | | 1.2, 1.4 | Lecture Activity = **1 hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Corporate Social Responsibility**    **Review** Exhibit 2.8 on p. 56 and Exhibit 2.9 on p. 58 of *Strategic Human Resource Management*.  **Research** further on how companies approach corporate social responsibilities and the overall trends.  **Review** the following articles and videos:   * [How far can the revival of Camden's Cooper Street go? | Kevin Riordan](https://www.philly.com/philly/columnists/kevin_riordan/much-of-camdens-cooper-street-escaped-urban-renewal-but-how-far-can-its-revival-go-20171003.html) * [Are Camden’s millions in tax incentives benefiting residents?](https://www.njtvonline.org/news/video/are-camdens-millions-in-tax-incentives-benefiting-residents/) * [When It Comes to CSR, Size Matters](https://www.forbes.com/sites/insead/2013/08/14/when-it-comes-to-csr-size-matters/) * [6 Traits That Predict Ethical Behavior at Work](https://hbr.org/2016/12/6-traits-that-predict-ethical-behavior-at-work)   **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Consider how corporate social responsibility (CSR) has impacted organizations in a variety of ways. How does CSR impact your company, or a company familiar to you? Provide an example. What would HR need to do to support the CSR? How does this affect HR and the organizational recruitment process?   **Use** credible references (not dictionaries and encyclopedias) in APA format. Post your response; do not attach a document.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.4 | Discussion = **2 hr.** |
| **Human Resources and Generational Gaps**  **Review** [Timeless Performance-Recognition Programs for a Multi-Generational Workforce](http://www.sodexomotivation.com/download/Timeless%20Performance.pdf).  **Write** a response paper of 250 to 300 words in APA format addressing these questions:   * What similarities and differences do you see between the different generations in the workforce, now and in the future? What type of HR strategies would you employ to successfully integrate the different generational workers?   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 1.3 | Paper = **1hr.** |
| **HR Training Program: Strategies, Objectives, and Needs Assessment**  **Examine** Exhibit 9.1, 9.2, and 9.3 on pp. 307, 308, & 312 of *Strategic Human Resource Management*.  **Select** an organization of your choice and explain why you chose this organization.  **Research** further into the organization and its HR strategies and objectives.  **Choose** one of the following training programs:   * Technical or technology training * Quality training * Skills training * Soft skills * Professional or legal training * Team training * Managerial training   **Perform** a hypothetical needs assessment to explain why this training is necessary, and explain how this correlates to the company’s strategies and objectives. You may read the following articles to get an idea:   * [Training and Development](http://www.opm.gov/policy-data-oversight/training-and-development/planning-evaluating/) * [Training Needs Assessment Survey](http://www.hr-survey.com/TrainingNeeds.htm)   **Write** a brief paper of 200 to 350 words on your findings.  **Format** your paper according to APA guidelines.  **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 1.1 | Guided Project = **1hr.** |
| **HR Training Program: Learning Styles Analysis**  **Review** [The 7 Styles of Learning](http://edudemic.com/wp-content/uploads/2012/11/7-styles-of-learning.jpg) to understand the various types of learning styles as you complete your final project about the training needs of your selected company or organization:  **Develop** 5 to 10 learning objectives you will use to measure the outcomes of the training.  **Consider** the different type of learning styles: visual, aural, verbal, physical, logical, social, and solitary.  **Choose** a minimum of 3 learning styles and explain what you would incorporate in the training to better match with the learning styles of the employees. Provide examples. Consider how these 3 learning styles would impact your objectives or goals for the training.  **Submit** your objectives and chosen learning styles by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3 | Guided Project = **1hr.** |
| **Total** |  |  | **10hrs.** |

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| Week Two: Strategic Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze the role of strategic management process components within an organization. | | CO1 | |
| * 1. Recognize the role of HR in the corporate and business unit strategy. | | CO1, 2, 3 | |
| * 1. Differentiate between strategic HR and traditional HR.   2. Apply the model of strategic human resources management to a business scenario. | | CO1  CO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 3 & 4 of *Strategic Human Resource Management*. | | 2.1, 2.2, 2.3, 2.4 |  |
| **Human Resource Management Strategies**  **Watch** the videos related to the Ch. 3 & 4 of the text:   * [Traditional vs. Strategic (HRM) Human Resource Management](https://bizfluent.com/info-8626678-traditional-hrm-human-resource-managment.html) * [How The Best Companies Develop Talent](https://youtu.be/vH-CoRLte4w)   **Post** any insights or questions you have from the reading in the General Discussion and Questions forum. | | 2.1, 2.2, 2.3, 2.4 | Lecture Activity = **1hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Corporate Versus Business Unit Management Strategies**  **Watch** [Understanding Corporate Strategy & Business Strategy](https://www.youtube.com/watch?v=bDGvGKStZ_A&feature=youtu.be).  **Research** the difference in management strategies at the corporate level versus the business unit level.  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Are there recognizable differences between the role of management in the corporate and business unit strategy? How do approaches and strategies differ from an executive perspective versus a business unit? Provide examples. Why do you think it is important to know the difference?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | |  | Discussion Board = **1hr.** |
| **Strategic Management Research Paper**  **View** Exhibit 3.1 on p. 86 of *Strategic Human Resource Management*.  **Examine** your current organization’s process of strategic management or one from an organization of interest. Research further on how the organization relates to that illustration.  **Write** a response of 700 to 1,050 words to the following:   * Provide a summary of your research findings. How effective is this process relative to the organization’s performance? What factors contribute to its effectiveness or ineffectiveness? How does the company’s strategy affect HR strategies?   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 2.1, 2.4 | Paper = **1hr.** |
| **HR Training Program: Delivery Mode**  Based on your work from Week 1, you now have decided the needs assessment, learning styles, and objectives. The next section is in regards to the delivery mode: communication, meetings, and so on.  **Consider** how you plan to deliver the training program, the various methods available, and its effectiveness. Ask yourself questions such as the following:   * What is going to be the best way to get the message across? * Is online training or mentoring more appropriate? * Should the training be in a hall or a meeting room, or is shadowing being used?   **Write** a response paper of 200 to 350 words in APA format that explains how you plan to deliver the training program. Provide a rationale and explain its effectiveness.  **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 2.1, 2.4 | Guided Project = **1hr.** |
| **HR Training Program: Budget**  The next important item to consider in your training program is the budget. Once you have identified the goals and requirements of your training program, you now need the necessary funds to start.  **Review** the following articles on creating a budget:   * [Training Budget 101: How to effectively manage your training costs](https://nam03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.efrontlearning.com%2Fblog%2F2017%2F07%2Ftraining-budget-minimize-training-costs.html&data=02%7C01%7Cgcarter%40synergiseducation.com%7C32dde2ef9df8445027f008d6bc61d4d7%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636903525717855341&sdata=cHwoMI%2BJVmodoK1B%2BbDHxmP3jqar8hLs%2BLa%2BuodIRYE%3D&reserved=0) * [Elements of a Good Training Budget](https://nam03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fsmallbusiness.chron.com%2Felements-good-training-budget-44855.html&data=02%7C01%7Cgcarter%40synergiseducation.com%7C32dde2ef9df8445027f008d6bc61d4d7%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636903525717855341&sdata=TTLPQSKVarV448SXjjEVBKTUsGvDZn%2F1tVYq%2BQV1U%2FA%3D&reserved=0)   **Write** a short response paper of 200 to 350 words in APA format that fulfills the following:   * Explain the hypothetical budget necessary. * Identify the topic of the training and the setting for the training program (e.g., classroom, offsite, online modules, etc.). * Identify the types and costs of resources, how they can be acquired, and the skill sets needed. * Consider what would be the most effective approach to meet the training and budgetary needs.   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 2.1, 2.4 | Guided Project = **1hr.** |
| **Total** |  |  | **6hrs.** |

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| Week Three: Strategic Workforce Planning and Development of Work Systems | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Compare aggregate planning and succession planning. | | CO1, 2 | |
| * 1. Evaluate appropriate intervention strategies as they relate to the employee lifecycle. | | CO1, 2, 3 | |
| * 1. Analyze the role and impact of current technology on human resources development. | | CO1, 2, 3 | |
| * 1. Apply the model for an effective mentoring program to support the organizational goals. | | CO1, 3 | |
| * 1. Examine HR’s role in company mergers and acquisitions. | | CO1, 2, 3 | |
| * 1. Explain how HR can effectively manage organizational change. | | CO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 5 & 6 of *Strategic Human Resource Management*. | | 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Planning for Staffing Needs**  **Watch** [5 Steps to Successful Workforce Planning](https://www.youtube.com/watch?v=Efzos3dtP-o&feature=youtu.be).  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Explain the significance of aggregate planning and succession planning. If there are areas of failure in aggregate planning, what is the impact on the company? If there are areas of failure succession planning, what is the impact to the company?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.1 | Discussion Board = **1 hr.** |
| **Discussion: Employee Lifecycle and HR Intervention**  **Review** [How Leaders Can Leverage The Employee Life Cycle For Individual And Organizational Success](https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/10/25/how-leaders-can-leverage-the-employee-life-cycle-for-individual-and-organizational-success/#589e58bf6880).  **Read** “Unlocking the DNA of the Adaptable Workforce.”  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * What is the employee lifecycle? As an HR representative, how would you intervene in each part of that lifecycle? What is your strategy? What are some strategies that other companies use? What would you do differently from that company’s strategy? What would you do that was the same?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.2, 3.3, 3.6 | Paper = **1hr.** |
| **Mergers, Acquisitions, and HR Strategies Research Paper**  Think about the mergers and acquisitions that happen constantly in business. Consider the challenges and opportunities employees face in this change and what this means to HR.  **Read** [Human Resource Role in Change Management during Cross Border Mergers](http://iosrjournals.org/iosr-jbm/papers/Vol16-issue1/Version-4/G016145461.pdf).  **Research** 2 companies that have gone through this change and its impact to employees and HR.  **Write** a 2- to 3-page paper in APA format that addresses the following questions:   * In your opinion, which company’s merger was successful? * In your opinion, which company’s merger was a failure? * What did HR do to make the transition smoother? * What were some of the challenges? * What made the merger successful? * What made the merger unsuccessful?   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 3.5, 3.6 | Paper = **1.5 hrs.** |
| **HR Training Program: Delivery Style**  After deciding on the delivery mode and budget, the next decision is the delivery style.  **Write** a short response of 200 to 350 words in APA format to the following questions:   * How do you plan to deliver this training (self-paced, instructor led, automated, and so on)? What kinds of discussions and interactivity do you want to incorporate? What general content should be covered? How will the presentation be done? If this is computer-based, what kind of competencies or skills would you rate? How would this align to the business strategy?   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3, 2.1, 2.2, 2.4, 3.2 | Guided Project = **1hr.** |
| **HR Training Program: Audience**  Another important point to consider is the learner. Who do you plan to train? How would you adapt the training to a diverse workforce? Do you have mixed roles in the training—for example, accounting and marketing employees? What are the responsibilities of these employees? Can you train with relevance to each employee’s specific jobs? In a mentoring program, what do you think would help train the audience? Explain. Which positions would benefit to incorporate mentoring? Which would not?  **Write** a brief response of 200 to 350 words in APA format based on your analysis of the audience.  **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3, 2.1, 2.2, 2.4, 3.2, 3.4 | Guided Project = **1hr.** |
| **Total** |  |  | **6.5hrs** |

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| Week Four: Staffing, Training, and Development | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the provisions and enforcement of federal laws that impact the employment relationship. | | CO1, 2 | |
| * 1. Determine the arguments for and against Affirmative Action. | | CO1, 2, 3 | |
| * 1. Examine internal and external strategic recruitment practices and issues. | | CO1, 2, 3 | |
| * 1. Evaluate the challenges of staffing for international assignments. | | CO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 7 & 8 of *Strategic Human Resource Management*. | | 4.1, 4.2, 4.3, 4.4, 4.5 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion: Staffing Analysis**  **Review** the following articles:   * [Internal vs. External Recruitment](https://www.topechelon.com/blog/internal-vs-external-recruitment-methods-advantages/) * [Why Passionate Employees Are Your Most Valuable Asset](https://www.accolo.com/blog/why-passionate-employees-your-most-valuable-asset/)   **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * What are the major strategic choices an organization faces when dealing with staffing? What are the advantage or disadvantage of staffing both internally and externally? Provide examples.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.4 | Discussion Board = **1hr.** |
| **Discussion: Affirmative Action**  **Watch** [Affirmative Action](https://www.khanacademy.org/humanities/ap-us-government-and-politics/civil-liberties-and-civil-rights/affirmative-action/v/affirmative-action).  **Review** the following Articles:   * [The Rise and Fall of Affirmative Action](https://www.newyorker.com/magazine/2018/10/15/the-rise-and-fall-of-affirmative-action) * [Does the Nation Still Need Affirmative Action](https://www.washingtonpost.com/opinions/does-the-nation-still-need-affirmative-action/2017/08/06/bdd56db4-77cb-11e7-9eac-d56bd5568db8_story.html?noredirect=on&utm_term=.76ffa65fab3b)   **Imagine** you work within the HR department and want to create a newsletter to inform people about Affirmative Action. This can be a controversial topic, and you feel that knowledge is the key to understanding the various sides.  **Write** a newsletter article of 200 to 300 words in APA format that responds to the points below. Within your article, feel free to incorporate illustrations to make your paper more engaging.   * The goal of affirmative action * The positives and negatives of this action * Your position on the topic, including rationale   **Post** your article to share with the classby 11:59 p.m. (EST) on Thursday.  **Respond** withconstructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.3 | Paper = **1hr.** |
| **HR Training Program: Content**  **Write** a short response in APA format of 200 to 350 words to the following questions:   * Because you have the delivery style and the audience, you now will look at determining what needs to be taught. How do you plan to sequence the information? What types of materials will you use (presentations, classroom exercises, study guides, and so on)?     **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3, 2.1, 2.4, 3.2, 3.3 | Guided Project = **1hr.** |
| **HR Training Program: Timeline**  **Write** an APA response in APA format of 200 to 350 words to the following questions:   * What is the timeline for developing the training? How long do you think it would take to create the training? What is the length of time for the training itself? Provide a rationale. How would you make sure that you meet any deadline for the training to be completed?   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 1.3, 2.1, 2.4, 3.2 | Guided Project = **1hr.** |
| **Total** |  |  | **4hrs.** |

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| Week Five: Training and Performance Management | |  |  | |
| ***Learning Objectives*** | | ***Alignment*** | | |
| * 1. Identify how training and development activities contribute to an organization’s strategic objectives. | | CO1, 2, 3 | | |
| * 1. Describe the levels of needs assessment, the four levels of training evaluation, and leadership models. | | CO1, 2, 3 | | |
| * 1. Analyze the strategic choices an organization faces in creating a performance management system. | | CO1, 2, 3 | | |
| * 1. Describe the potential positive and negative outcomes when using the performance management system. | | CO1, 2, 3 | | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** | |
| **Read** Ch. 9 & 10 of *Strategic Human Resource Management*. | | 5.1, 5.2, 5.3, 5.4 |  | |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** | |
| **Discussion: Analyzing Training Needs**  **Review** [IBM artificial intelligence can predict with 95% accuracy which workers are about to quit their jobs](https://www.cnbc.com/2019/04/03/ibm-ai-can-predict-with-95-percent-accuracy-which-employees-will-quit.html). Watch [How to Conduct a Needs Analysis](https://www.youtube.com/watch?v=-gIpE8kxFPk&feature=youtu.be). **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Choose a company of interest, or one you work for, and research further into the business goals and training alignment. How does that company cater its training objectives to align with its strategic business goals? Explain.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.1 | Discussion = **1 hr.** | |
| **Leadership Models**  **Watch** the following videos:   * [United's Leadership Model](https://nam03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fyoutu.be%2Fgys6630S01I&data=02%7C01%7Cgcarter%40synergiseducation.com%7C32dde2ef9df8445027f008d6bc61d4d7%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636903525717885365&sdata=UJCyZWUv8q1ke0DvvoKJUDhk9aqMb77fbTQQDlGQbxM%3D&reserved=0) * [The Most Successful Leaders Do 15 Things Automatically, Every Day](https://nam03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.forbes.com%2Fsites%2Fglennllopis%2F2013%2F02%2F18%2Fthe-most-successful-leaders-do-15-things-automatically-every-day%2F%233fde668069d7&data=02%7C01%7Cgcarter%40synergiseducation.com%7C32dde2ef9df8445027f008d6bc61d4d7%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636903525717885365&sdata=atWwCbxX%2FsjAEOsJII%2FOt11PFdrxp2zOzdkbp9RQIaY%3D&reserved=0)   **Review** the NASA Leadership Model. Review the roles provided and describe the differences between each. For example, what skills, behaviors, and traits are more prevalent in each? What is the focus of each?   * NASA Leadership Model – Manager * NASA Leadership Model - Executive   **Write** 350 to 500 in APA format on your findings.  **Submit** the paper by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.2, 5.3, 5.4 | Reflection Paper = **2hrs.** |
| **HR Training Program: Communication**  As you continue to complete your training program, and as you think about communication and ways to be effective about it, consider the following:   * How will the employees know about this training program? How will you contact them? How will you encourage feedback after training? Would you need to incorporate sexual harassment prevention in the training? Why or why not? Would Affirmative Action be something you should be concerned with for the training program? Explain.   **Write** your response in 200 to 250 words in APA format, and submit by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3, 2.1, 2.4, 3.2, 4.2, 4.3, 4.4, 5.1 | Guided Project = **1hr.** |
| **HR Training Program: Training Evaluation and Metrics**  **Read** “[Top 10 Training Metrics](https://www.yourtrainingedge.com/top-10-training-metrics/)”.  **Review** Exhibit 9.3 on p. 312 of *Strategic Human Resource Management*.  **Write** a brief response in APA format of 200 to 250 words on the following questions:   * How will you know the training is effective? What kind of measures will you use (for example, HR operation metrics)? Provide examples.   **Submit** your response by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3, 2.1, 2.4, 5.1, 5.3 | Guided Project = **1 hr.** |
| **Total** |  |  | **6hrs** |

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| Week Six: Compensation and Labor Relations |  |  | |
| ***Learning Objectives*** | ***Alignment*** | | |
| * 1. Explain how the compensation system works, focusing on indirect and direct compensation. | CO2 | | |
| * 1. Identify legal issues impacting employee compensation. | CO2 | | |
| * 1. Describe the role of human resources to union organizations. | CO2 | | |
| * 1. Explain the negotiation process of collective bargaining, various types of bargaining items, and the results of reaching or not reaching an agreement. | CO2 | | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 11 & 12 of *Strategic Human Resource Management*.  **Watch** the videos related to these chapters:   * [What People Miss About the Gender Wage Gap](https://www.youtube.com/watch?v=13XU4fMlN3w&feature=youtu.be) * [Employment Law This Week-Pay Equity in the #MeToo Era](https://www.jdsupra.com/legalnews/employment-law-this-week-pay-equity-in-35694/)   **Post** any insights or questions you have from the reading in the General Discussion and Questions forum. | 6.1, 6.2, 6.3, 6.4 | | Lecture Activity = **1hr.** |
| ***Assignment: Students must complete the weekly assignment(s).*** | ***Alignment*** | ***Points/AIE/***  ***Generic*** | |
| **Discussion: Pay Equity**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * What defines a compensation system as being equitable? How do direct and indirect compensation play into that system?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your of your classmates' posts by 11:59 p.m. (EST) on Sunday. | 6.2 | Discussion Board = **1hr.** | |
| **Union International Influence Presentation**  **Choose** a country of interest that has a union influence.  **Research** that country and its union organization. Compare that union to one in the United States.  **Create** a PowerPoint presentation of 6 to 8 slides that shares your findings and shows how HR is affected by union organizations, both domestically and internationally. Be creative in your presentation.  **Post** your presentation by Friday into the discussion forum in Blackboard to share with the class.  **Review** and respond to at least 3 students’ presentations, explaining what you found interesting about their findings. | 6.3 | Presentation = **2hrs.** | |
| **Labor Relations Act**  Labor laws have changed throughout the years, and as a business leader, it is important to understand the implications of labor laws on your organizations.  **Watch** the following videos:   * [“The History of the National Labor Relations Act (NLRA)”](https://binged.it/2GkPBtU) [2:02]   In this clip from our interview with labor law expert Sharon Block, we learn more about the parallel motivations of workers, employers, and officials for creating the National Labor Relations Act, which gave workers the right to unionize in the United States.   * ["Protected Under the NLRA"](https://binged.it/2GhPfnU)  [3:33]   In the video, McNees Attorney Adam Santucci discusses the protections afforded to employees under the National Labor Relations Act, as well as how to help your organization stay out of the crosshairs of the National Relations Board.  **Complete** the Labor Relations Acts Worksheet, identifying and describing The Wagner Act, The Taft Hartley Act, and the Landrum Griffin Act.  **Submit** the completed worksheet by 11:59 pm (EST) on Sunday. | 6.2 | Critical Thinking = **1hr.** | |

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| **HR Training Program: Add Executive Summary and Conclusion**  At this point, you should have a compilation of all your analyses of the various parts that make up your training program.  **Review** the HR Training Program document for an overview of the culminating project requirements.  **Review** the feedback from your instructor regarding the various parts of the project, and then make any needed improvements.  **Combine** all the pieces of your training program into a report.  **Incorporate** improvements and feedback from the previous weeks.  **Add** the Executive Summary and the Conclusion to your report, following these guidelines:   * **Executive summary:** Key points found in the research and the ultimate conclusion * Strategies, objectives, and a needs assessment * Learning styles * Delivery mode * Budget * Delivery style * Audience * Content * Timeline * Communication * Training evaluation and metrics * **Conclusion:** Recommendations, rationale, and best practices or solutions in the training to align with the business strategies * Formatyour paper according to APA guidelines.   **Submit** your report on the HR Training Program with improvements by 11:59 pm (EST) on Sunday. | Course | Final Project = **2 hrs.** |
| Total |  | **7hrs.** |

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| Week Seven: Global HR Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Differentiate between the HR strategies used to manage domestic and global operations. | | CO1, 2 | |
| * 1. Explain the purposes of expatriation and repatriation, as well as how these relate to global business strategy. | | CO1, 2, 3 | |
| * 1. Critique the challenges and purposes for standardizing an organization’s human resources management, both domestically and internationally. | | CO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 13 & 14 of *Strategic Human Resource Management.* | | 7.1, 7.2, 7.3 |  |
| **Global Human Capital Trends 2014**  **Read** “[2017 Deloitte Global Human Capital Trends](https://www2.deloitte.com/am/en/pages/human-capital/articles/introduction-human-capital-trends-2017.html)”.  **Post** any insights or questions you have from the reading in the General Discussion and Questions forum. | | 1.1, 1.2, 1.4, 2.2, 3.2, 3.3, 4.4, 4.5, 5.1, 5.3, 5.4, 7.2, 7.3, | Lecture Activity = **1hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Research Paper: Global Human Resource Management and Expatriation**  **Imagine** you are working for a large corporation that is planning to move you to another country to work within that country’s HR department. To prepare yourself for the move, perform an analysis of potential challenges and ways to overcome them.   * Choose a non-English speaking country of interest. * Explain the process HR should perform with the expatriation of employees to other countries. Consider items such as cultural orientation, training, compensation, maintaining morale, and adaptability. * Identify the role HR would need to perform when dealing with repatriation of employees returning to the United States. * List a minimum of 3 challenges the HR Department may encounter. * List a minimum of 3 challenges employees may encounter when placed in a foreign country. * Provide strategies on how to overcome these HR and employee challenges.   **Post** your paper in APA format of the challenges and strategies in 500 to 700 words by 11:59 pm (EST) on Thursday.  **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 7.2 | Research Paper = **2 hrs.** |
| **Creating a HR Training Program: Presentation**  **Review** the HR Training Program document for an overview of the project’s requirements.  **Provide** a PowerPoint presentation of 10 to 15 slides that incorporates all parts of your HR Training Program report completed from Week 6:   * Executive summary * Needs assessment and learning objectives * Consideration of learning styles. * Delivery mode * Budget * Delivery style * Content * Timelines * Communication * Measuring effectiveness of training * Conclusion   **Post** your presentation to the discussion forum by 11:59 p.m. (EST) on Friday  **Review** and respond to at least 3 students’ presentation explaining what you found interesting about their findings. | | COURSE | Presentation = **2hrs.** |
| **Reflection Journal**  **Write** a brief reflection of 100 to 150 words on your feedback about this course. Consider incorporating the following in your feedback:   * What are three of the most important concepts you learned in the course? How has this course helped you better understand global and domestic human resources? How do any concepts in the course relate to your current or past employment?   **Submit** your response to by 11:59 pm (EST) on Sunday | | Dependent on Response | Paper = **1hr.** |
| **Total** |  |  | **9hrs.** |

**Breakdown of Academic Instructional Equivalencies**

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|  | **AIE Hours** |
| **Week 1** |  |
| Required | 8hrs. |
| Supplemental |  |
| **Week 2** |  |
| Required | 7hrs. |
| Supplemental |  |
| **Week 3** |  |
| Required | 6.5hrs. |
| Supplemental |  |
| **Week 4** |  |
| Required | 6hrs. |
| Supplemental |  |
| **Week 5** |  |
| Required | 6hrs |
| Supplemental |  |
| **Week 6** |  |
| Required | 6hrs. |
| Supplemental |  |
| **Week 7** |  |
| Required | 8hrs. |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 47.5 |
| **Total Supplemental Hours** |  |
| **Total Hours** |  |