# 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. Prerequisite: MBA550

# Course Outcomes (CO)

* **CO1:** Determine proper management and strategies to develop, motivate, and maintain human capital as a source of competitive advantage to achieve organizational goals and mission.
* **CO2:** Analyze appropriate guidelines regarding performance management, compensation, incentives, benefits, employee relations, and exiting the organization.
* **CO3:** Design the hiring and selection process, with a focus on the employee training program and recruitment strategies to acquire new talent.

**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)

# School of Business Learning Outcomes (LO)

* **LO1:** The student will be able to produce business-related papers using APA format. (*GMLO1)*
* **LO2:** The student will be able to clearly and effectively prepare written business communications. (*GMLO1)*
* **LO3:** Business students will apply knowledge and skills to make appropriate business decisions. *(GMLO2, 6)*
* **LO4:** The student will be able to apply ethical and moral decision-making principles to business situations. *(GMLO3)*
* **LO5:** The student will display appropriate quantitative problem-solving abilities in the context of a business problem. *(GMLO4)*
* **LO6:** The student will demonstrate the ability to use appropriate technological skills required for business professionals. *(GMLO7)*
* **LO7:** The student will demonstrate the ability to find, evaluate, and apply sources of information relevant to business issues and situations. *(GMLO5)*

**Student Expectations**

Students are expected to do the following:

* 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. (2015). *Strategic human resource management* (4th ed.). Stamford, CA: Cengage Learning.

# Suggested Point Values

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| --- | --- | --- | --- |
|  | **Assessment** | **Point Value** | **Due** |
| **Week 1** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 1 Discussion Question 1 | 25 | <insert due date> |
|  | Week 1 Discussion Question 2 | 25 |  |
|  | Human Resources and Generational Gaps | 25 |  |
|  | HR Training Program: Strategies, Objectives, and a Needs Assessment | 50 |  |
|  | HR Training Program: Learning Styles | 50 |  |
| **Week 2** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 2 Discussion Question 1 | 25 |  |
|  | Strategic Versus Traditional HR | 25 |  |
|  | Strategic Management Research Paper | 100 |  |
|  | HR Training Program: Delivery Mode | 50 |  |
|  | HR Training Program: Budget | 50 |  |
| **Week 3** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 3 Discussion Question 1 | 25 |  |
|  | Week 3 Discussion Question 2 | 25 |  |
|  | Employee Life Cycle and HR Intervention | 50 |  |
|  | Mergers, Acquisitions, and HR Strategies | 50 |  |
|  | HR Training Program: Delivery Style | 50 |  |
|  | HR Training Program: Audience | 50 |  |
| **Week 4** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 4 Discussion Question 1 | 25 |  |
|  | Week 4 Discussion Question 2 | 25 |  |
|  | Affirmative Action | 50 |  |
|  | Foreign Workers and HR Strategies | 25 |  |
|  | HR Training Program: Content | 50 |  |
|  | HR Training Program: Timeline | 50 |  |
| **Week 5** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 5 Discussion Question 1 | 25 |  |
|  | Week 5 Discussion Question 2 | 25 |  |
|  | NASA Leadership Model | 50 |  |
|  | 360-Degree Feedback | 25 |  |
|  | HR Training Program: Communication | 50 |  |
|  | HR Training Program: Training Evaluation and Metrics | 50 |  |
| **Week 6** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 6 Discussion Question 1 | 25 |  |
|  | Week 6 Discussion Question 2 | 25 |  |
|  | Employment Acts | 25 |  |
|  | Union International Influence Presentation | 50 |  |
|  | HR Training Program: Add Executive Summary and Conclusion | 50 |  |
| **Week 7** | |  |  |
|  | Participation: Learning Activities and Discussions | 25 | <insert due date> |
|  | Week 7 Discussion Question 1 | 25 |  |
|  | Week 7 Discussion Question 2 | 25 |  |
|  | Comparison Paper | 50 |  |
|  | Expatriation and Repatriation | 50 |  |
|  | Creating a HR Training Program: Presentation | 100 |  |
|  | Concluding Paper | 25 |  |
| **Total Points** | | **1750** |  |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| 1 | <insert start date> | <insert end date> |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
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# 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 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 1 & 2 of *Strategic Human Resource Management*. | | 1.1, 1.2, 1.3, 1.4 |  |
| **Ch. 1 & 2 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 1 Presentation * Ch. 2 Presentation | | 1.1, 1.2, 1.3, 1.4 |  |
| **Article Readings**  **Review** the following content:   * “Timeless Performance: Recognition Programs for a Multi-Generational Workforce” | | 1.1, 1.2, 1.3 |  |
| **Introductions**  Hi, Everyone:  Welcome! My name is [insert instructor name], and I am excited to be your instructor for this 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 is 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 questions within the Blackboard discussion board.  **Respond** to the introductions of two other students to acclimate yourself with the class. | | N/A | Lecture Activity = 1hr. |
| ***Supplemental Learning 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*** |
| **Corporate Volunteering Breeds Engaged Employees**  **View** the following video [3:45mins]: <http://youtu.be/SKWxpLIh1iM> | | 1.1 |  |
| **Career Ladder**  **Review** the video “Saying No To The Career Ladder; Specialist Career Pathways” [3:13mins]: <http://youtu.be/8RQ5DPIMXTM> | | 1.1, 1.3 |  |
| **Shaping an Ethical Workplace Culture**  **Read** Shaping an Ethical Workplace Culture. | | 1.2, 1.4 |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 1 Discussion Question 1**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  Your organization, or an organization of your interest, has asked you to determine what factors affect unethical behavior. How would you apply a code of ethics to encourage ethical behavior of the employees? Provide examples. How does this apply to legal compliance? Using the example you provided, what type of ethical training would you suggest to HR if someone were unethical? What is the difference between legal compliance and ethical issues?  **Use** credible references (not dictionaries and encyclopedias) in APA format. Post your response, do not attach a document.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 1.2, 1.4 | Discussion Board = 1hr. |
| **Week 1 Discussion Question 2**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  **Review** Exhibit 2.7 on p. 63 and Exhibit 2.8 on p. 65 of *Strategic Human Resource Management*.  Consider how corporate social responsibility (CSR) has impacted organizations in a variety of ways. How does CSR impact your company, or a company of interest? 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.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 1.4 | Discussion Board = 1hr. |
| **Human Resources and Generational Gaps**  **Review** the “Timeless Performance” report: <http://www.sodexomotivation.com/download/Timeless%20Performance.pdf>  **Write** a short response paper of 150 to 200 words:  What similarities and differences do you see with 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 in Blackboard. | | 1.3 | Paper = 1hr. |
| **HR Training Program: Strategies, Objectives, and a Needs Assessment**  **Review** the HR Training Program document for an overview of the culminating project requirements.  **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 Needs Assessments”: <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.  **Submit** your paper in Blackboard. | | 1.1 | Guided Project = 1hr. |
| **HR Training Program: Learning Styles**  **Review** the article “The 7 Leaning Styles” to understand the various types of learning styles as you complete your final project about training: <http://edudemic.com/wp-content/uploads/2012/11/7-styles-of-learning.jpg>  **Develop** 5 to 10 learning objectives or goals you will use to measure the outcomes of the training. Next, consider the different type of learning styles: visual, aural, verbal, physical, logical, social, and solitary.  **Choose** a minimum of three 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 three learning styles would impact your objectives or goals for the training.  **Submit** your objectives and chosen learning styles in Blackboard. | | 1.1, 1.3 | Guided Project = 1hr. |
| **Total** |  |  | **6hrs.** |
| **Notes** |  | | |

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| Week 2: 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. | | CO1 | |
| * 1. Apply the model of strategic human resources management to business scenario. | | CO1, 2, 3 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 3 & 4 of *Strategic Human Resource Management*. | | 2.1, 2.2, 2.3, 2.4 |  |
| **Ch. 3 and 4 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 3 Presentation * Ch. 4 Presentation   **Post** any insights or questions you have from the reading in the Week 2 Questions discussion forum. | | 2.1, 2.2, 2.3, 2.4 | Lecture Activity = 2hrs. |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 2 Discussion Question 1**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  Are there recognizable differences between role of HR in the corporate and business unit strategy? Do you notice these differences in your organization or one that interests you? Provide examples. Why do you think it is important to know the difference?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 2.2 | Discussion Board = 1hr. |
| **Strategic Versus Traditional HR**  **Complete** the Strategic Versus Traditional HR worksheet, and submit your response in Blackboard. | | 2.3 | Critical Thinking = 1hr. |
| **Strategic Management Research Paper**  **View** Exhibit 3.1 on p. 116 of *Strategic Human Resource Management*.  **Examine** your current organization’s process of strategic management or 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 in Blackboard. | | 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 that explains how you plan to deliver the training program. Provide a rationale, and explain its effectiveness.  **Submit** your paper into Blackboard. | | 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.  **Write** a short response paper of 200 to 350 words that fulfills the following:   * Explain the hypothetical budget necessary. * Explain how budget impacts the type of training. * Identify the types of resources and how they can be acquired. * Consider what would be the most effective approach to meet the training and budgetary needs.   **Submit** your paper into Blackboard. | | 2.1, 2.4 | Guided Project = 1hr. |
| **Total** |  |  | **7hrs.** |
| **Notes** |  | | |

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| Week 3: 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 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 5 & 6 of *Strategic Human Resource Management*. | | 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 |  |
| **Ch. 5 and 6 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 5 Presentation * Ch. 6 Presentation | | 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 3 Discussion Question 1**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  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?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. Post your responses, do not attach a document. | | 3.1 | Discussion Board = 1hr. |
| **Week 3 Discussion Question 2**  **Respond** to the following in 150 to 200 words using human resources terminology, concepts, and theories:  Refer to pp. 259 & 260 of *Strategic Human Resource Management*. Identify the barriers to change in organization. How should an organization overcome those barriers to successfully change?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 3.2, 3.6 | Discussion Board = 1hr. |
| **Employee Life Cycle and HR Intervention**  **Read** “Unlocking the DNA of the Adaptable Workforce”  **Write** a paper in 200 to 350 words based on the article that answers the following:  How does IBM handle the HR management process of the employee lifecycle and HR intervention strategies? Incorporate technology changes in your response. What would you do differently from IBM’s strategy? What would you do that was the same?  **Submit** your paper to Blackboard. | | 3.2, 3.3, 3.6 | Paper = 1hr. |
| **Mergers, Acquisitions, and HR Strategies**  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** the article “Human Resource Role in Change Management during Cross Border Mergers”: <http://iosrjournals.org/iosr-jbm/papers/Vol16-issue1/Version-4/G016145461.pdf>  **Write** a brief response of 200 to 350 words that answers the following:  Describe an experience where you were part of a merger or an acquisition, or research further on companies that have gone through this change and its impact to employees and HR. What did HR do to make the transition smoother? What were some of the challenges? How did HR manage through them? Provide examples. If it was a merger, how would this differ from an acquisition? If it was an acquisition, how should HR strategies differ from a merger?  **Submit** your response to Blackboard. | | 3.5, 3.6 | Paper = 1hr. |
| **HR Training Program: Delivery Style**  After deciding on the delivery mode and budget, the next step is the delivery style.  **Write** a short response of 200 to 350 words to the following:  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 to Blackboard. | | 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. Whom 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 based on your analysis of the audience.  **Submit** your paper into Blackboard. | | 1.1, 1.3, 2.1, 2.2, 2.4, 3.2, 3.4 | Guided Project = 1hr. |
| **Total** |  |  | **6hrs.** |
| **Notes** |  | | |

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| Week 4: Staffing, Training, and Development | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the provisions and enforcement of federal laws that impact the employment relationship. | | CO1, 2 | |
| * 1. Create strategies for handling sexual harassment. | | CO1, 2, 3 | |
| * 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 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 7 & 8 of *Strategic Human Resource Management*. | | 4.1, 4.2, 4.3, 4.4, 4.5 |  |
| **Ch. 7 and 8 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 7 Presentation * Ch. 8 Presentation | | 4.1, 4.2, 4.3, 4.4, 4.5 |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 4 Discussion Question 1**  **Respond** tothe following in 150 to 200 words using human resources terminology, concepts, and theories:  There are three employees in a lunchroom, and one has a smartphone playing a video. A comedian in the video says something sexually offensive that bothers one of the employees. In addition, one of the company’s customers viewed the video after stopping by the lunchroom. The customer complained to the company, and one of the employees goes to HR.  Why would you define this as sexual harassment? What are the rights of those who are offended? How should HR handle this situation?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 4.1, 4.2 | Discussion Board = 1hr. |
| **Week 4 Discussion Question 2**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  What are the major strategic choices an organization faces when dealing with staffing? What are and the advantage or disadvantage of staffing both internal and external? Provide examples.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 4.4 | Discussion Board = 1hr. |
| **Affirmative Action**  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** an article of 200 to 300 words 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, with rationale   **Submit** your newsletter article within Blackboard. | | 4.3 | Paper = 1hr. |
| **Foreign Workers and HR Strategies**  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.  **List** a minimum of three challenges the HR department may encounter.  **List** a minimum of three challenges employees may encounter when placed in a foreign country.  **Provide** strategies on how to overcome the HR and employee challenges.  **Submit** your breakdown of the challenges and strategies to Blackboard. | | 4.4, 4.5 | Critical Thinking = 1hr. |
| **HR Training Program: Content**  **Write** a short response of 200 to 350 words to the following:  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 to Blackboard. | | 1.1, 1.3, 2.1, 2.4, 3.2, 3.3 | Guided Project = 1hr. |
| **HR Training Program: Timeline**  **Write** a short response of 200 to 350 words to the following:  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 to Blackboard. | | 1.3, 2.1, 2.4, 3.2 | Guided Project = 1hr. |
| **Total** |  |  | **6hrs.** |
| **Notes** |  | | |

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| Week 5: 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 National Aeronautics and Space Administration (NASA) 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 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 9 & 10 of *Strategic Human Resource Management*. | | 5.1, 5.2, 5.3, 5.4 |  |
| **Ch. 9 and 10 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 9 Presentation * Ch. 10 Presentation | | 5.1, 5.2, 5.3, 5.4 |  |
| **Uncovering Hidden Workforce Potential with HR Metrics**  **Read** the article regarding HR metrics: <http://www.bizresource.com.au/resources/BUS/Payroll%20-%20General/Employment%20Law%20and%20Human%20Resources/Uncover%20Hidden%20Workforce%20Potential%20with%20HR%20Metrics.pdf> | | 5.1, 5.3, 5.4 |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 5 Discussion Question 1**  **Respond** to the following in 150 to 200 words using human resources terminology, concepts, and theories:  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.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 5.1 | Discussion Board = 1hr. |
| **Week 5 Discussion Question 2**  **Answer** the Critical Thinking question 6 on p. 455 of *Strategic Human Resource Management*. Using your current or previous position, or a position in a company of interest, what are the potential advantages and disadvantages of this performance management system?  **Post** your answers to the discussion board and respond to at least three students that appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 5.3, 5.4 | Discussion Board = 1hr. |
| **NASA Leadership Model**    **Resources:** NASA Leadership Model – Manager; Nasa Leadership Model - Executive  **Review** the two leadership 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?  **Write** 200 to 350 words on your findings.  **Submit** the paper into Blackboard. | | 5.1, 5.2, 5.3, 5.4 | Reflection Paper = 1hr. |
| **360-Degree Feedback**  **Complete** the 360-Degree Feedback worksheet, and submit your response in Blackboard. | | 5.3, 5.4 | Critical Thinking = 1hr. |
| **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 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, and submit this through Blackboard. | | 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**  **Refer** to the article “Uncovering Hidden Workforce Potential with HR Metrics” under the Learning Activities section.  **Write** a brief response 200 to 250 words on the following:  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 to Blackboard. | | 1.1, 1.3, 2.1, 2.4, 5.1, 5.3 | Guided Project = 1hr. |
| **Total** |  |  | **6hrs.** |
| **Notes** |  | | |

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| Week 6: Compensation and Labor Relations | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the working of the compensation system, 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 reaching or not reaching an agreement. | | CO2 | |
| ***Required Learning Resources and Activities: Students must complete any resources activities listed in this section as selected by the instructor.*** | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 11 & 12 of *Strategic Human Resource Management*. | | 6.1, 6.2, 6.3, 6.4 |  |
| **Ch. 11 and 12 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 11 Presentation * Ch. 12 Presentation | | 6.1, 6.2, 6.3, 6.4 |  |
| ***Assignment: Students must complete the weekly assignment(s).*** | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 6 Discussion Question 1**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  What defines a compensation system as being equitable? How do direct and indirect compensation play into that system?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 6.1 | Discussion Board = 1hr. |
| **Week 6 Discussion Question 2**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  What is involved in the collective-bargaining process? What are some potential outcomes when there is a failure to reach consensus on a collective-bargaining agreement?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 6.4 | Discussion Board = 1hr. |
| **Employment Acts**  **Complete** and submit the Employment Acts within Blackboard. | | 6.2 | Critical Thinking = 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, domestically and internationally. Be creative in your presentation.  **Post** your presentation to share with the class into the discussion forum in Blackboard.  **Review** and respond to at least three students’ presentation, explaining what you found interesting about their findings. | | 6.3 | Presentation = 1hr. |
| **HR Training Program: Add Executive Summary and Conclusion**  At this point, you should have a compilation of all your analysis 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 make improvements.  **Combine** all the pieces of your training program into a report.  **Incorporate** improvements and feedback from the previous weeks.  **Add** the portions regarding the Executive Summary and the Conclusion. See the descriptions below:   * **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   **Submit** all parts of the training program with improvements into Blackboard. | | Course | Final Project = 1hr. |
| **Total** |  |  | **5hrs.** |
| **Notes** |  | | |

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| Week 7: 1. Employee Separation and Retention  2. Global HR Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate the HR strategies in dealing within the organization’s cost-reduction stages. | | CO1, 2, 3 | |
| * 1. Differentiate between the HR strategies used to manage domestic and global operations. | | CO1, 2 | |
| * 1. Explain the purposes of expatriation to repatriation, as well as how it relates 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 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 13 & 14 of *Strategic Human Resource Management.* | | 7.1, 7.2, 7.3, 7.4 |  |
| **Ch. 13 and 14 Presentations**  **View** the PowerPoint presentations for the following chapters:   * Ch. 13 Presentation * Ch. 14 Presentation | | 7.1, 7.2, 7.3, 7.4 |  |
| **Global Human Capital Trends 2014**  **Read** “[Global Human Capital Trends 2014](https://www2.deloitte.com/global/en/pages/human-capital/articles/human-capital-trends-2014.html)”. | | 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, 7.4 |  |
| **Global Human Capital Development**  **Read** “[Global Human Capital Development](http://www.hitachi.com/csr/labor/global/index.html)”. | | 7.2, 7.3, 7.4 |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Week 7 Discussion Question 1**  **Refer** to Exhibit 13.2 on p. 574 of *Strategic Human Resource Management*.  **Choose** one of the stages regarding cost adjustments (preliminary, secondary, or extended).  **Provide** examples of the positive and negative outcomes of each.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 7.1 | Discussion Board = 1hr. |
| **Week 7 Discussion Question 2**  **Answer** the following in 150 to 200 words using human resources terminology, concepts, and theories:  If you are an HR manager for another country, what are some HR management strategies you might implement? Why? How might your strategy differ if you were an HR manager in the United States?  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges the discussion. Post your response, do not attach a document.  *Note*: Initial responses are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 7.2 | Discussion Board = 1hr. |
| **Comparison Paper**  **Review** the Appendix on pp. 647–650 of *Strategic Human Resource Management*, and locate the scores for the United States regarding the various orientation categories. How do the countries shown compare to the United States? What do these scores mean? What are the implications to U.S. managers working in those countries? Explain in detail.  **Write** and submit a paper of 250 to 350 words with your findings to Blackboard. | | 7.4 | Research Paper = 1hr. |
| **Expatriation and Repatriation**  **Write** a short response of 200 to 350 words that responds to the following:   * Explain the process HR should perform with the expatriation of employees and to other countries. Consider items such as cultural orientation, training, compensation, maintaining morale, and adaptability. * Provide the role HR would need to perform when dealing with repatriation of employees returning to the United States. * Identify challenges employees in these positions may encounter, as well as ways to overcome them.   **Submit** your report to Blackboard. | | 7.3, 7.4 | Paper = 1hr. |
| **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 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 Blackboard discussion forum.  **Review** and respond to at least three students’ presentation explaining what you found interesting about their findings. | | COURSE | Presentation = 1hr. |
| **Concluding Paper**  **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 Blackboard. | | Dependent on Response | Paper = 1hr. |
| **Total** |  |  | **6hrs.** |
| **Notes** |  | | |

# Breakdown of Academic Instructional Equivalencies

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| **Week 1** |  |  |
| Required |  | 6hrs. |
| Supplemental |  |  |
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| **Week 2** |  |  |
| Required |  | 7hrs. |
| Supplemental |  |  |
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| **Week 3** |  |  |
| Required |  | 6hrs. |
| Supplemental |  |  |
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| **Week 4** |  |  |
| Required |  | 6hrs. |
| Supplemental |  |  |
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| **Week 5** |  |  |
| Required |  | 6hrs. |
| Supplemental |  |  |
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| **Week 6** |  |  |
| Required |  | 5hrs. |
| Supplemental |  |  |
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| **Week 7** |  |  |
| Required |  | 6hrs. |
| Supplemental |  |  |
|  |  |  |
|  |  |  |
| **Total Required Hours** |  | 42hrs. |
| **Total Supplemental Hours** |  |  |
| **Total Hours** |  |  |