

SYLLABUS
California State University Dominguez Hills
College of Business Administration and Public Policy
HRM 425 – Seminar in Strategic HR
Spring 2015
Monday – 7:00 to 9:45 PM

Instructor: Richard Propster
Office: TBD
Office Hours: Monday, 6:00 p.m. to 7:00 p.m.
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Catalog Description: Integrates human resource management functions from the strategic perspective, dealing with environments, HRM strategies, HR planning, legal issues and labor relations in combination with basic HRM functions. Focuses on both theoretical and practical aspects.

Prerequisites: MGT 310 and HRM 313 are prerequisites. HRM 321 Designing Compensation Systems and Incentive Plans should be taken prior to or concurrently with this course.

This course is designed to be integrative, drawing upon foundational material to which you have been exposed in core curriculum courses. Our orientation will be both analytical and managerial, focusing on the development of concepts and strategies that can increase effectiveness in developing policies and practices that enhance the value of the people in their organizations.

Textbook: Sandra M. Reed, SPHR & Anne M. Bogardus, SPHR. *PHR/SPHR Professional in Human Resources Certification Study Guide* Fourth ed. **PURCHASING THIS TEXTBOOK IS NOT REQUIRED**

It is our goal that you not have to spend anything for materials needed in this class.

Arrangements have been made by the Library to allow you access to the text online at no cost.

<http://0-site.ebrary.com.torofind.csudh.edu/lib/csudh/detail.action?docID=10630591>

The instructor will also provide supplementary readings and materials to support concepts and frameworks.

Student Learning Objectives: Upon completion of this course, students will be able to:

- Demonstrate an understanding of the importance of a strategic approach to human resource management.
- Describe how one could incorporate traditional functional areas of human resource management into strategic human resource management.
- Demonstrate an understanding of the impact of the internal and external environments on the human resources management function
- Better understand resources available to you and how to conduct professional research and inquiry
- Demonstrate an understanding of employment and labor laws.
- Apply knowledge in strategic human resource management to real work settings.

COURSE EXPECTATIONS AND POLICIES

Course Expectations: Each student is expected to read and be prepared to knowledgeably discuss the assigned material. The university standard for course workload is two hours of outside work for every hour in class, e.g., a three-unit course requires nine hours of work per week, six of which are outside of class.

Attendance Policy: It is expected that students will attend class regularly and participate in class discussion throughout the term. Attendance and class participation will be used in the final determination of grades.

During the class, mobile phones should be turned off or set to a silent mode. Do not text during class.

You must log on to Blackboard at least once per week for messages regarding this course. I will post notes and some assignments on Blackboard. **You are also required to check your university email account at least once per week**

for any messages from me. Not doing so is not an excuse for missing an assignment, examination or opportunity to receive credit in this class.

Academic Integrity: Cheating or plagiarism in connection with an academic program or class at a CSU campus is subject to discipline as provided in Sections 41301 through 41304 of Title 5, California Code of Regulations. Please see the University Catalog for additional information. Plagiarizing another student's assignment, plagiarizing from online sources or submitting another course's assignment (individual or team) will be considered cheating or plagiarizing unless the approval from both instructors is given in advance.

Disabled Student Services: Students with verified disabilities are eligible for a variety of support services from the Disabled Services Office. Information regarding special facilities and services available to students with a disability may be obtained from the Director of Disabled Student Services Office, (310) 243-3660, located in WH B-250.

Due Dates/Make-Up Work: Assignments and examinations must be submitted as scheduled. Make-up assignments will be allowed only if the student has contacted the professor and has received approval before the due date or is able to document an unavoidable emergency such as hospitalization or death in the immediate family.

Policy on Late Assignments:

All class assignments are due as indicated in this syllabus. **Late assignments without prior permission will not be accepted.** If you know that you cannot make class for any reason, submit the assignment early.

CLASS REQUIREMENTS:

1. Complete the Online Interpretive Simulations Quiz (25 points)

Completing this online quiz demonstrates that you have reviewed information anent the Interpretive Simulations program we will use throughout the course.

2. The class will be divided into companies (groups) who will work together throughout the course. Each company must prepare a strategy paper explaining your strategic approach to the simulation. (50 points maximum)

Each company will determine their strategic focus and submit a written exploration of their corporate strategy. A well-reasoned rationale for the strategy must be included or points will be deducted.

The paper must be between two and four pages, in Word format, 12 point type, double spaced with one-inch margins. Papers must include a Cover Page which does not count toward the minimum page requirement.

3. Article Reflection Papers (Minimum of four at 25 points for 100 points maximum)

The objective of a reflection paper is to help you move your understanding of an important HR topic from theory to practice. Reflection papers are personal and subjective, but must still maintain an academic tone. This is not a creative writing assignment but rather a reflection of content related to strategic HR management.

You will be required to submit written reflection papers on at least four articles of the several you will be required to read. Each submission is worth a maximum of 25 points. Access to the articles will be provided by the instructor.

Each reflection paper must be at least two pages, in Word format, 12 point type, double spaced with one-inch margins. Papers must include a Cover Page which does not count toward the minimum page requirement.

Reflection papers allow you to communicate with your instructor how a specific article shapes or reshapes your understanding of class-related material. While there is some freedom to develop your reflection paper in the way that you want, the paper must be an original work:

- Demonstrating your understanding of the article
- Contemplating its significance
- Discussing its application to strategic HR management

4. Case Analyses (Four at 75 points for 300 points maximum)

You will analyze four cases during this course. The cases listed in this syllabus may be changed during the semester, so it is important to check Blackboard frequently. Students must be prepared to knowledgeably discuss each of the cases and to lead a discussion of the case if assigned.

Each case will provide an opportunity to use conceptual material in an analytic way. Individual case analyses must be submitted no later than as indicated on the class schedule. They must be between three and five pages, in Word format, 12 point type, double spaced with one-inch margins and use proper citations in the APA style. Analyses must include a Cover Page and Reference List which DO NOT count toward the page limit. There must be at least two pages of analysis PLUS a well-reasoned rationale for the action selected or points will be deducted.

Each analysis must:

- Identify ONE major HR issue for exploration
- List at least TWO alternative solutions or options to address the issue you select
- List criteria you considered (e.g. advantages/disadvantages or compare/contrast) in arriving at the BEST option
- Include a well-reasoned rationale for your recommended action
- Cite at least three articles or professional literature references used in reaching your conclusions and recommendations. The course text may be used as one of these reference sources.

Students must analyze cases from the strategic human resource management perspective. The analysis should be based on theories/principles covered during the course and its prerequisites.

5. Case Analysis Group Presentation (50 points maximum)

In addition to the above analyses, each group will be assigned to make a formal presentation of one of the cases. When you are scheduled for a group presentation, the group may select a written analysis from among those prepared by group members and prepare your presentation using that analysis. The written analysis and PowerPoint® and any other materials to be used during the presentation must be emailed to the instructor by email (RPropster@csudh.edu) at least 24 hours BEFORE the scheduled presentation.

Each group will be eligible for 50 points maximum based on the quality of their presentation.

6. Mid-term examination (50 points)

The midterm examination is worth 50 points. It is designed to assist you with internalizing the material we are exploring together as well as to preview questions that might appear on a professional HR certification examination.

The midterm examination consists of completing and correcting the “Assessment Test” found in the *PHR/SPHR Study Guide pp. xxvii, et. seq.* and preparing a reflection paper on your experience.

<http://0-site.ebrary.com.torofind.csudh.edu/lib/csudh/reader.action?docID=10630591&ppg=30>

Your reflection paper must be at least one full page, in Word format, 12 point type, double spaced with one-inch margins. Please include a Cover Page which does not count toward the minimum page requirement.

- Include your total number correct out of the 70 questions.
- Discuss your feelings about the content of this test prior to and after completing the test.
- Due no later than October 19th at the beginning of class.
- Points do not depend on how well you scored on this assessment test. You will be given the points in this section for completing the reflection paper.

7. Individual Participation (150 points maximum)

Students must prepare for and participate in class discussions of each simulation exercise, article and case as well as actively participate within their groups.

- The group leadership will allot between 25 and 50 points to each group member based on their level of

participation with and contributions to the group effort. Think of this as an incentive bonus!

- In addition to the above, the instructor will allot up to 100 points based on attendance, class participation, deportment and participation in external HR related learning.

8. HR Simulation Reflection Paper (75 points maximum)

Each student will work on an HR simulation as a member of a group throughout the course.

- There will be two practice simulation sessions at the beginning of the course to familiarize you with the program.
- At the end of the simulation exercise (following Simulation #8) EACH student will write a reflection paper on what he or she learned during the simulation.
- Minimum of three pages in Word format, 12 point type and double spaced with one-inch margins. Please include a Cover Page which does not count toward the page limit.

9. HR Project (150 points maximum)

Students will work in groups on a project related to a strategic HR issue. The project will include both a written portion and an in-class presentation of at least 20 minutes. Additional information will be shared later in the class.

- The written and PowerPoint® portion of this project will be worth up to 100 points
- Individual contribution to the presentation will be worth up to 50 points

10. Final Examination (50 points maximum)

The final examination will be closed book and in class. The final examination will cover concepts from the class as a guide to how much of the HRM material in this program you have mastered. Note that the final must be taken when scheduled. Missing the scheduled final examination without prior approval will result in a grade of zero for the examination.

GRADING

Letter Grade	Point range		Letter Grade	Point range
A	930 – 1000		C	730 – 764
A-	900 – 929		C-	700 – 729
B+	865 – 899		D+	646 – 699
B	830 – 864		D	600 – 645
B-	800 – 829		Fail	Less than 600
C+	765 – 799			

Fall 2014 Seminar in Strategic Human Resources (HRM 425)

This schedule shows the preparatory assignments and when the material will be covered in class.

Date	Assignments PRIOR to Class	In Class Activities
Week 1 24 AUG	<ul style="list-style-type: none"> Visit Blackboard Read the Syllabus Understand the course requirements 	<ul style="list-style-type: none"> HRM 425 course overview/syllabus Introduction to Interpretive Simulations Form companies Library visit
Week 2 31 AUG	<ul style="list-style-type: none"> Select company name and elect officers Review Interpretive Simulations HR Management Student Manual, Quick-Start Guide, Tour and Demonstration Complete Online Interpretive Simulations Quiz 	<ul style="list-style-type: none"> Introduction to Case Analysis and Case Analysis Requirements Discuss Interpretive Simulations Review Interpretive Simulations Quiz
Week 3 7 SEP		NO CLASS Labor Day
Week 4 14 SEP	<ul style="list-style-type: none"> Read "Why We Hate HR" http://www.fastcompany.com/53319/why-we-hate-hr 	<ul style="list-style-type: none"> Submit reflection papers on "Why We Hate HR" Discuss company names and officers Determine company product line
Week 5 21 SEP	<ul style="list-style-type: none"> Read "Why We Love to Hate HR...and What HR Can Do About It" https://hbr.org/2015/07/why-we-love-to-hate-hr-and-what-hr-can-do-about-it Each company must prepare a strategy paper and class presentation explaining their strategic approach to the simulation. Simulation Practice #1 	<ul style="list-style-type: none"> Submit reflection papers on "Why We Love to Hate HR...and What HR Can Do About It" Discuss "Why We Hate HR" Presentation of company strategies Discuss company strategies Review HR Simulation Practice #1
Week 6 28 SEP	<ul style="list-style-type: none"> Read "The HR Personality" http://www.hreonline.com/HRE/view/story.jhtml?id=69922851 Simulation Practice #2 	<ul style="list-style-type: none"> Submit reflection papers on "The HR Personality" Discuss "Why We Love to Hate HR...and What HR Can Do About It" Review HR Simulation Practice #2
Week 7 5 OCT	<ul style="list-style-type: none"> Read: "Making Talent a Strategic Priority" http://goo.gl/HyWqmr HR Simulation #1 Analyze Case #1: Hudson College Scenario "B" (Employee Engagement) 	<ul style="list-style-type: none"> Submit reflection papers on "Making Talent a Strategic Priority" Discuss "The HR Personality" Review HR Simulation #1 Submit Individual Analyses: Hudson "B"
Week 8 12 OCT	<ul style="list-style-type: none"> Read "Why Managers and HR Don't Get Along" https://hbr.org/2014/07/why-managers-and-hr-dont-get-along/ HR Simulation #2 Analyze Case #2: Hudson College Scenario "A" (Talent Management) 	<ul style="list-style-type: none"> Presentations: Hudson "B" Submit Reflection Papers on "Why Managers and HR Don't Get Along" Discuss "Making Talent a Strategic Priority" Review HR Simulation #2 Submit Individual Analyses: Hudson "A"
Week 9 19 OCT	<ul style="list-style-type: none"> MIDTERM EXAMINATION: Complete and correct the "Assessment Test" in PHR/SPHR Study Guide pp. xxvii, et. seq. and prepare a one page reflection paper on the "Assessment Test" and include your total number correct out of the 70 questions. HR Simulation #3 	<ul style="list-style-type: none"> Presentations: Hudson "A" Discuss "Why Managers and HR Don't Get Along" Discuss Midterm examination Review HR Simulation #3

Week 10 26 OCT	<ul style="list-style-type: none"> HR Simulation #4 Analyze Case #3: Hudson College Scenario "C" (Performance Management) 	<ul style="list-style-type: none"> Review HR Simulations #4 Submit Individual Analyses: Hudson "C"
Week 11 2 NOV		NO CLASS Spring Recess
Week 12 9 NOV	<ul style="list-style-type: none"> Read: "It's Time to Split HR (Charan) & Do Not Split HR (Ulrich)." https://hbr.org/2014/07/its-time-to-split-hr and https://hbr.org/2014/07/do-not-split-hr-at-least-not-ram-charans-way HR Simulation #5 CEO Elections for Year 2 	<ul style="list-style-type: none"> Presentations: Hudson "C" Submit reflection papers on "It's Time to Split HR (Charan) & Do Not Split HR (Ulrich)." Review HR Simulation #5
Week 13 16 NOV	<ul style="list-style-type: none"> HR Simulation #6 Analyze Case #4: Hudson College Scenario "E" (Employee Benefits) 	<ul style="list-style-type: none"> Discuss "It's Time to Split HR (Charan) & Do Not Split HR (Ulrich)." Review HR Simulation #6 Submit Individual Analyses: Hudson "E"
Week 14 23 NOV	<ul style="list-style-type: none"> Read "Behind the Mask: The Politics of Employee Appraisal" https://faculty.unlv.edu/alder/Longnecker.pdf HR Simulation #7 	<ul style="list-style-type: none"> Presentations: Hudson "E" Submit Reflection Paper on "Behind the Mask: The Politics of Employee Appraisal" Review HR Simulation #7 Discuss Company projects
Week 15 30 NOV	<ul style="list-style-type: none"> Read: "Why Chief Human Resources Officers Make Great CEOs" http://is.gd/CHROtoCEO HR Simulation #8 Work on Company projects 	<ul style="list-style-type: none"> Submit Reflection Papers on "Why Chief Human Resources Officers Make Great CEOs" Discuss "Behind the Mask: The Politics of Employee Appraisal" Review HR Simulation #8 Presentations: Company Projects
Week 16 7 DEC	<ul style="list-style-type: none"> HR Simulation #9 (Optional) Individual Simulation Reflection Papers Complete Company Projects 	<ul style="list-style-type: none"> Discuss: "Why Chief Human Resources Officers Make Great CEOs" Submit Individual Simulation Reflection Papers Presentations: Company Projects
Week 17 14 DEC	Finals Week	<ul style="list-style-type: none"> Presentations: Company Projects (as needed) <p>FINAL EXAMINATION (7:45 to 9:45 PM)</p>

Notes:

The instructor reserves the right to alter this schedule.

Assignments shall be submitted via email to rpropster@csudh.edu.

All changes will be announced in class and posted on Blackboard.

Students not attending class are responsible for obtaining information regarding changes.