

ECBA 402: Human Resources Management

Prerequisite(s): ECBA 301

Credits: 3



I. Course Description

Hiring, training, evaluating, compensating, and maintaining a firm's human resources.

II. Course Objectives

1. Develop an understanding of the human resource environment
2. Identify three theories of discrimination under Title VII of the Civil Rights and apply to discrimination situations.
3. Identify behavior that constitutes sexual harassment and actions that an organization can do to eliminate or minimize it.
4. Explain human resource planning, selection and placement, and training.
5. Discuss the development planning process and the purpose of performance management.
6. Explain compensation of human resources.
7. Discuss rising benefit costs and the underlying reasons for growth in costs.
8. Develop an understanding of collective bargaining.
9. Describe the modern roles of the CHRO and the competencies needed for future HR professionals.

III. Course Textbooks and Readings

**Students must purchase in advance texts and/or materials for this course.*

Human Resource Management: Gaining a Competitive Advantage, 10th edition (2017)

Noe, R. A., Hollenbeck, J. R., Gerhart, B., and Wright, P. M.

McGraw Hill

Print ISBN: 9781259578120

Digital ISBN: 9781259908378

IV. Weekly Information

Weekly assignments include >500 word essays to be written in APA 6e format.

Module One – Week 1

Objectives

At the end of this Module, you should be able to:

- 1.1 Discuss the roles and activities of a company's human resource management function
- 1.2 Discuss the implications of the economy, the makeup of the labor force, and ethics for the company sustainability
- 1.3 Identify how new technology, such as social networking, is influencing human resource management
- 1.4 Discuss human resource management practices that support high-performance work systems
- 1.5 Describe the differences between strategy formulation and strategy implementation
- 1.6 Discuss the role and linkages of HRM and strategy formulation
- 1.7 Discuss the generic strategies and the HRM practices associated with each

Reading

Chapter 1: Human resource management: Gaining a competitive advantage

Chapter 2: Strategic human resource management

Lecture

Chapters 1 & 2 PowerPoint Lectures

Deliverables

Discussions: Introductions

Discussion: Roles of HRM, high performance work systems, HR strategy

Assignment: High-performance work systems (Essay)

Quiz

Module Two – Week 2**Objectives**

At the end of this Module, you should be able to:

- 2.1 List the major federal laws that require equal employment opportunity and the protections provided by each of these laws
- 2.2 Discuss the roles, responsibilities, and requirements of the federal agencies responsible for enforcing equal employment opportunity laws
- 2.3 Identify three theories of discrimination under Title VII of the Civil Rights Act and apply these theories to different discrimination situations
- 2.4 Identify behavior that constitutes sexual harassment, and list things that an organization can do to eliminate or minimize it
- 2.5 Understand the importance of job analysis in strategic human resource management
- 2.6 Understand the different approaches to job design

Reading

Chapter 3: The legal environment: Equal employment opportunity and safety

Chapter 4: The analysis and design of work

Lecture

Chapters 3 & 4 PowerPoint Lectures

Deliverables

Discussion: EEO laws, enforcement, three theories of discrimination

Assignment: Sexual harassment (Essay)

Quiz

Module Three – Week 3**Objectives**

At the end of this Module, you should be able to:

- 3.1 Discuss how to align a company's strategic direction with its human resource planning.
- 3.2 Discuss the advantages and disadvantages of various ways of eliminating a labor surplus and avoiding a labor shortage.
- 3.3 Describe the various recruitment policies that organizations adopt to make job vacancies more attractive.

- 3.4 Establish the basic scientific properties of personnel selection methods, including reliability, validity, and generalizability
- 3.5 Discuss how the particular characteristics of a job, organization, or applicant affect the utility of any test.
- 3.6 Examine a needs assessment.
- 3.7 Evaluate employee's readiness for training.
- 3.8 Develop an understanding of the importance of training for effectively managing diversity.

Reading

Chapter 5: Human resource planning and recruitment

Chapter 6: Selection and Placement

Chapter 7: Training

Lecture

Chapters 5, 6 & 7 PowerPoint Lectures

Deliverables

Discussion: Human resource planning

Assignment: Selection, needs assessment, training, and diversity (Essay)

Quiz

Module Four – Week 4

Objectives

At the end of this Module, you should be able to:

- 4.1 Identify the major parts of an effective performance management process.
- 4.2 Discuss the three general purposes of performance management.
- 4.3 Discuss the steps in the development planning process.
- 4.4 Use the 9-box grid for identifying where employees fit in a succession plan and construct appropriate development plans for them.
- 4.5 List the major elements that contribute to perceptions of justice and how to apply these in organizational contexts.
- 4.6 Specify the relationship between job satisfaction and various forms of job withdrawal, and identify the major sources of job satisfaction in work contexts.

Reading

Chapter 8: Performance management

Chapter 9: Employee development

Chapter 10: Employee separation and retention

Lecture

Chapters 8, 9 & 10 PowerPoint Lectures

Deliverables

Discussion: Employee development, organizational justice, and job satisfaction

Assignment: Use of the 9-box grid for succession planning and development. (Essay)

Quiz

Module Five – Week 5

Objectives

At the end of this Module, you should be able to:

- 5.1 List the main decision areas and concepts in employee compensation management.
- 5.2 Explain the importance of competitive labor market and product market forces in compensation decisions.
- 5.3 Describe new developments in the design of pay structures.
- 5.4 Explain where the United States stands from an international on pay issues.
- 5.5 Discuss how pay influences individual employees, and describe three theories that explain the effect of compensation on individuals.
- 5.6 Describe the fundamental pay programs for recognizing employees' contributions to the organization's success.
- 5.7 Discuss issues related to performance-based pay for executives.

Reading

Chapter 11: Pay structure decisions

Chapter 12: Recognizing employee contributions

Lecture

Chapters 11 & 12 PowerPoint Lectures

Deliverables

Discussion: Employee compensation, new pay structure design, how pay influences individuals

Assignment: Pay and the individual, pay programs that recognize employee contributions and performance-based pay for executives (Essay)

Quiz

Module Six – Week 6

Objectives

- 6.1 At the end of this Module, you should be able to:
- 6.2 Discuss the growth in benefits costs and the underlying reasons for that growth.
- 6.3 Discuss how employee benefits in the United States compare with those in other countries.
- 6.4 Explain the importance of effectively communicating the nature and value of benefits to employees.
- 6.5 Describe what is meant by collective bargaining.
- 6.6 Explain the legal environment's impact on labor relations.
- 6.7 Describe the major labor-management interactions: organizing, contract negotiations, and contract administration.
- 6.8 Describe new, less adversarial approaches to labor-management relations.
- 6.9 Explain how labor relations in the public sector differ from labor relations in the private sector.

Reading

Chapter 13: Employee benefits

Chapter 14: Collective bargaining and labor relations

Lecture

Chapters 13 & 14 PowerPoint Lectures

Deliverables

Discussion: Benefits, benefit costs, and communications

Assignment: Labor relations (Essay)

Quiz

Module Seven – Week 7

Objectives

- 7.1 At the end of this Module, you should be able to:
- 7.2 Identify the recent changes that have caused companies to expand into international markets.
- 7.3 Discuss the four factors that most strongly influence HRM in international markets.
- 7.4 Discuss the ways companies attempt to select, train, compensate, and reintegrate expatriate managers.
- 7.5 Describe the roles that HRM plays in firms today and the categories of HRM activities.
- 7.6 Describe how outsourcing HRM activities can improve service delivery efficiency and effectiveness.
- 7.7 Discuss the types of new technologies that can improve the efficiency and effectiveness of HRM.
- 7.8 List the competencies of HRM executive needs to become a strategic partner in the company.

Reading

Chapter 15: Managing HR Globally

Chapter 16: Strategically managing the HRM function

Lecture

Chapters 15 & 16 PowerPoint Lectures

Deliverables

Discussion: International expansion and HRM, and expatriates

Assignment: Outsourcing, new technologies for HRM, and competencies that HRM Execs need to become a strategic partner (Essay)

Quiz

V. Course Information and Grading

Course Requirements (Weekly)

Each Module will be based on the inclusion and grading of the following segments: Discussion Boards, Assignments/ Case Studies/ Projects.

Class Discussions

Successful online learning requires active and meaningful participation in the Discussion Board Forum. Critical thinking, appropriate use of judgment and professional comments are required for all responses. Simple agreement or disagreement with a fellow student does not constitute a quality response. Student opinions are important but must be supported by relevant data obtained in the literature or text.

1. One initial discussion board post is due by the fourth day (Thursday @ 11:59 pm) of each weekly module and two response posts are due by the last day (Sunday @ 11:59 pm) of each weekly module.
 - a. Undergraduate Word Count Requirements:
 - i. Initial post must be >200 words
 - ii. Responses must be >150 words
 - b. Graduate Word Count Requirements:
 - i. Initial post must be >250 words
 - ii. Responses must be >200 words
2. Participation – Students must meet initial and response post deadlines to be eligible for full points. Late initial posts may be accepted with a 33% reduction in the overall score assessed for each day late. Two response posts are required. If only one is received, then the overall score will be reduced by 25%. If no response posts are received, then the overall score will be reduced by 50%.
3. Students should be respectful and write in a proper and professional manner.

Please refer to the Discussion Board Rubric located within course syllabus for specific requirements and guidance on delivering a substantial discussion.

Late and Make-up Assignments

All deliverables are due by 11:59 PM on the due dates indicated. When substantive emergencies occur, acceptance of late submissions is left to the discretion of the course instructor.

Assignments that are submitted after the due date with prior written approval (text or email) from the instructor may receive the following deductions:

1. Late assignments are subject to a deduction of 10% of the available points for each day late.
2. Assignments submitted later than one week after due date will not be accepted and will receive a zero (0).
3. No work may be submitted after the last day of the course.
4. See Class Discussions for late discussion post policy.

Written Work

- All graded assignments must be typewritten, as designated by the professor of record for the course.

- All referenced materials must be presented according to the Publication Manual of the American Psychological Association (APA), based on the most current published edition. (current, 7th edition) (Except for English courses that specify use of MLA format.)
- All required written assignments are due on the last night of each lesson week at 11:59pm EST. This information is included in the course scheduler and calendar of every course.
- All written and graded assignments are considered the property of the College of Adult and Professional Studies and should be returned to the appropriate professor of record for the related course.
- SafeAssign may be used to check for plagiarism.

Grading Scale and Assigned Letter Grades

Charleston Southern Online Undergraduate classes follow the following numerical and letter grading scale. Grades will be posted by the Sunday night following the closing of the Module. No grades will be given to students over the phone.

A = 90-100

B+ = 87-89

B = 80-86

C+ = 77-79

C = 70-76

D = 60-69

F = <60

