

Saint Leo University
HRA 498
Human Resources Strategic Planning

Course Description:

A capstone course designed to integrate previous core courses through a review of the HR body of knowledge. Course content analyzes the basic understanding and practical tools that HR administrators commonly use to meet an organization's employees' challenges. Focus is on functioning strategically as an HR professional and as an organizational contributor/stakeholder.

Prerequisite:

HRA 335, HRA 340, HRA 360, and senior standing

Textbook:

The textbook information which appears on our Saint Leo Bookstore ordering site is as follows:

Saint Leo University. Human Resource Mgmt (LoosePgs)(w/1 Term MindTap Access). ISBN: 9780357253205 or Human Resource Management (1 Term MindTap Access Card). ISBN: 9781337916592

Your custom textbook was created from the following National text(s):

Human Resource Management: Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2020). Human resource management (16th ed.). Boston: Cengage Learning. ISBN: 9780357253755

Learning Outcomes:

At the completion of this course:

1. Interpret how well the various HR concepts of an organization are put into practice.
2. Analyze how well the different core HR components of an organization match the major strategic objectives of the organization.
3. Analyze how the different parts of an organization's HR components fit together (each part affecting the other).
4. Analyze how the different parts of an organization's HR components match the Common Body of Knowledge of Business (Finance, Legal, Accounting, etc.).
5. VALUES OUTCOME: Explain the relevance of excellence and integrity.

Core Values:

Excellence: Saint Leo University is an educational enterprise. All of us, individually and collectively, work hard to ensure that our students develop the character, learn the skills, and assimilate the knowledge essential to become morally responsible leaders. The success of our University depends upon a conscientious commitment to our mission, vision, and goals.

Integrity: The commitment of Saint Leo University to excellence demands that its members live its mission and deliver on its promise. The faculty, staff, and students pledge to be honest, just, and consistent in word and deed.

Evaluation:

Grades will be based on the following:

| Assignment | Weighting |
|---|-------------|
| Discussions (8) | 20% |
| Response Paper Essays (4) | 25% |
| Job Analysis Assignment | 20% |
| Professional Simulation Presentations (2) | 20% |
| Assignment I - Term Project Outline | 5% |
| Assignment II - Term Project | 10% |
| Total | 100% |

Grading Scale

| Grade Score (%) | |
|-----------------|--------|
| A | 94-100 |
| A- | 90-93 |
| B+ | 87-89 |
| B | 84-86 |
| B- | 80-83 |
| C+ | 77-79 |
| C | 74-76 |
| C- | 70-73 |
| D+ | 67-69 |
| D | 60-66 |
| F | 0-59 |

Discussions

Each module will include a discussion assignment (Module 1 will also include an additional "Introduction" topic). For each discussion topic, you are required to post an initial response to the question, as well as substantial responses to at least two classmates.

Response Paper Essays

Students will complete short papers in response to case studies and/or applied situations that relate to the information covered in that module on how to deploy strategic HR practices and functions to address business and organizational issues. Papers should be roughly 2-3 pages in length and follow APA format (where applicable).

**** Submit the Response Essay 2 to Chalk and Wire no later than Sunday 11:59 EST/EDT of Module 2. The Response Essay 2 Chalk and Wire link is located in the Module 2 folder. Students who do not submit the assignment to Chalk and Wire will receive a zero. This is a key program assessment; the results are used to ensure students are meeting program goals. Video and PDF instructions can be found on the Start Here page. PDF instructions are also located in the Start Here folder.**

Job Analysis Assignment

Students should complete a practical exercise in job analysis by critically analyzing a specific job title to produce:

1. An instructional narrative of how they performed the job analysis and why they made the decisions that they did (e.g., methods of collecting information, employees or SME's included, etc.)
2. A detailed job description of the job title to include (at minimum) a job summary, job responsibilities (tasks), and candidate requirements (KSAOs)

Professional Simulation Presentations

All majors within the School of Business are accredited by IACBE. One of the requirements of this accreditation is to assess the learning outcomes in the major. Each major has a specific assessment that is used to measure the learning outcomes.

The primary measure used for reporting the learning outcomes in HR Management is the Professional Simulation Presentation. These presentations should be based on one or more fictional companies and sets of background information provided within the course. Students will use this information to respond to and solve organizational needs or problems across different HR functional areas and present their solutions using some form of visual aid.

Each presentation assignment will relate to the same fictional organization and will require its own presentation. This assignment may be completed in teams or individually depending on the number of students enrolled.

**** Submit the Professional Simulation 2 to Chalk and Wire no later than Sunday 11:59 EST/EDT of Module 6. The Professional Simulation 2 Chalk and Wire link is located in the Module 6 folder. Students who do not submit the assignment to Chalk and Wire will receive a zero. This is a key program assessment; the results are used to ensure students are meeting program goals. Video and PDF instructions can be found on the Start Here page. PDF instructions are also located in the Start Here menu.**

Term Project Assignment Part I - Outline

Students will develop and present a 1-2-page outline detailing their plan for the Term Project on Strategic HRM paper: how HR Management fits within the scope of the larger discipline of business.

- Students should summarize information on the interactions between HR and **a minimum of 3 other departments** in one or more organization(s), including, but not limited to: Accounting, Finance, Information Systems, Manufacturing, Distribution, Marketing, PR, Sales, Service, R&D, or Administration. This summary will be further developed in Part II of this assignment
- The outline should focus on structure and listing examples of HR best practices that are described in detail in the Term Project. There is no expectation that the outline will be a complete reflection of the paper, but it should give the student an opportunity to make an organized and strong start on their Strategic HRM paper.
- The outline should include citations of sources and organizations included in the work along with a reference page.
- The outline may be in bulleted or traditional format.
- In keeping with the rubric, outlines will be graded on content, clarity, creativity, correctness, and critical thinking.

Term Project - Part II: Strategic HRM Paper

Students will write a 9-10-page paper describing how HR Management as a discipline fits within the scope of the larger discipline of business.

- Students should incorporate information on how an HR department interacts with **a minimum of 3 other functions** in one or more organization(s), including, but not limited to: Accounting, Finance, Information Systems, Manufacturing, Distribution, Marketing, PR, Sales, Service, R&D, or Administration.
- The paper must include a 1-page Executive Summary detailing which organization(s) and which functions are examined in the body of the paper (which does not count as part of the page requirement).
- The body of the paper should include concrete examples of best practices from recognizable organizations. Examples may be from the same organization, or multiple organizations. Examples may be taken from current events, and/or from organizational analysis found in sources such as textbooks, journals, trade publications, and reliable business, government, and HR related websites (e.g., BLS, DOL, EEOC, SHRM, Forbes, Bloomberg, CNN Money, WSJ, NYT, etc.). Any citations must be cited consistent with APA format.
- All papers will be submitted via Turnitin for a required review of originality. No more than 20% similarity index should be reported for this assignment.
- In keeping with the rubric, papers will be graded on content, clarity, creativity, correctness, and critical thinking.

Assessment of the Learning Outcomes

Learning Assessment Method(s) Outcome

- 1 Discussions, Response Paper
Assignments, Professional Simulations
- 2 Discussions, Response Paper
Assignments, Job Analysis Assignment
- 3 Discussions, Response Paper
Assignments, Professional Simulations
- 4 Discussions, Term Project – Parts 1 & 2
- 5 Discussions, Response Essays 1 & 2

Module 1 Intro to Strategic HRM

Objectives

When you complete this module, you should be able to:

- Discuss the major factors affecting HR activities (global pressures, environmental factors, cultural/geographic factors, political factors, social factors, legal issues, economic factors, and technological issues).
- Discuss how the major activities and systems of HR fit with other major components of business.

Assignments:

| | |
|-----------------------------------|---------------------------|
| Items to be Completed: | Due No Later Than: |
| Post an introduction to the class | Thursday 11:59 PM EST/EDT |

| | |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Submit Response Essay #1 | Sunday 11:59 PM EST/EDT |

Module 2 The LAW – Equal Employment Opportunity & The Legal Environment of HRM

- Objectives:** When you complete this module, you should be able to:
- Demonstrate their knowledge of major employment laws.
 - Discuss the practical effects (discrimination in general, gender issues, sexual harassment, aging issues, disability issues, religious issues, affirmative action and diversity training, etc.) of employment laws in organizations.
 - Summarize how supporting employment laws also support organizational strategy.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Receive assignment for Professional Simulation | Sunday 11:59 PM EST/EDT |
| Submit Response Essay #2 to Chalk & Wire | Sunday 11:59 PM EST/EDT |

Module 3 **Jobs and Job Analysis**

- Objectives** When you complete this module, you should be able to:
- Describe real and perceived changes and trends in the modern workforce and work environment.
 - Explain how the Job Characteristics Model can be effectively incorporated into job design.
 - Demonstrate the importance of conducting proper job analysis.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Submit the Job Analysis Project | Sunday 11:59 PM EST/EDT |

Module 4 Recruiting & Staffing Human Resources

Objectives

When you complete this module, you should be able to:

- Identify common recruiting methods and explain how to use them strategically.
- Describe the steps of a typical selection process.
- Contrast several types of selection tools such as interviews and assessments and explain how and when to use them strategically.
- Demonstrate correct use of recruiting and selection metrics.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Submit Professional Simulation #1 | Sunday 11:59 PM EST/EDT |

Module 5 Organizational & Employee Relations

Objectives

When you complete this module, you should be able to

- Explain the difference between job satisfaction and engagement.
- Discuss the advantages of different types of employee discipline.
- Contrast different types of turnover and discuss the importance of retention.
- Evaluate the importance of formal termination protocols.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Submit Response Essay #3 | Sunday 11:59 PM EST/EDT |
| Submit Term Project – Part 1 - Outline | Sunday 11:59 PM EST/EDT |

Module 6 Developing Human Resources

Objectives

When you complete this module, you should be able to:

- Evaluate different techniques for training delivery.
- Provide examples of each level of Kirkpatrick's model of training evaluation.
- Explain the importance of succession planning.

- Describe best practices for performance appraisal.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Submit Professional Simulation #2 to Chalk & Wire | Sunday 11:59 PM EST/EDT |

Module 7 Total Rewards

Objectives

When you complete this module, you should be able to:

- Describe the three components of a total rewards system.
- Define various strategic considerations related to benefits.
- Distinguish between mandated and voluntary benefits and cite examples of each.
- Analyze and discuss trends in total rewards programs and strategic benefits.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |
| Submit Term Project Part 2 - Paper | Sunday 11:59 PM EST/EDT |

Module 8 Risk Management and Labor Relations

Objectives

When you complete this module, you should be able to:

- Discuss important legal areas regarding safety and health.
- Recognize the activities that constitute effective safety management.
- Describe what a union is and explain why employees join and employers resist unions.
- Outline the current state of union activity in the United States and identify several reasons for the decline in union membership.

Assignments:

| Items to be Completed: | Due No Later Than: |
|---|---------------------------|
| Read the assigned materials | |
| Post an initial response to the discussion question | Thursday 11:59 PM EST/EDT |
| Post responses to at least two classmates | Sunday 11:59 PM EST/EDT |

Submit Response Essay #4

Sunday 11:59 PM EST/EDT