

Saint Leo University
MGT 331
Management of Human Resources

Course Description:

This course is designed to identify and explore the various human resource functions that create cohesive framework leading to the achievement of organizational effectiveness through enlightened human resource systems management. This is a basic course for “operating managers” as well as “human resource managers.”

Prerequisite:

MGT 301

Textbooks:

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

MyLab for Human Resource Management (Custom)(0232,2048). ISBN: 9780135654224

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

Human Resource Management: Martocchio, J. J. (2019). Human resource management (15th ed.). Boston: Pearson. ISBN: 978-0-13-473972-4

Learning Outcomes:

Upon completion of this course, students should be able to:

1. Explain the interaction of the law with human resources management.
2. Describe the use of job analysis, human resources planning, recruitment, and selection.
3. Explain the role of performance and evaluation in compensation.
4. Describe training and employee discipline, including dealing with the difficult employee.
5. Explain the role of unions with emphasis on union history, laws, organizing, collective bargaining, and employee safety and health.
6. Evaluate the ethical implications of HRM on the personal and organizational level.
7. Manifest the core value of respect in all hiring and supervision practices used in HRM by adhering to all applicable laws and treating employees with dignity, compassion, kindness, and empathy.

Learning Outcomes

MODULE	LEARNING OUTCOME	TOPIC and ASSIGNMENT
Module 1	1, 7	Discussion, Simulation, Video Assignment
Module 2	1	Discussion, Research Paper Proposal, Simulations (2), Video Assignment
Module 3	1, 2	Discussion, Video Assignments (3)
Module 4	4	Midterm Exam, Discussion, Simulation, Video Assignment
Module 5	3, 4	Discussion, Video Assignments (2)
Module 6	5	Discussion, Video Assignment
Module 7	5	HR Paper, Discussion, Simulation, Video Assignment
Module 8	6, 7	Final Exam, Video Assignment, Discussion

Core Value:

Respect: Animated in the spirit of Jesus Christ, we value all individuals' unique talents, respect their dignity, and strive to foster their commitment to excellence in our work. Our community's strength depends on the unity and diversity of our people, on the free exchange of ideas, and on learning, living, and working harmoniously.

Evaluation:

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

Grading Criteria

Midterm Exam (Module 4)	15%
Final Exam (Module 8)	15%
Video Exercises (11)	25%
Discussion (8)	10%
Simulations (5)	20%

HR Paper Proposal (Module 2)	5%
HR Paper (Module 7)	10%
Total Score	100%

Discussions: In this course, you will write a response to the discussion question in each module. Your answer must be substantive in nature and not merely rehash the information in your textbook. In other words, the answer must reflect that you have used your critical-thinking skills to develop a well-rounded, thoughtful answer. Your response must be at least 250 words and contain at least two APA-style citations to validate your statements and premises. You must also include a “Reference(s)” Section at the end of your response documenting any sources that you cited or used in your answer. The font must be 12-point size equal to a three (3) in the eCollege settings. Your initial post is due by no later than Thursday 11:59 PM EST/EDT of each module. You must also post responses to at least two other classmates. The follow-up posts must be substantive in nature. Simply agreeing with a fellow-learner’s post is not acceptable; you must add to the content.

MyManagementLab:

This course is integrated with Pearson My Management Lab. You will find all video exercises (case analysis), simulations, and quizzes integrated into the main course menu under MML. The gradebook will also be integrated in MML.

HR Paper Proposal

The following items should be included in your paper proposal:

1. 1-2 paragraphs detailing your topic of interest for your research.
2. Cite at least 1 professional, peer-reviewed journal to support research.
3. Possible topics include: Diversity in the workplace, workplace violence, 360-degree assessments, and relevant current HR topics.

Be sure to get approval from your instructor before proceeding.

Submit your Paper Proposal to the Assignment box **no later than Sunday 11:59 PM EST/EDT of Module 2.** (The Assignment box is linked to Turnitin.)

HR Research Paper Format

The following items should be included in your Final Paper:

1. Cover page with project description, your name, date, class name, and professor’s name.
2. Table of contents with outline of research paper’s contents.
3. Abstract not required for short paper
4. Written content - five pages in length not including cover page or reference page.
5. References and document in APA format
6. Use of 12-point Ariel, Courier, or Times New Roman font
7. Use of double line spacing in your document
8. Inclusion of the areas of analysis discussed in the next section.

Description for Human Resources Research Paper

1. Select a concise, narrow, and well-defined topic that can be covered in five pages.
2. You may choose from any one of the hundreds of topics listed in your textbook, but the topic must be narrow and concise enough to cover in five pages.

3. Your research paper must be divided into logical headings and the layout should adhere to the following suggestions:

- a. Title Page – case name, course name, your name, date, and professor’s name.
- b. Introduction and/or background (use one and/or both in separate headings).
- c. Current situation, statement of problem, issues addressed (use one and/or both in separate headings).
- d. Analysis of issues, addressing the problems, answering the questions (use one and/or both in separate headings).
- d. Conclusions and/or recommendations (use one and/or both in separate headings).
- e. Reference(s) heading
- f. APA format used for complete document.

4. Your research paper must make sound conclusions and/or recommendations based on your research findings about the topic. Make sure your conclusions or recommendations present something unique or profound in nature and are not a rehash of information in the textbook.

5. Your research paper must include significant reference to Saint Leo’s core value of respect, which is defined as: “Animated in the spirit of Jesus Christ, we value all individuals’ unique talents, respect their dignity, and strive to foster their commitment to excellence in our work. Our community’s strength depends on the unity and diversity of our people, on the free exchange of ideas, and on learning, living, and working harmoniously.”

The Human Resources Research Paper will be submitted **no later than Sunday 11:59 PM EST/EDT of Module 7.**

Course Schedule:

Module 1 Strategic Human Resource Management Overview

Objectives

At the conclusion of this module, you should be able to:

- Identify human resource management functions.
- Explain who performs human resource management tasks.
- Describe the evolution of human resource management.
- Explain possible hurdles of managing human resources across different cultures.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post introduction to the class	Thursday 11:59 PM EST/EDT
Post 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
Complete Simulation Activity - HR	Sunday 11:59 PM EST/EDT
Complete Video Exercise: Patagonia: Human	Sunday 11:59 PM EST/EDT

Module 2 Ethics, Corporate Responsibility, EEO, and Diversity

Objectives

At the conclusion of this module, you should be able to:

- Explain the importance of creating an ethical culture and describe a code of ethics.
- Describe the concept of corporate social responsibility.
- Identify the major laws affecting equal employment opportunity.
- Describe diversity and diversity management.
- Describe the purpose of the Equal Employment Opportunity Commission.
- Identify sexual harassment in a global environment.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Simulation-Human Resources & Diversity	Sunday 11:59 PM EST/EDT
Complete Video Exercise: Patagonia: Ethics	Sunday 11:59 PM EST/EDT
Submit Human Resources Research Paper Proposal	Sunday 11:59 PM EST/EDT

Module 3 Job Analysis, Strategic Planning, Staffing, Recruitment, and Selection

Objectives

At the conclusion of this module, you should be able to:

- Explain job analysis, who performs job analysis, and why.
- Explain the relationship between the human resource planning process and strategic management, forecasting human resource requirements, and using databases in the process.
- Describe the concepts of job design, recruitment, recruitment methods, and applicant tracking.
- Explain recruitment for diversity, the selection process, effective selection methods, and the interviewing process.
- Explain the use of pre-screening including background investigations, reference checks, negligent hiring, negligent referral, and evaluating the effectiveness of recruitment and selection efforts.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Video Exercise-ZipCar:Interviewing	Sunday 11:59 PM EST/EDT
Complete Video Exercise-iRobot:Competitive	Sunday 11:59 PM EST/EDT

Module 4 Training, Development, and Performance Management

Objectives

At the conclusion of this module, you should be able to:

- Define and explain the training and development process, including methods, delivery systems, mentoring, coaching, orientation, and onboarding.
- Identify and explain special training areas, training and development metrics, and the Workforce Investment Act.
- Define organizational development, performance management, and performance appraisal.
- Explain performance appraisal processes, performance criteria standards and methods, and how to use performance appraisal software to develop effective appraisal systems.
- Describe legal implications of performance appraisals, and explain how to conduct effective performance appraisal interviews.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Simulation-Managing Your Career	Sunday 11:59 PM EST/EDT
Complete Video Exercise: Weather Channel	Sunday 11:59 PM EST/EDT
Complete Midterm Exam	Sunday 11:59 PM EST/EDT

Module 5 Compensation

Objectives

At the conclusion of this module, you should be able to:

- Define and explain the various forms of compensation, including direct financial compensation and nonfinancial compensation.
- Describe how the organization, the labor market, and the job are determinates of direct financial compensation.
- Explain the four traditional job evaluation methods, job pricing, team-based pay, company-wide pay plans, professional employee compensation, sales representative compensation, contingency worker compensation benefits, mandated benefits, discretionary benefits, customized benefit plans, and premium pay.
- Describe the concepts of workplace flexibility, severance pay, comparable worth, pay secrecy, and pay compression.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Video Exercise: Motivation	Sunday 11:59 PM EST/EDT
Complete Video Exercise: Elm City Market	Sunday 11:59 PM EST/EDT

Module 6 Employee and Labor Relations

Objectives

At the conclusion of this module, you should be able to:

- Describe the broad characteristics of the labor movement, its strategies to become stronger, why employees join labor unions, and the basic structure of a labor union.
- Define and explain collective bargaining, the collective bargaining process, and the psychological aspects of collective bargaining.
- Explain internal employee relations, employment at will, the disciplinary action process, and handling grievances.
- Describe termination as it relates to different positions in the organizations, demotion as an alternative to termination, transfers, promotions, resignations, and retirements.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Video Exercise: UPS:Union	Sunday 11:59 PM EST/EDT

Module 7 Safe and Healthy Work Environment

Objectives

At the conclusion of this module, you should be able to:

- Describe the nature and role of organizational safety and health and explain the role of the Occupational Safety and Health Administration.
- Explain the economic impact of workplace safety, the focus of safety programs in business operations, the consequences of repetitive stress injuries and the purpose of ergonomics.
- Describe the effects on the workplace domestic violence has on businesses, and explain the meaning of work-related stress and steps to manage the impacts of stress in the workplace.
- Explain burnout, the purposes of employee wellness programs, the importance of physical fitness programs, and substance abuse.
- Describe the substance-abuse-free workplace, employee assistance programs, and the benefits of a smoke-free workplace.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Video Exercise: Herman Miller	Sunday 11:59 PM EST/EDT
Complete Video Exercise: Gordan Law Group	Sunday 11:59 PM EST/EDT
Submit HR Final Paper	Sunday 11:59 PM EST/EDT

Module 8 Global Human Resources

Objectives

At the conclusion of this module, you should be able to:

- Describe the evolution of global business and global human resource management.
- Explain staffing, compensation, employee and labor relations, bribery, equal employment opportunity, virtual teams, and safety and health from a global perspective.
- Describe political, cultural, and legal factors that affect global human resource management.

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Post 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
Complete Video Exercise: Impact of Culture	Sunday 11:59 PM EST/EDT
Complete Final Exam	Sunday 11:59 PM EST/EDT