# "WBUlogo"

WBUonline

School of Business

# 2. UNIVERSITY MISSION STATEMENT

Wayland Baptist University exists to educate students in an academically challenging, learning-focused and distinctively Christian environment for professional success, and service to God and humankind.

# 3. COURSE NUMBER & NAME:

MGMT 5351-VC01, *Strategic Human Resource Management*

# **4. TERM**:

Spring 2020 (February 24 to May 19, 2020)

# **5. INSTRUCTOR**:

Dr. Dave Rambow, Professor of Management, School of Business

# **6. CONTACT INFORMATION**:

Contact phone: (907) 242-4261

WBU Email: [david.rambow@wayland.wbu.edu](http://david.rambow@wayland.wbu.edu)

# **7. OFFICE HOURS, BUILDING & LOCATION**:

No Office hours: Contact professor by email or cell phone

# **8. COURSE MEETING TIME & LOCATION**:

Meeting day & time: Course meets online beginning Monday, February 24, through May 19, 2020 through WBUonline, BlackBoard.

# **9. CATALOG DESCRIPTION**:

Comprehensive strategic human resource management; philosophy of human resource management; behavioral science perspectives; ethical and legal environmental influences of employee and labor relations, diversity issues, and globalization challenges; performance management including metrics; information system tools, rewards, training, career management, and organizational change; analysis and design of jobs.

# 10. PREREQUISITE:

# Completion of all MAM or MOAL core courses and MGMT 5309.

# **11. REQUIRED TEXTBOOK AND RESOURCE MATERIAL**:

1. Armstrong, Michael. (2016). *Armstrong's handbook of strategic human resource management*(6th ed.). Philadelphia, PA: Kogan Page, Ltd.  ISBN: 9780-74947-6823.
2. To check the price of the textbook please locate your required course material at the WBU Book Store at <https://bookstore.wbu.edu>.
3. An active WBU Student email account - ALL assignment feedback will be sent to students using their respective WBU email address.
4. Internet Access

# 12. OPTIONAL MATERIALS

1. American Psychological Association. (2019). *Publication manual of the American Psychological Association* (7th ed.). Washington DC: American Psychological Association ISBN: 9781433832161
2. Grammarly

# **13. COURSE OUTCOMES AND COMPETENCIES**:

1. Evaluate the significance of HRM partnering with senior management in the development, implementation, and sustainability of a business strategy.
2. Evaluate various business strategies using an HRM analysis process model.
3. Evaluate the three overall HRM strategies and select the overall HRM strategy that complements a particular business strategy.
4. Create specific HR strategies that complement an overall HRM strategy.
5. Evaluate the significance of the HRM function of HR Planning as the linchpin to business strategy.
6. Synthesize course information towards the Society for Human Resource Management (SHRM) Professional Human Resource Certification Examination

# 14. ONLINE ATTENDANCE REQUIREMENTS:

As stated in the Wayland Baptist University 2018-2019 Academic Catalog, graduate students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. The instructor in online courses is responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, the instructor is responsible for incorporating specific instructional activities within the course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 3 or more weeks of an 11-week term, may receive an F for that course. The instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given term is considered a “no-show” and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s online attendance policy.

# **15. STATEMENT ON PLAGIARISM & ACADEMIC DISHONESTY**:

Wayland Baptist University observes a zero-tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported, and second offenses will result in suspension from the university.

# **16. DISABILITY STATEMENT**:

In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

# **17. COURSE REQUIREMENTS and GRADING CRITERIA**:

1. All college-level work well be typed. Course work submitted late may be subject to a reduced by 1.5% for each day an assignment is late. For the sake of time management, see paragraph 18, Tentative Schedule. I list below a breakout of course requirements with grading criteria.
2. **Course Assignments:** All course assignments are due by mid-night in the time zone a student resides on the dates indicated for various assignments within the course syllabus, paragraph 18: Tentative Schedule. All course work must be a student’s “original work.” This means that the student authored all assignments. Original work further means that when a student applies the ideas, concepts, theories, and/or principles from another author, then the student properly credits the source.
3. **WBU Email Accounts:** By February 24, all students enrolled in this course will have an active WBU email account. Additionally, throughout this course, students will check their respective WBU email accounts as a minimum once a week beginning the first day of Spring term, Monday, February 24, 2020.
4. **Preparation, Participation, and Engagement**: The learning process mandates that a student **prepare** for each online session by (1) reading the assigned chapter(s) (2 listing to session video lectures, and (3) providing the appropriate response back to the instructor after listing each video lecture; **participate** by 1) reading individual and group assignment feedback documents and providing the appropriate response back to the instructor after reading feedback documents, and **engage** by asking meaningful questions when course material or feedback is not clear. The rubric below will be used to evaluate preparation, participation, and engagement. **Preparation, Participation, and Engagement represent 10% of the course total grade.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Online Class Sessions Missed** | | | | |
| **Demonstrated Preparation and Participation Criteria** | **0** | **1** | **2** | **3** | **4** |
| **Student Engaged by** asking questions and by providing responds back to the instructor on session video lectures and or assignment feedbacks. Student demonstratd engagement by appling corrections to assignments from feedback information. | **100%** | **90%** | **80%** | **70%** | **00%** |
| **Student Occassionlly Engaged by** asking occassionally questions and by providing responds back to the instructor on session video lectures and or assignment feedbacks. Student demonstratd some preparedness by occassionally appling corrections to assignments from feedback information. | **90%** | **80%** | **70%** | **60%** | **00%** |
| ***Student Infrequently Engaged by*** seldom asking questions and by seldom providing responds back to the instructor on session video lectures and or assignment feedbacks. Student’s seldom *demonstrated preparedness by seldom appling corrections to assignments from feedback information.* | **70%** | **60%** | **50%** | **40%** | **00%** |
| ***Student Never Engaged by*** neverasking questions and never providing responds back to the instructor on session video lectures and or assignment feedbacks. Student never *demonstratd preparedness in appling corrections to assignments from feedback information.* | **50%** | **40%** | **30%** | **20%** | **00%** |

1. **Weekly Discussion Topic (WDT):** Students will craft a *scholarly response* for all WDT prompts. **Students are required to complete WDT prompts 1, 2, 3, 5, 6, 8, 9, and 10, a total of eight requirements**. Weekly Discussion Topic prompts are found the courser BlackBoard tab titled: Weekly Discussion Topic. The quality of students’ responses within these weekly discussion topic responses will be assessed for a maximum score of 5.0 points. Additionally, students will review and provide peer-to-peer feedback response to one other class member’s WDT prompt post. The quality of students’ peer-to-peer feedback will be assessed for a maximum score of 1.0 points. The total possible points for a WDT response are 6.0 points. **The Eight required** **WDT responses represent 48% of the total grade.**
2. **Two Extra Credit Weekly Discussion Topics**: Weekly Discussion Topics #4 and #7 are available for extra credit. Each Weekly Discussion Topic is worth 2.5 points, for a total of 5 points. No peer-to-peer feedback is required for WDTs 4 and 7.

1. **Two HR Case Study Analyses Assignments:** The graduate student conducts two HR Case Study analyses and writes two HR Case Study analysis papers. The due dates for each HR Case Study analysis are found in paragraph 18, *Tentative Schedule*. **Each HR Case Study paper is worth 13% for a total of 26% of the total course grade.**
2. **HR Case Study Final Exam:** An HR Case Study will be used for the final exam. **The** **Final Exam represents 16% of the total course grade.**
3. **Technology Requirements:**

Graduate students are expected to perform basic computer hardware and software proficiency with commonly used software programs and maintain current software updates. Additionally, graduate students are responsible to maintain their respective ISP service. To view and listen to video PowerPoint lectures and to enter schedule Collaborate Ultra session, graduate students will use the Google Chrome browser. If a student’s PC does not have the Google Chrome browser, then the browser software can be downloaded for free at the Google Chrome web site.

1. Means for Assessing Outcome Competencies:
2. Procedures used to compute final course grade:
   1. Preparation, Participation, and Engagement **10%**
   2. Eight (8) BlackBoard Weekly Discussion Topics (WDT) (8 x 6 points each) **48%**
   3. Two HR Case Studies (2 x 13 points each) **26%**
   4. HR Case Study Final Exam **16%**
3. Grading Criteria:Letter grades from "A" to "F" will be issued to student based on individual work. The grading criteria are listed below:

| **Grade** | **Points** | **Percentage** |
| --- | --- | --- |
| **A** | 100.0 to 89.5 points | 100% to 90% |
| **B** | 89.4 to 79.5 points | 89% to 80% |
| **C** | 79.4 to 69.5 points | 79% to 70% |
| **D** | 69.4 to 59.5points | 69% to 60% |
| **F** | 59.4 points and below | 59% and below |

**17.1 Include Grade Appeal Statement:** “Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs/Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.”

# 18. TENTATIVE SCHEDULE:

The tentative schedule provided below indicates specific course activities, assignments, and due dates. This schedule is provided to assist student’s in time management. Make time to review the schedule and note activities and due dates of assignments.

| **Homework &**  **Date & Session #** | **Activities and Assignments** |
| --- | --- |
| 🕮HOMEWORK for  Session 1 | **Prior to first class session**  🕮 Print and read course syllabus  ☞ Establish a WBU email account and send an email message to the instructor at [david.rambow@wayland.wbu.edu](mailto:david.rambow@wayland.wbu.edu) from WBU email account. (Instructions for establishing a WBU email account is located within the course BlackBoard site. |
| **Session #1**  **February 24 to March 1** | 🕮 Read Chapters 1 & 2 - Armstrong  **🖳 Using only Google Chrome, listen to six voice embedded lectures** found within BlackBoard, Session 1 folder: 1) Course Introduction ppt., 2) course Overview ppt, 3) Systems Theory, 4) Chapter 1 ppt, 5) Chapter 2 ppt, and 6) Part A: Seven Functions of HRM ppt.  🕮 **Session 1 Assignment:**  Complete Weekly Discussion Topic (WDT) #1 prompt by Sunday, March 1. |
| 🕮HOMEWORK for Session 2: | **Session 2:** Read Chapters 3 & 4 - Armstrong  🕮 **Session 2 Homework:**   * Complete Session 2 Weekly Discussion Topic (WDT) prompt. * In Session 2 Tab - download and read HR Case Study #1 and download HR Case Study #1 paper template and rubric. * HR Case Study #1 analysis paper is due Thursday, March 26. |
| **Session #2**  **March 2 to March 8** | 🖳  **First live Collaborative Ultra session, Monday, March 2. For students NOT familiar with BlackBoard Collaborative Ultra, I produced a brief voice PPT video discussion which is available within the tab titled: Collaborate Sessions. Use only Google Chrome to access this live Collaborate Session.**  **🖳**For those students unable to attend the live Collaborate session, I will record this Collaborate session for viewing. **Use only Google Chrome** to access this recorded Collaborate session. To access this recorded session, view the brief voice PPT video discussion found in the tab titled: Collaborate Sessions  **🖳 Using only Google Chrome, listen to four voice embedded lectures** found within BlackBoard, Session 2 folder: 1) Chapter 3 ppt., 2) Chapter 4 ppt., 3) How to Approach HR Case Study #1 ppt., and 4) Part B: Seven Function of HRM.  🕮 **Session 2 Assignment:**   * Complete Weekly Discussion Topic #2 prompt and provided feedback to one peer by Sunday, March 8. |
| 🕮HOMEWORK for Session 3: | **Session 3:** Read Chapters 5, 6, & 7 - Armstrong  **Session 3 Homework:**   * Complete Session 3 Weekly Discussion Topic prompt. * Complete HR Case Study #1 paper – due Thursday, March 26. Use HR Case Study paper template located within Session 1 Tab. * Print and read HR Case Study #2 found in Session 3 Tab |
| **Session #3**  **March 9 to March 15** | **🖳 Using only Google Chrome, listen to four voice embedded lectures** found within BlackBoard, Session 3 folder: 1) Chapter 5 ppt. 2) Chapter 6 ppt., 3) Chapter 7 ppt, and 4) Part C: Seven Functions of HRM ppt.  🕮 **Session 3 Assignments:**   * Complete Weekly Discussion Topic #3 prompt and provided feedback to one peer by Sunday, March 15. * **HR Case Study #1** is due **Thursday, March 26,** by midnight (Central Time Zone). **UPLOAD** HR Case Study #1 through the “Assignment” link within Session 3 Tab. |
|  | |
| |  | | --- | | **A person holding a sign  Description automatically generated**  SPRING BREAK  March 16 to March 22 | | |
|  | |
| 🕮HOMEWORK for Session 4: | **Session 4**: Read Chapters 8 & 9 – Armstrong    **Session 4 Homework:**   * For Extra Credit, complete Weekly Discussion Topic #4 prompt. * **Complete HR Case Study #1** is due **Thursday, March 26,** by midnight (Central Time Zone). |
| **Session #4**  **March 23 to March 29** | **🖳 Using only Google Chrome,** **listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 8 ppt. and 2) Chapter 9 ppt.  🕮 **Session 4 Assignment:**   * **Complete HR Case Study #1** - due **Thursday, March 26,** by midnight (Central Time Zone). * **UPLOAD** HR Case Study #1 through the “Assignment” link within Session 4 Tab. * **For Extra Credit** – complete Weekly Discussion Topic #4 prompt by Sunday, March 29.   In Session tab 4, download and read HR Case Study #2. HR Case Study #2 analysis paper is due Thursday, April 16. |
| 🕮HOME WORK for Session 5: | **Session 5:** Read Chapters 10 & 11 - Armstrong  **Session 5 Homework:**   * Complete Session 5 Weekly Discussion Topic prompt. * Work HR Case Study #2 paper. due Thursday, April 16. * Use HR Case Study #2 paper template located within Session 4 Tab. |
| **Session #5**  **March 30 to April 5** | 🖳  **Second live Collaborative Ultra session, Monday, March 30. For students NOT familiar with BlackBoard Collaborative Ultra, I produced a brief voice PPT video lecture which is available within the Collaborate Tab. Use only Google Chrome to access this live Collaborate session.**  **🖳** For those students unable to attend the 2nd live Collaborate session, I will record this Collaborate session for viewing. **Use only Google Chrome** to access this recorded Collaborate session. To access this recorded session, view the brief voice PPT video discussion found in the tab titled: Collaborate Sessions  **🖳 Using only Google Chrome**, **listen to two voice embedded lectures** found within BlackBoard, Session 5 folder: 1) Chapter 10 ppt. and 2) Chapter 11 ppt.  🕮 **Session 5 Assignments:**   * Complete Weekly Discussion Topic #5 prompt and provided feedback to one peer by Sunday, April 5. |
| 🕮HOME WORK for Session 6: | **Session 6:** Read Chapters 12 & 13 - Armstrong  **Session 6 Homework:**   * **Session 6 Weekly Discussion Topic**: Complete session 6 Weekly Discussion Topic prompt. * Complete HR Case Study #2 analysis paper – due Thursday, April 16. Use HR Case Study #2 analysis paper template located within Session 4 Tab. |
| **Session #6**  **April 6 to April 12** | 🖳 **Using only Google Chrome, listen to two voice embedded lectures** found within BlackBoard, Session 6 folder: 1) Chapter 12 ppt., and 2) Chapter 13 ppt.  🕮 **Session 6 Assignments:**   * Complete Weekly Discussion Topic #6 prompt and provided feedback to one peer by Sunday, April 12. * Work **HR Case Study #2 analysis paper –** case studyis due **Thursday, April 16,** by midnight (Central Time Zone). |
| 🕮HOME WORK for Session 7: | **Session 7:** Read Chapters 14 & 15 - Armstrong  **Session 7 Homework:**   * For Extra Credit, complete Weekly Discussion Topic #7 prompt. * Complete HR Case Study #2 analysis paper – due Thursday, April 16. Use HR Case Study #2 paper template located within Session 4 Tab. |
| **Session #7**  **April 13 to April 19** | **🖳 Using only Google Chrome, listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 14 ppt. and 2) Chapter 15 ppt.  🕮 **Session 7 Assignments:**   * **HR Case Study #2** is due **Thursday, April 16,** by midnight (Central Time Zone). * **UPLOAD** HR Case Study #2 through the “Assignment” link within Session 7 Tab. * **For Extra Credit** – complete Weekly Discussion Topic #7 prompt by Sunday, April 19. |
| 🕮HOME WORK for Session 8: | **Session 8:** Read Chapters 16 & 17 - Armstrong  **Homework:**   * Complete Session 8 Weekly Discussion Topic prompt. |
| **Session #8**  **April 20 to April 26** | **🖳 Using only Google Chrome, listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 16 ppt. and 2) Chapter 17 ppt.  **🖳**For those students that missed the 3rd live Collaborate Session, listen to the recorded Collaborative Ultra session.  🕮 **Session 8 Assignments:**   * Complete Weekly Discussion Topic #8 prompt and provided feedback to one peer by Sunday, April 26. |
| 🕮HOME WORK for Session 9: | **Session 9:** Read Chapters 18 & 19 - Armstrong  **Homework:**   * Complete Session 9 Weekly Discussion Topic prompt 9. * Download HR Final Exam Case – available July 25. Use HR Final Exam Case paper template located within Session 10 Tab. |
| **Session #9**  **April 27 to May 3** | 🖳  **Final live Collaborative Ultra session, Monday, April 27. Use ONLY Google Chrome to access Collaborate session.**  **🖳** For those students unable to the Final live Collaborate Session, I will record this Collaborate session for viewing. **Use only Google Chrome** to access this recorded Collaborate session. To access this recorded session, view the brief voice PPT video discussion found in the tab titled: Collaborate Sessions **🖳 Using only Google Chrome, listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 18 ppt. and 2) Chapter 19 ppt.  **Homework:**   * Complete Session 9 Weekly Discussion Topic prompt 9. * In Session tab 9, download HR Final Exam Case Study – The Final Exam Case Study will be available April 27. |
| 🕮HOME WORK for Session 10: | **Session 10:** Review Chapters 1 thru 19 Armstrong.   * Complete Session 10 Weekly Discussion Topic prompt 10. * Work HR Case Study final exam |
| **Session #10**  **May 4 to May 10** | 🕮 **Week 10 Assignment:** Weekly Discussion Topic #10:  🗐 Complete Weekly Discussion Topic #10 prompt by Sunday, May 10.  🗐 **Final Exam:** Work HR Case Study Final Exam - due **Wednesday, May 13** by midnight (Central Time Zone). |
| 🕮HOME WORK for Session 11: | **Session #11:**   * Complete HR Case Study Final Exam |
| **Session #11**  **May 11 to May 16** | 🗐. **Final Exam** is due **Wednesday, May 13** by midnight (Central Time Zone).   * **UPLOAD** Final Exam through the “Assignment” link within Session 11 Tab.   Final course grades will be posted **within Student Services** NLT noon (Central Time Zone) **Tuesday, May 19.** |
| **NOTE:** | The professor reserves the right to alter this schedule as needed. Any revisions to this study plan will be announced through email to student’s WBU email account. |

# 19. ADDITIONAL INFORMATION:

* 1. **Students’ WBU Email Accounts:** By week 1 of theterm, graduate students will establish a WBU email account, and send an email to the instructor using the student’s WBU email account. This is a mandatory requirement, as I will communicate with the students enrolled within this course through BlackBoard email. If a graduate student experiences difficulty establishing a WBU email account, then the graduate student needs to contact the instructor via the telephone number provided**. NOTE:** My email address is [david.rambow@wayland.wbu.edu](mailto:david.rambow@wayland.wbu.edu)
  2. **Students will check their respective WBU email accounts every week.**
  3. **Course/Assignment Information:**
     1. Students will need to use the Internet to access assignments on BlackBoard. Additionally, students will need a computer with speakers or headsets in order to listen to voice embedded PowerPoint video lectures posted within BlackBoard.
     2. Time all assignments are due is NLT 11:59 p.m. of the time zone the student resides. Late assignments are subject to score reduction.
     3. All written assignments will correctly apply the APA Publication Manual (6th edition) writing style, using 12-point Times New Roman and double-spaced. Additionally, all written assignments will be assessed on the basis of content, as well as, grammar and punctuation, and proper application of APA writing style.
     4. Questions concerning grades (scores) received on assignments will be resolved within one week after the assignment has been assessed.
     5. All work will be the original work of the individual student. Academic honesty is expected of all students. Plagiarism, cheating, and other acts that lack academic honesty will result in a zero (0) for an assignment, and additional actions as outlined within online WBU Academic Catalog 2019-2020, may be taken by the instructor.
     6. The student’s first point-of-contact for this course is the professor. If the professor cannot provide a satisfactory response, then the graduate students will next contact the student’s respective campus dean.
     7. If the student sends the professor an email and does not receive an “acknowledge” reply from the professor with 24 hours, the student will retransmit the original email. If the student still does not receive a reply within the next 24-hour period, then call the professor.

1. **Expectations and Responsibilities:**
   * 1. Instructor: As the instructor, I am responsible to communicate and instruct the course standards by presenting clear, meaningful video lectures, providing students timely and useful feedback on assignments, and responding back to students in a timely manner.
     2. Student: As member of this course, my expectations are that you:
   1. will read this syllabus completely and understand your responsibilities.
   2. will enter each on-line class session having read the assigned chapter(s) and having listened to the corresponding chapter lectures posted within BlackBoard.
   3. will complete and turn assignment at the due date.
   4. will present questions when text and /or lectured material are unclear.
   5. will commit yourself to the learning process.
   6. **will communicate with the professor.**