



**VIRTUAL CAMPUS
SCHOOL OF BUSINESS**

SYLLABUS

1. 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.
2. Course: **MGMT 5309** – VC-02, Strategies of Human Resource Management
3. Term: Summer 2017
4. Instructor: Dr. Ernesto Escobedo, PhD, MBA, SPHR, SHRM-SCP
5. Office Phone Number and WBU Email Address: 210-269-8178;
ernesto.escobedo@wbu.edu
6. Office Hours, Building, and Location: n/a
7. Class Meeting Time and Location: n/a
8. 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.
9. Prerequisites: BUAD 5300 (For the M.P.A. MGMT 3304 only).
10. Required Textbook and Resources:

Armstrong's Handbook of Strategic Human Resource Management, Armstrong, 6th Edition, 2016, Kogan Page Publisher, ISBN 9780-74947-6823.

11. Optional Materials: As provided.
12. Course Outcome Competencies:

Upon completion of this course the student should be able to:

- Define the role of Human Resources in today's high-powered work place.
- Develop an approach to organizational change through Human resource policy.
- Analyze successes and failures in Human Resource Management.
- Describe and classify the global marketplace for Human Resource Management.
- Interpret technological aspects of Human Resource Management.
- Determine changes in demographic and workplace needs.
- Explain the importance of human capital (training) and examine models of training.
- Develop a resource base for managing Human Resource issues.
- Determine impacts of government policy on the Human Resource element of the firm.
- Evaluate ethical, equitable and efficient aspects of Human resource practices.
- Assess the Human resource environment using market indicators in Human resource Management.
- Develop strategies of cost containment through Human Resource Management.
- Interpret legal requirements levied on Human Resource Management.
- Develop Human Resource policy for a firm.

- Prepare for the Professional Human Resource Certification Examination.

13. Attendance Requirements: You will have Discussion Board assignments each week. Your “attendance” in these discussions is a major component of the course and will be graded. Other assignments will be assigned regularly as well.

14. Statement on Plagiarism and 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.

15. 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.”

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 Executive Vice President/Provost to the 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.

16. Course Requirements and Grading Criteria:

- **Grade Computation: (see University Catalogue for grade standards)**
- Mid term: 100 pts
- Discussion Board Forum 200 pts (Weeks 1-10=200)
- Alegant Case Study Essay: 100 pts
- HR Blunders Essay: 100 pts
- Research Paper: 100 pts
- Final Exam: 100 pts

Exams: 100 pts each: Exams are case study analysis format. Length should be 4-5 pages double spaced. APA format and citations are needed. Excellent papers will incorporate concepts from both the text and the research literature to justify your opinions stated.

Discussion Board Forum (DBF): Week 1-5: 100 pts; Week 6-11: 100 pts This is the part of the course where your understanding of HR Management theory and practice will be developed and reinforced. It is, perhaps, the most important part of the course. Each week I will post several challenging cases or questions regarding HR on the DBF. A "threaded discussion" will ensue. You ***must make at least 3 substantive contributions per week*** to the threaded discussion. Respond to some or all of the starter questions or other responses to make at least 3

posts. Note: You do not need to respond to every starter question (there may be as many as 8 in some weeks). You are expected to read all these, but respond to at least three. Three substantive posts each week will pretty much guarantee you a “low B” grade. If your posts are much more extensive, or if you wish to write four or more substantive posts each week, then you move up into the “A” range. You can either support or refute the observations or hypothesis presented. You may provide examples or references to support or refute other students' contributions. You are advised that you should guard any proprietary information, and you should neutralize such information to prevent direct association with any individuals who may be impacted by your discussion. Students are encouraged to exercise candor in discussing the issues that may arise during the course. However, all students should ensure that posts are kind and professional as is fitting for a Christian University. Every student is expected to review all inputs to the DBF. You may critique or comment on any input (including those made by the instructor). The Discussion Board Forum grade is divided equally between two periods. After Week 5, I will assign a grade for your discussion participation during Weeks 1-5. After Week 10, I will assign a grade for your participation in Weeks 6-10.

Essays 100 pts each. Case Studies and short essays will be periodically assigned. Essays should comply with the current APA Style Manual. Length requirements are stated with the individual assignments. See “Weekly Assignments-Click Here” for details.

Research Paper 100 pts. Prepare a term paper (8-10 pages) in APA Style on a topic of your choice. This 8-10 pages does not include the title page, reference page or abstract. (see Blackboard Web Resources for information regarding the APA Style). You may choose your own topic in line with the objectives of this course. Some students have been successful using a project related to their own employment. A list of possible topics is attached to this syllabus.

1. By the end of the third week you will submit your topic and describe your hypothesis, research goals, and approach. Submit your topic as a new “Discussion Board Thread” (hint: type your brief description in MS Word, then copy/paste to the new thread box), and await the critique of your classmates (this will be part of the assignment for the fourth week). Please limit the length of your submission to a couple of short paragraphs.
2. Classmates are expected to read everyone's topic submission and provide feedback on at least three of the topics. Feedback may consist of suggestions for research, asking questions such as, "Have you considered looking into this aspect, etc.?" or other supportive comments.
3. On the final week, you will provide a short presentation to the rest of the class (e.g., an abstract of your paper) on your findings in the DBF. The final paper must be submitted by **Sunday of Week 10.**

16. Tentative Schedule: (Calendar, Topics, Assignments). A class “week” is hereby defined as beginning on Monday morning and ending the following Sunday at midnight.

Week	Chapters	Topics
1:	1, 2	Human Resource Management Strategic Management
2	3, 4	Strategic Human Resource Management The Strategic Role of HR

3	5, 6	The Nature of HR Strategy Developing HR Strategy Submit paper topic and brief description, hypothesis and research goals to Discussion Board
4	7, 8	Delivering HR Strategy Organization Development Strategy
5	Mid-Term Exam	Mid-Term Exam covering Sections 1 and 2 (Chapters 1-8). Exam and instructions to be found in the Assignments section of Blackboard. Exam Due by midnight Sunday of Week 5.
6	9, 10	Human Capital Management Strategy Knowledge Management Strategy
7	11, 12	Corporate Social Responsibility Strategy Organizational Performance Strategy
8	13, 14	Individual Performance Management Strategy Employee Engagement Strategy
9	15, 16	Resourcing Strategy Talent Management Strategy
10	17, 18	Learning and Development Strategy Reward Strategy Research Paper due - Submit by Sunday of Week 10. Post Paper Abstract on Week 11 Discussion Board.
11	Final Exam	Final Exam covering Sections 3-5 (Chapters 9-18). Exam and instructions to be found in the Assignments section of Blackboard. Submit by Midnight Friday.

17. Additional information as desired by the faculty member. My goal is for each of you to satisfactorily complete the course. This will take a concentrated effort by each of us. Please talk to me early if anything occurs that might jeopardize reaching this goal. We can usually work out a solution. Occasionally, unusual circumstances arise. I will be flexible and try to accommodate these circumstances, but it is incumbent on you to **let me know in advance so a solution can be found.**

Learning in graduate school is a collaborative effort. I can learn from you just as I hope you can learn from me. Also, you'll find that your learning is directly related to your own effort. Let's see what we can do together.

POSSIBLE TERM PAPER TOPICS

There should be a topic possibility for just about everyone on this list. These topics are only suggestions and do not represent all possible topics. ***Please be aware that an overview of Title 7 of the Civil Rights Act of 1964 is NOT an appropriate focus for a graduate class in HR.*** Also, I have read over 200 such papers in my years of teaching this course. I urge you to find something more specific on which to research. You may take one of these, mix them up, or pick your own topic. Sometimes a topic that relates directly to resolving a problem in your current organization can work. Research paper guidelines are in the syllabus. **Employ the APA style manual in formatting your work.** Any research paper in graduate school should be undertaken with the possibility that it may be of such importance to the body of knowledge that it becomes published. At the least, your paper should support the furtherance of under-

standing of your classmates, because you are the "Expert of the Day" when you present your topic at the end of the course. Good luck as you tackle your research.

Be sure to take a close look at the APA guides linked in the syllabus.

Students often realize that their initial topic becomes "too broad" and unwieldy for an 11-week course. That is a typical discovery of the student researcher. No one should be afraid to narrow their effort as they engage the research. You will not solve all of the world's problems with your paper in this class, so why not focus on just one or two issues within your topic? I'll be looking at the result.