

I. COURSE DESCRIPTION:

- A. Department Information
Division: Business & Information Technology
Department: Business Administration
Course ID: BUSAD 110
Course Title: Human Resource Management
Units: 3
Lecture: 3 hours
Laboratory: None
Prerequisite: None
- B. Catalog and Schedule Descriptions:
A survey of the objectives, functions and practices in the management of employee relations, and the impact of employee relations on the effective achievement of the organization's goals.

II. NUMBER OF TIMES COURSE MAY BE TAKEN FOR CREDIT: One.

III. EXPECTED OUTCOMES FOR STUDENTS:

Upon successful completion of the course, the student should be able to:

- A. apply the functions and activities typically carried out by a personnel/human resource manager;
- B. examine the place of personnel/human resource management in the organization structure;
- C. identify major challenges confronting the organization;
- D. evaluate the role of the personnel human resources management in response to organizational challenges;
- E. describe human resource planning;
- F. identify human resource demands.

IV. CONTENT:

- A. An Overview of Human Resources Management
 - 1. The Nature of Human Resource Management
 - a. Evolution of the human resource function
 - b. Contemporary human resource management
 - c. Goals of human resource management
 - d. The setting for human resource management
 - e. Human resource managers
- B. The Environment of Human Resource Management
 - 1. The Strategic Human Resource Environment
 - a. The strategic context of human resource management
 - b. Corporate, business, and functional strategies
 - c. Human resource strategy formulation
 - d. Human resource strategy implementation
 - e. Evaluating the human resource function in organizations
 - 2. The Legal Environment
 - a. The legal context of human resource management
 - b. Equal employment opportunity
 - c. Legal issues in compensation
 - d. Legal issues in labor relations
 - e. Emerging legal issues in human resource management

- f. Evaluating legal compliance
 - 3. The Global Environment
 - a. Growth of international business
 - b. Global issues in international human resource management
 - c. The human resource function in international business
 - d. Domestic issues in international human resource management
 - e. Managing international transfers and assignments
 - f. International labor relations
- C. Staffing the Organization
 - 1. Human Resource Planning and Job Analysis
 - a. Strategic importance of human resource planning
 - b. Job analysis and human resource planning
 - c. The job analysis process
 - d. Job analysis methods
 - e. The human resource planning process
 - f. Developing follow-up action plans
 - g. Evaluating the human resource planning process
 - 2. Recruiting Human Resources
 - a. Goals of recruiting
 - b. Sources for recruiting
 - c. Methods of recruiting
 - d. Realistic job previews
 - e. Job choice from the prospective employee's perspective
 - f. Alternatives to recruiting
 - g. Evaluating the recruiting process
 - 3. Selecting and Placing Human Resources
 - a. The selection process
 - b. Basic selection criteria
 - c. Popular selection techniques
 - d. Special selection methods for managers
 - e. Selection technique reliability and validity
 - f. The selection decision
 - g. Evaluating selection and placement activities
- D. Enhancing Motivation and Performance
 - 1. Performance Management
 - a. Why organizations conduct performance appraisals
 - b. The performance appraisal process
 - c. Methods for appraising performance
 - d. Understanding the limitations of performance appraisals
 - e. Performance management and providing feedback
 - f. Performance management follow-up measures
 - g. Evaluating the performance appraisal and management process
 - 2. Training, Development, and Organizational Learning
 - a. Purposes of training and development
 - b. New employee orientation
 - c. Assessing training and development needs
 - d. Designing training and development programs
 - e. Training and development techniques and methods
 - f. Management development
 - g. Evaluating training and development
 - 3. Career Planning and Development
 - a. The nature of careers

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- b. Human resource management and career development
- c. Career planning and career management
- d. Career management for new entrants
- e. Career management for mid-career employees

- f. Career management for late-career employees
 - g. Career development issues and challenges
 - h. Evaluating career management activities
- E. Compensating and Rewarding the Workforce
 - 1. Basic Compensation
 - a. Developing a compensation strategy
 - b. Determining a wage and salary structure
 - c. Wage and salary administration
 - d. Evaluating compensation policies
 - 2. Incentives and Performance-Based Rewards
 - a. Purposes of performance-based rewards
 - b. Merit compensation systems
 - c. Incentive compensation systems
 - d. Team and group incentive reward systems
 - e. Executive compensation
 - f. New approaches to performance-based rewards
 - 3. Employee Benefits and Services
 - a. Basic considerations in indirect compensation and benefits
 - b. Mandated protection plans
 - c. Optional protection plans
 - d. Paid time off
 - 4. Other Types of Benefits
 - a. Cafeteria-style benefit plans
 - b. Evaluating indirect compensation and benefits plans
- F. Managing the Existing Workforce
 - 1. Managing Labor Relations
 - a. The role of labor unions in organizations
 - b. Trends in unionization
 - c. The unionization process
 - d. The collective bargaining process
 - e. Negotiating labor agreements
 - f. Administering labor agreements
 - 2. Managing the Work Environment
 - a. Employee rights in the workplace
 - b. The role of discipline in organizations
 - c. Managing the discipline system
 - d. The physical environment
 - e. Employee safety and health
 - f. Job design in the workplace
 - g. Health and stress management programs
 - 3. Managing the Diverse Workforce
 - a. The nature of workforce diversity
 - b. Diversity management versus equal employment opportunity
 - c. Basic dimensions of diversity
 - d. The impact of diversity on organizations
 - e. Managing diversity in organizations
 - f. The multicultural organization
 - 4. Managing New Employment Relationships
 - a. The nature of employment contracts
 - b. Managing knowledgeable workers
 - c. Managing low-skill workers

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- d. Outsourcing
- e. Contingent and temporary workers
- f. Managing new forms of work arrangements

V. METHODS OF INSTRUCTION:

- A. Lecture
- B. Case Analysis
- C. Term Paper/Written Papers

VI. TYPICAL ASSIGNMENTS:

- A. Reading
 - 1. Read Development and Appraisal; be prepared to discuss developments and practices in the discipline of human resource management.
- B. Writing, critical thinking, or performance
 - 1. Analyze/critique personnel practices and situations in a "real-life" case scenario.

VII. EVALUATION:

- A. Methods of Evaluation
 - 1. Examination: Objective and essay
 - a. Typical examination question:
Describe the model of organizational performance.
 - 2. Class participation.
 - 3. Oral and written assignments
- B. Frequency of Evaluation
 - 1. Two tests
 - 2. Mid-term oral and written presentations
 - 3. End of term presentation of projects

VIII. TYPICAL TEXTS:

Dawson, Patrick. Understanding Organizational Change, Thousand Oaks, CA: Sage Publications, 2003
Edwards, Jack E. and Scott, John C. and Raju, Nambury S. The Human Resources Program – Evaluation Handbook, Thousand Oaks, CA: Sage Publications, 2003.
Grieves, Jim. Strategic Human Resource Development, Thousand Oaks, CA: Sage Publications, 2003.
Leonard, Edwin C. and Hilgert, Raymond L. Supervision: Concepts & Practices of Management, Cincinnati, OH: Thomson South-Western, 2004.

IX. OTHER SUPPLIES REQUIRED OF STUDENTS: None.