

Human Resource Management

An Immersive Virtual Reality Learning Experience
2011-2012

Course Description

This course will examine personal and professional issues related to modern Human Resource Management (HRM). From the stages of pre-employment through termination, this course lays the essential framework for employment. Topics covered include: training and development, motivation, teamwork, compensation, performance, labor relations, safety, laws, and cultural concerns. This course may be adapted for graduate or undergraduate levels.

Materials

Readings, assignments, problems and assessments are integrated into the courseware. Any additional materials will be assigned by the instructor at the start or during the course.

Course Outline & Assignments

Assignments will change from time to time as new resources become available, contemporary events have bearing on the topics, or the social, legal, or economic environments change.

INTRODUCTION AND THE LEARNING CONTEXT (Module One, 4-5 hours)

- Pre-Test
- Five Major Trends that are Enhancing the Importance of Human Resource Management (HRM)
- Most Effective Recruitment Approaches
 - Advantages and Disadvantages of Internal vs. External Recruiting
 - Most Important Aspects of Recruitment Advertising Options
 - What Are the Best known Means of Selecting Employees?
- What Are the Relevant Strategies for Collecting and Handling the Most Valid Reference and Biographical Selection Data?
 - Integrating Data from Various Selection Methods
- Two of the Most Common Approaches to Drug Testing

STAGES OF THE EMPLOYMENT RELATIONSHIP (Module Two, 4-6 hours)

- What Are Some of the Known Employer/Employee Factors that Affect the Relationship of the Employer and Company Over Time?
- Pre-employment
- Stages of Employment: Typically an employee goes through at least three stages during his or her time with an organization.
- Stage 1: What Main Factors at the Outset Strongly Affect Employee Relationships Throughout Their Entire Tenure?
- Stage 2: What are some of the available options being utilized in successful companies to improve employee satisfaction and productivity?
 - Understand Concepts Related to Organizational Justice
 - What Can Managers Do to Stem the Rising Tide of Employee Dishonesty, Theft, and Outright Fraud?
 - What Are Some of the Main Internal Forces Impacting on the Employer-Employee Relationship?

- What Are Some of the Main External Forces Impacting on the Employer-Employee Relationship?
- Stage 3: Employees in the Termination Process

EMPLOYEE TRAINING AND CAREER DEVELOPMENT (Module Three, 5-6 hours)

- How to Define Training as it Applies to Any Organization
- Conducting a Needs Assessment
- After completing Stage 1, the Needs Assessment, What are Some of the Major Tasks in Designing a Training Program Relevant to the Company's Needs?
- What Is Organizational Career Development?
- What Are Some of the Essential Components of Career Development Systems?
- Designing Career Programs Targeted for Employees Such As Fast Track, Near Retirement, Coasters, and Other Identifiable Subgroups.

WORK MOTIVATION (Module Four, 5-6 hours)

- Learn a Professional Definition of Motivation as Applied in the Work Environment
- Section 1: Content Theories of Motivation: How Do They Apply to Individual Needs in the Workplace?
- Section 2: Process Theories of Motivation: How Do They Explain Thought Processes Relevant to the Workplace?
- Section 3: Reinforcement Theories of Motivation: What Can They Contribute to understanding Work Motivation?

GROUP DYNAMICS AND TEAMWORK (Module Five, 5-6 hours)

- What Are Some of the Distinguishing Characteristics of Effective Groups?
- Organizational Definition of Groups, and Some of the Main Parameters of Groups as Applied to Business
- What are some of the Essential Foundations of Effective Group Performance?
- What are some of the More Salient Factors Relating to Stages of Group Development?
- How to Improve Team Building Skills
- Different Types of Teams and How They Can Contribute to the High-performance Workplace

LEADERSHIP AND ORGANIZATIONAL DYNAMICS (Module Six, 5-6 hours)

- Salient Aspects of Trait and Behavioral Leadership Theories
- How Situational/Contextual Contingencies Impact Leadership
- What Are Leadership Prototypes
- How Do They Relate to Attribution Approaches to Leadership?
- Emerging Leadership Perspectives, and Why They Are Especially Important in the Current Marketplace

COMPENSATION, BENEFITS AND SERVICES (Module Seven, 4-5 hours)

- How to Understand the Traditional Base Pay Philosophy and Programs
- How Do the Current Trends in Compensation Operate?
- What is the Role of Government in Compensation?
- What is the Role of the Government in Regulating Health Care Plans and Other Fringe Benefits?
- What are the Major Types of Pension Plans, and How do They Operate?
- Learn About the Importance and Some of the Complexity of International Compensation

JOB ANALYSIS, WORK DESIGN, PERFORMANCE EVALUATION (Module Eight, 5-6 hours)

- How to Understand Work/Job Analysis and Its Major Products
- What Are Some of the Most Widely used Methods for Gathering Work Analysis Data?
- What Work Analysis Techniques Are the Most Appropriate for Particular Applications?
- What Are Autonomous Work Groups?

GLOBALIZATION AND CROSS CULTURE ISSUES (Module Nine, 6 hours)

- What Are Some of the Major Ways that the Rapidly Increasing Trend of Globalization Affects Organizations?
- What Are Regional Economic Alliances, and Why Are They Important in Current Business Markets?
- What is the Industrial Standards Organization; What Are Its Main Impacts On International Trade?
- How is Culture Related to the Current Practice of Business?
- What are some of the Identifiable Dimensions of Culture that Are Likely to Affect the Practices of International Business?
- What are some of the Major Issues Currently Confronting Multinational/Global Organizations and Their Employees?

THE LEGAL CONTEXT OF HRM (Module Ten, 6 hours)

- What are the Main Alternatives for Dispute Resolution in the Business Context?
- What Are Some of the Relevant Considerations Regarding Background Checks?
- What are Some of the Current Practices, Problems, and Options Regarding Immigrant Workers, Including Illegal Immigrants?
- What Are Some of the Legal Issues Governing Equal Employment Opportunity and Employment Discrimination?
- What Is the EEOC, and What Are Some of Its Roles in the Business Context?
- What Is Affirmative Action, and What Does It Address?
- What are some of the Projected Future Trends Related to EEO and Their Potential Impact on HRM Policy and Practice?

LABOR RELATIONS AND COLLECTIVE BARGAINING (Module Eleven, 5 hours)

- What Are Some of the Main Reasons People Join Unions?
- What Are Some of the Important Aspects of Major Labor Laws?
- What are the Roles and Functions of Collective Bargaining as a Tool for Labor Negotiations?
- What Are Some of the Bases of Power in Collective Bargaining for Both Unions and Management?
- What Are Some of the Statutory and Practical Aspects of Formal Grievance Procedures in Business?

PROMOTING EMPLOYEE HEALTH AND SAFETY (Module Twelve, 5 hours)

- What Are Some of the Most Common Workplace Injuries and Diseases?
- What are the Purposes and Functions of Workers' Compensation Programs?
- What is the Occupational Safety and Health Administration, and What Are Its Responsibilities and Functions?
- What are some of the Recent Approaches Being Used in Improving Workplace Safety?

- What are some of the Most Important Contemporary Health Issues in Today's Workplace?

COURSE REVIEW AND EXAM

Recommended Resources and Readings

- *Human Resource Management*, (10th Ed.), Ivancevich, John, 2006
- *Human Resource Management: An Experiential Approach* (4th Ed.) Bernardin, John, 2006
- "The Human Side of Management", Teal, *Harvard Business Review*, (November-December, 1996)
- "A New Mandate for Human Resource Management", Ulrich, *Harvard Business Review* (January 1998)
- "HR Takes a Hands-on Approach and Delivers Results", Herring, *Workforce* (October, 2001)
- "Employee Selection: Will Intelligence and Conscientiousness Do The Job?" *The Academy of Management Executive* (February, 1998)
- "Consequences of Influence Tactics Used with Subordinates, Peers, and the Boss", Yukl & Tracey, *Journal of Applied Psychology* (1992) 561-569
- "Beyond Empowerment", Manville & Ober, *Harvard Business Review* (January 2003)
- "Effects of Multisource Feedback and a Feedback Facilitator on the Influence Behavior of Managers Toward Subordinates", Seifert, Yukl, & McDonald, *Journal of Applied Psychology* (2003) 525-535
- "Termination with Dignity", Bayer, *Business Horizons* (September, 2000)
- "They're not Employees, They're People", Drucker, *Harvard Business Review* (February, 2002)
- "Making the HR Outsourcing Decision", Adler, *MIT Sloan Management Review* (Fall 2003)
- "Ensuring the Organization's Future: A Leadership Development Case Study", Green, *Public Personnel Management* (2002) 431-439.
- "A Dynamic Living Systems Model of Work Motivation", Lane, *Systems Research* (1984) 191-203
- "The Discipline of Teams", Katzenbach & Smith, *Harvard Business Review* (March/April, 1993) 111-120
- "Why Some People Loaf in Groups While Others Loaf Alone", Duncan, *Academy of Management Executive* (1994) 79-80

- “Kerr and Jermier’s Substitutes for Leadership Model: Background, Empirical Assessment, and Suggestions for Future Research”, Podsakoff & MacKenzie, *Leadership Quarterly* (1997) 117-132
- “Beyond Garbage Cans: An A1 Model of Organizational Choice”, Masuch & LaPontin, *Administrative Science Quarterly* (1989) 38-67
- “The Cutting Edge of Benefit Cost Control”, Hansen, *Workforce* (March 2003)
- “International OB: Managing Across Cultures”, Kreitner & Kiniki, *Organizational Behavior* (6th Ed.)
- “Recent Research Links Macro Forces, Emerging Trends, and OD’s Expanding Role”, Mozenter, *Organization Development Journal* (Summer, 2002)
- “Reflections on the Future of Organizational Development”, Feyerherm, *Journal of Applied Behavioral Science* (March, 2003)
- “Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations” Jayne & Dipboye, *Human Resource Management* (2004) 409-424
- “Drive Your Team to the Winner’s Circle: Leadership Development for the 21st Century, Mike Morrison, Ph.D., *University of Toyota*, (Video)

Human Resource Professional Societies

- Society for Human Resources Management (SHRM) is the most important human resource professional society in the private sector. It has national and local chapters. <http://www.shrm.org/>
- American Society for Training and Development (ASTD) is the most influential professional organization for employee development professionals. <http://www.astd.org/astd>
- International Public Management Association for Human Resources (IPMA-HR) is the major professional society for government. <http://www.ipma-hr.org>
- American Society for Public Administration (ASPA) is the most influential organization in public administration and has a very active human resource section and its dedicated journal, the Review of Public Personnel Administration. <http://aspanet.org>