Course Syllabus

**HRM595**  
Human Resource Capstone Course  
  
**Course Start Date:** 01/04/2011  
**Course End Date:** 02/14/2011

**Please print a copy of this syllabus for handy reference.**  
  
**Whenever there is a question about what assignments are due, please remember this syllabus is considered the ruling document.**

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***Facilitator Information***

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**Facilitator Availability**  
  
I am available from 9 a.m.-9 p.m. Central Time on most days, but I attempt to reserve Sunday for my family. On Saturdays, I tend to be online in the morning only. If these times are not convenient for you, please let me know. I will be happy to accommodate your schedule, if possible. I provide you with these times to make it easier to communicate with me, and not to limit our contact.   
  
I want you to know that, should you need to contact me outside these time frames, you should not hesitate to do so.

For emergencies, when you are not able to gain access to messages on the Online Learning System (OLS), please send a message to my personal email address. In the event a third party needs to contact me, please direct them to my contact information listed under "facilitator information." No third party should use your login credentials to gain access to the classroom.

Where to Go to Class                                                                                     
  
**Main:** This is the main forum for the class and is where discussion is conducted. It has read-and-write access for everyone.   
  
**Chat-Room:** This is a read-and-write access forum. It is designed as a place to discuss issues not related to the course content. This is the forum to which we will send our bios.   
  
**Course-Materials:** This is a read-only forum, which means you can read messages here but cannot send any. This is where I will post the course syllabus and materials.   
  
**Learning-Team-A, B, C, D, E** and **F:** These six **Learning Team** forums will be used as workrooms for the learning teams. You will be assigned to one of these learning teams.   
  
**Individual Forum:** You will see one forum with your name on it. This is a private forum, shared only by you and me, the facilitator. Your classmates will not have access to this forum. You can ask questions here. However, if you have general questions about instructions of assignments, please post those in the Main forum, since other students may benefit by that exchange as well.

Where to Submit Your Assignments                                                            
  
**Assignment Section:** This is where you will submit all formal assignments. Navigate to the **Assignments link** on eCampus. Locate the link to submit your assignment as an attachment.

Policies                                                                                                            
  
For class policies, please see the "Policies" link on the left side of the Materials page for the course on eCampus. Faculty and students/learners will be held responsible for understanding and adhering to all policies contained within that link. University policies are subject to change so please be sure to read them at the beginning of each class as it may have changed since your last class. Policies may be slightly different depending on the modality in which you attend class. If you have recently changed modalities it is important you read the policies governing your current class modality.

***Attendance and Participation\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

Participation is very important online. You will be expected to participate 4 days a week in several different discussions and to contribute at least two substantive discussion messages on each of those 4 days. This is a required part of your grade. Participation consists of notes you send above and beyond graded assignments. This generally means the messages you send as replies to messages from your classmates and me.  As noted below DQs and your weekly summaries do not count toward your participation grade. You are required to submit a minimum of 8 substantive responses toward participation during each of the first five weeks of this course. Again these responses **do not** include your initial DQ responses or your weekly summary. You are not required to submit two responses on each of 4 participation days during the week. As long a you submit at least 1 response on each of 4 participation days, you can submit the other 4 participation responses on any days during the week that you want.

Please note that both quantity and quality are important considerations when it comes to participation. For example, a message which says simply, "I agree," does not constitute participation, because it does not add anything of substance to the discussion.

In order to earn full participation points, you must add something of substance to the discussion 4 out of 7 days per week—this would consist of new ideas, your perspectives, pointed follow-up questions, etc. You will find it is much easier to keep up with an Online class when you are logging in and participating regularly.

Only posts in the Main classroom forum will count towards your class participation score.

***Expectations for Discussion Question Responses****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

Discussion question responses should be at least 200-300 words. For discussion question responses in the Main forum, please post responses to the threads provided. To respond, highlight the appropriate thread, click on Reply, type your response, and send. Please do not start a new thread for the weekly discussion questions in the Main forum.

Unlike your formal written assignments, I do not require that your discussion question responses adhere to specific formatting requirements. However, please make sure to proofread carefully. Grammar and spelling errors may impact the grading.

I expect your discussion question responses to reflect critical thought. Whenever possible, please try to relate the course content to real-world applications from your work experience.

***Expectations for Participation Responses\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

For responses to count toward participation they should be substantive. As a general rule they should be a minimum of 100 words. Responses that are shorter than 100 words may be counted as substantive if they add to the general discussion. In the same light longer responses may not be counted as substantive if they do not add to the discussion thread.

I mark responses as substantive or not substantive usually as I read them. This will give you some idea of what I consider to be substantive. This will allow you to revise the way you respond to posts during the course so that your responses are more likely to meet my judgment of what is substantive and what is not.

***Attachments \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

Please do not use attachments in the Main forum. Post DQ responses and weekly summaries (if required) in the body of OLS messages. Please post formal assignments in your Individual forum as attachments–Microsoft® Word documents or PowerPoint® slides.

***Late Assignments***

Late assignments receive a 10% deduction for each day they are late if assignments are not posted by 11:59 p.m. M.S.T. on the day they are due. Assignments more than 5 days late will not be accepted. Technological issues are not considered valid grounds for late assignment submission. In the event of a University of Phoenix server outage, students should submit assignments to the instructor and when systems are restored, submit those assignments according to syllabus instructions. Unless an Incomplete grade has been granted, learner assignments submitted after the last day of class will not be accepted.

Learning Teams                                                                                                              
  
University of Phoenix students are expected to work effectively in diverse groups and teams to achieve tasks. They must collaborate and function well in team settings as both leaders and followers. They should respect human diversity and behave in a tolerant manner toward colleagues and peers. If you experience difficulties working with your team, you are expected to resolve them within the team if possible. However, please feel free to contact me for guidance if you have concerns in this area. Because Learning Team projects are outcome-based, all members of your Learning Team will generally earn the same grade for Learning Team projects. However, I reserve the right to report different grades for different Learning Team members if I see a substantial imbalance in individual contribution. Learning Teams should provide a brief summary of any communication held outside the forum. Therefore, if you hold conference calls, work in a real-time chat room, or get together outside the OLS (Online Learning System) environment in another way, please post a log, transcript, or summary in the **Learning Team** forum. Further, do not use any of these supplementary communication tools unless everyone on your Learning Team agrees to the method and to the schedule. If you have any questions, please contact me.

Several of the assignments in this class will be completed in Learning Teams of three to five students. I will set up these teams by the end of Week 1. If you have any requests for teammates, please let me know by Thursday of the first week via your Individual Forum. Learning Team Charters and Peer Evaluation forms are required. Please see the instructions in the weekly sections for more information.

It is expected that you will actively participate with your learning team and contribute to the team discussions by a) contributing original work that is accepted and used by the team with proof of originality b) participating in the project from assignment organizing through meaningful final review of the team project for submission, and c) ensuring to your team that your contributions are your original work and properly quoted, cited, and referenced.

Technical Support                                                                                          
  
Technical Support is available 24 hours a day, 365 days a year. Call 1-877-832-4867, or use the [e-mail support form](https://ecampus.phoenix.edu/common/contactus/askQuestion.jsp).  
Answers to the most common issues are found in the Knowledge Base by clicking Help, found at the top of every student Web site.

Feedback                                                                                                         
  
Each week, I will provide grades or scores and comments on assignments within 6 days of when they were submitted. After I send feedback each week, I will post a notification in the **Main** forum.

Grading Formula

|  |  |
| --- | --- |
| **Percentage %** | **Grade** |
| 95+ | A |
| 90-94 | A- |
| 87-89 | B+ |
| 84-86 | B |
| 80-83 | B- |
| 77-79 | C+ |
| 74-76 | C |
| 70-73 | C- |
| 67-69 | D+ |
| 64-66 | D |
| 60-63 | D- |
| <59 | F |

Course Description                                                                                                      
  
See eCampus.

Course Topics & Objectives                                                                                              
  
See eCampus.

Course Materials

See eCampus.

***Point Values for Course Assignments***

|  |  |
| --- | --- |
| **ASSIGNMENTS** | **Points** |
| **Individual (70%)** |  |
| Individual Assignment Proposal Plan, Part 1 (Week 1) | 70 |
| Individual Assignment: Proposal Plan, Part II (Week 3) | 70 |
| Individual Assignment: Proposal Plan, Part III (Week 4) | 70 |
| Individual Assignment: Proposal Plan, Part IV (Week 6) | 100 |
| Individual Assignment: Final Examination (Week 6) | 150 |
| Participation (28 points per week) | 140 |
| Discussion Questions (18 points per week) | 90 |
| Weekly Summaries (2 points per week) | 10 |
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| **Learning Team (30%)** |  |
| Learning Team Assignment: Federal Employment Laws (Week 2) | 120 |
| Learning Team Assignment: Strategic Human Resources (HR) Presentation (Week 5) | 120 |
| Learning Team Participation (Weeks 2 & 5) | 60 |
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|  |  |
| **Total** | **100** |

*Week One*

Staffing Considerations

* Explain the influence of organizational behavior in a firm’s effectiveness.
* Identify best practices for implementing diversity, formal staffing, employee relations, and employee retention plans.
* Identify methods for linking staffing to key organizational objectives.
* Evaluate the effect of outsourcing on staffing and workforce planning.

***Course Assignments***

1. Readings

* Read Ch. 3–6 & 13 of *Human Resource Management*.
* Read Module 6 of *Behavior in Organizations: An Experiential Approach*.
* Review this week’s Electronic Reserve Readings.

1. Individual Assignment: Proposal Plan, Part I

* Imagine you are the vice president of HR for a real or fictitious organization of more than 500 employees. To support the organization’s growth, you have been asked to create a comprehensive proposal plan to present to the board of directors that addresses staffing, performance appraisal, training and development, total rewards, and organizational behavior and processes.
* Create the proposal plan, which has four parts. Each part is developed in different weeks. When deciding on an organization, choose one you will stay with for the duration of the project.
* Begin by designing the staffing component. In a no more than 1,050-word paper, address the following:
  + Provide a brief background on the organization and its objectives.
  + Explain how organizational behavior has influenced the organization’s effectiveness over the last 5 years.
  + Identify best practices that will support the organization’s effort toward workforce diversity, including effective ways to implement diversity, formal staffing, employee relations, and employee retention plans.
  + Consider whether outsourcing must be an option for this organization’s workforce planning. Explain why.
  + Explain how these practices and your plan would support and link staffing to key organizational objectives.

***Weekly Reminders***

**Weekly Summaries**

Weekly summaries will be required in this course but **not** counted as class participation. Weekly summaries will be graded separately.

**Discussion Questions**

Discussion question responses will **not** count towards the class participation requirement and will be evaluated separately.

Only posts in the **Main** classroom forum will count towards your class participation score.

**Participation**

All Week: Remember to participate in the class discussions 4 out of 7 days during the week.

**Summary of Week 1 Deliverables**

|  |  |  |  |
| --- | --- | --- | --- |
| **Assignment** | **Individual or Learning Team** | **Location** | **Due** |
| Enter assignment in this row | Enter Individual or Learning Team in this row | **Enter forum name where assignment will be posted in this row** | Enter day due in this row |
| Post Biography | Individual | **Chat Room** | Saturday 1/08 |
| Respond to Computer Access and Week 1 Expectations Posts | Individual | **Main** | Saturday  1/08 |
| Form Learning Teams | Team | **Main In-Class** | Saturday 1/08 |
| Individual Assignment Proposal Plan, Part I | Individual | **Assignments** | Monday 01/10 |
| Respond to the Discussion Questions | Individual | **Main** | Thursday 01/06  Saturday 01/08 |
| Participation | Individual | **Main  In-Class** | All week |
| Submit your Weekly Summary | Individual | **Main** | Monday 01/10 |

*Week Two*

Ethics, Employment Law, & Understanding Individuals

* Employ concepts of organizational ethics.
* Assess effects of labor and employment laws on organizational considerations and practices.
* Determine managerial benefits of attending to individual needs.

***Course Assignments***

1. Readings

* Read Ch. 2, 11, & 12 of *Human Resource Management*.
* Read *Individual Approach to Handle Absentees* in the Week Two Electronic Reserve Readings.
* Read *A Picture of Life-Balance: Kodak Aims to Foster Innovation in a Casual Work Environment* in the Week Two Electronic Reserve Readings.

1. Learning Team Assignment: Federal Employment Laws

* Write a no more than 1,050-word paper in which you evaluate the effects of three federal employment laws. The paper must include the following:
  + What does each law entail? Provide a brief overview.
  + How do these laws affect organizational processes and policies?
  + What is the influence of these laws on organizational ethics?
  + How do these laws affect the ability of managers and the organization to attend to individual needs?

***Weekly Reminders***

**Weekly Summaries**

Weekly summaries will be required in this course but **not** counted as class participation. Weekly summaries will be graded separately.

**Discussion Questions**

Discussion question responses will **not** count towards the class participation requirement and will be evaluated separately.

Only posts in the **Main** classroom forum will count towards your class participation score.

**Participation**

All Week: Remember to participate in the class discussions 4 out of 7 days during the week.

**Summary of Week 2 Deliverables**

|  |  |  |  |
| --- | --- | --- | --- |
| **Assignment** | **Individual or Learning Team** | **Location** | **Due** |
| Enter assignment in this row | Enter Individual or Learning Team in this row | **Enter forum name where assignment will be posted in this row** | Enter day due in this row |
| Team Charter | Team | **Individual Forum of Team Member** | 1/12 |
| Federal Employment Laws | Team | **Assignments** | Monday, 1/17 |
| Respond to the Discussion Questions | Individual | **Main** | Thursday 1/13  Saturday 1/15 |
| Participation | Individual | **Main  In-Class** | All week |
| Submit your Weekly Summary | Individual | **Main** | Monday 1/17 |

*Week Three*

Human Resource Development

* Explain the effect of training and development in relation to organizational goals.
* Create an organizational plan for career path and succession planning.
* Relate the effectiveness of different performance appraisal methods to different organizational structures and cultures.

***Course Assignments***

1. Readings

* Read Ch. 7 & 8 of *Human Resource Management.*
* Read Modules 8 & 9 of *Behavior in Organizations: An Experiential Approach*.
* Read this week’s Electronic Reserve Readings.

1. Individual Assignment: Proposal Plan, Part II

* Continue building your proposal plan. Now that you have finished the staffing component, you must determine which performance appraisal and training & development program would best support your organization. In a no more than 1,050-word paper, expand your plan to include the following:
  + Select a performance appraisal method that would be most effective to the organization’s structure, and support your selection.
  + Provide an overview and vision for a training and development program tailored to support organizational goals and culture.
  + Create a rough draft for a career path and succession plan.

***Weekly Reminders***

**Weekly Summaries**

Weekly summaries will be required in this course but **not** counted as class participation. Weekly summaries will be graded separately.

**Discussion Questions**

Discussion question responses will **not** count towards the class participation requirement and will be evaluated separately.

Only posts in the **Main** classroom forum will count towards your class participation score.

**Participation**

All Week: Remember to participate in the class discussions 4 out of 7 days during the week.

**Summary of Week 3 Deliverables**

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| --- | --- | --- | --- |
| **Assignment** | **Individual or Learning Team** | **Location** | **Due** |
| Enter assignment in this row | Enter Individual or Learning Team in this row | **Enter forum name where assignment will be posted in this row** | Enter day due in this row |
| Submit your Learning Team Evaluation | Individual | **Individual Forum** | Monday 01/24 |
| Individual Assignment Proposal Plan, Part II | Individual | **Assignments** | Monday, 1/24 |
| Respond to the Discussion Questions | Individual | **Main** | Thursday 1/20  Saturday 1/22 |
| Participation | Individual | **Main  In-Class** | All week |
| Submit your Weekly Summary | Individual | **Main** | Monday 1/24 |

*Week Four*

Compensation, Rewards, & Recognition

* Design a comprehensive compensation and incentives plan linked to key organizational objectives.
* Structure a reward and recognition plan.

***Course Assignments***

1. Readings

* Read Ch 1, 9, & 10 of *Human Resource Management.*
* Read Modules 5 & 7 of *Behavior in Organizations: An Experiential Approach*.
* Read *How To Go Strategic With Benefits and Pay—and Meet Company Goals* in the Week Four Electronic Reserve Readings.
* Read *Recognition Programs Generate Big Bang for Benefit Bucks* in the Week Four Electronic Reserve Readings.
* Read this week’s Electronic Reserve Readings.

1. Individual Assignment: Proposal Plan, Part III

* Continue building the proposal plan. Now that you have created proposals for staffing, performance appraisal, and training & development, expand your plan to include a total rewards program that enforces key organizational objectives. In a no more than 1,050-word paper, include the following:
  + Create a comprehensive compensation and incentives plan that links and supports key organizational objectives.
  + Structure a reward and recognition plan that supports key organizational objectives.

***Weekly Reminders***

**Weekly Summaries**

Weekly summaries will be required in this course but **not** counted as class participation. Weekly summaries will be graded separately.

**Discussion Questions**

Discussion question responses will **not** count towards the class participation requirement and will be evaluated separately.

Only posts in the **Main** classroom forum will count towards your class participation score.

**Participation**

All Week: Remember to participate in the class discussions 4 out of 7 days during the week.

**Summary of Week 4 Deliverables**

|  |  |  |  |
| --- | --- | --- | --- |
| **Assignment** | **Individual or Learning Team** | **Location** | **Due** |
| Enter assignment in this row | Enter Individual or Learning Team in this row | **Enter forum name where assignment will be posted in this row** | Enter day due in this row |
| Individual Assignment Proposal Plan, Part III | Individual | **Assignments** | Monday 01/31 |
| Respond to the Discussion Questions | Individual | **Main** | Thursday 01/27  Saturday 01/29 |
| Participation | Individual | **Main  In-Class** | All week |
| Submit your Weekly Summary | Individual | **Main** | Monday 01/31 |

*Week Five*

Strategic Human Resource Management

* Explain the role of strategic HR in creating and implementing change management, organizational structures, and an organization’s mission and vision.
* Implement strategies geared toward domestic and international HR management.

***Course Assignments***

1. Readings

* Read Ch. 14 in *Human Resource Management*
* Read Modules 14–16 in *Behavior in Organizations: An Experiential Approach*.
* Read this week’s Electronic Reserve Readings.

1. Learning Team Assignment: Strategic Human Resources (HR) Presentation

* Select one team member’s organization, or another organization of your choice, that needs or is facing a strategic change. As the vice president of HR, you will announce to employees your vision of what must be done and how the organization will implement your vision. In a 15- to 20-slide Microsoft® PowerPoint® presentation with speaker’s notes, include the following:
  + Identify the change’s key objectives.
  + Determine what changes must be made in organizational structure, vision, and culture to support the change.
  + Determine how the change will be effectively managed, including key obstacles, new objectives, leadership, and employee buy-in and commitment, and how to embed the implemented change.
  + Explain how these changes may affect international strategies, assuming the organization is overseas or has plans to go global in the near future.
  + Explain how these changes will better position the organization for the future.

***Weekly Reminders***

**Weekly Summaries**

Weekly summaries will be required in this course but **not** counted as class participation. Weekly summaries will be graded separately.

**Discussion Questions**

Discussion question responses will **not** count towards the class participation requirement and will be evaluated separately.

Only posts in the **Main** classroom forum will count towards your class participation score.

**Participation**

All Week: Remember to participate in the class discussions 4 out of 7 days during the week.

**Summary of Week 5 Deliverables**

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| --- | --- | --- | --- |
| **Assignment** | **Individual or Learning Team** | **Location** | **Due** |
| Enter assignment in this row | Enter Individual or Learning Team in this row | **Enter forum name where assignment will be posted in this row** | Enter day due in this row |
| Strategic Human Resources (HR) Presentation | Team | **Assignments** | Monday, 02/07 |
| Respond to the Discussion Questions | Individual | **Main** | Thursday 02/03  Saturday 02/05 |
| Participation | Individual | **Main  In-Class** | All week |
| Submit your Weekly Summary | Individual | **Main** | Monday, 02/07 |

*Week Six*

Managing Organizational Behavior & Processes

* Evaluate key obstacles in managing and changing organizational culture through HR management.
* Employ conflict resolution techniques.
* Modify HR processes in reaction to an organization’s change in life cycle.

***Course Assignments***

1. Readings

* Read Modules 10-13 in *Behavior in Organizations*.
* Read *Linking High Involvement Environments to the Organizational Life Cycle: A Descriptive and Prescriptive Approach* in the Week Six Electronic Reserve Readings.
* Read *Organizational Life Cycles in Banking* in the Week Six Electronic Reserve Readings.
* Read *Organizational Life Cycles and Shifting Criteria of Effectiveness: Some Preliminary Evidence* in the Week Six Electronic Reserve Readings.

1. Individual Assignment: Proposal Plan, Part IV

* Continue building your proposal plan. You must present your plan to the board of directors. Because the company is growing, its culture is changing for better and worse. You decide to complete your plan by including a section that talks about the organizational culture. In a no more than 1,050-word paper, include the following:
  + Select a change you believe is needed in your organization’s culture.
  + Identify obstacles to that change and ways to overcome them.
  + Identify how that change must be managed and supported.
  + Identify which conflict resolution techniques you would use.
  + Explain how changes in your organization’s life cycle would influence the new culture.

Although Part IV must be no more than 1,050 words, you turn in all four parts of the project this week as if it were a complete document. Thus, include the following:

* + Part I of the proposal plan, and any necessary revisions
  + Part II of the proposal plan, and any necessary revisions
  + Part III of the proposal plan, and any necessary revisions
  + Part IV

1. Individual Assignment: Final Examination
   * + - **Resources:** *Human Resource Management* and *Behavior in Organizations: An Experiential Approach*
       - **Click** the link to the Final Examination on your student website available from the end of Week Five through the end of Week Six.
       - **Complete** the Final Examination. You are allowed one attempt to complete the exam, which is timed and must be completed in 3 hours. Results are auto graded and sent to your instructor.

*Note.* Final Examination questions are adapted from *Human Resource Management* and *Behavior in Organizations: An Experiential Approach*.

***Weekly Reminders***

**Final Week Requirements**

Discussion question responses and participation will not be required during the final week of the course. The final week will be dedicated to completing the final assignments listed below.

**Summary of Week 6 Deliverables**

|  |  |  |  |
| --- | --- | --- | --- |
| **Assignment** | **Individual or Learning Team** | **Location** | **Due** |
| Enter assignment in this row | Enter Individual or Learning Team in this row | **Enter forum name where assignment will be posted in this row** | Enter day due in this row |
| Submit your Learning Team Evaluation | Individual | **Individual Forum** | Monday 02/14 |
| Individual Assignment Proposal Plan, Part IV | Indidvidual | **Assignments** | Sunday 02/14 |
| Final Examination | Individual | **Student Website** | End of Week 5 to End of Week 6 |

|  |  |  |  |
| --- | --- | --- | --- |
| Final Examination | Individual | **Student Website** | End of Week 4 to End of Week 5 |