COURSE MATERIALS:
2. Harvard Business School cases
3. Country Analysis (Instructor will define in class)
4. Human Resource interview

COURSE DESCRIPTION:
How do we best manage our most important resources? This course attempts to answer that question by exploring the key concepts and issues currently facing Human Resource professionals. By taking an organizational and strategic perspective, we will attempt to evaluate the relevance and impact of the human resource function in today’s organizations. Specifically, we will consider how the various HR functions play an integral role in organizational infrastructure, culture and competitiveness.
Organizations currently encounter numerous human resource challenges on a daily basis. These challenges include legal and social issues as well as strategic threats from both regional and global competitors. In many cases, these threats can be addressed through the effective management of the concepts of human resources. In this course, you will not only acquire knowledge of HR management, but also an understanding of "why" strategic HR is requisite for successful organizations. This perspective should prove beneficial to your career, regardless of the path on which you embark.

COURSE OBJECTIVES:
Upon the successful completion of this course, you will:
1. Understand why human resources management is important to all managers, business owners and relevant stakeholders.
2. Be cognizant of the strategic implications of various HR decisions (philosophy, policies, practices).
3. Be conversant in discussing employment law and able to accurately apply related terms (e.g., adverse impact, disparate treatment, reasonable accommodation, quid pro quo, prima facie, etc.).
4. Know the importance of job analysis and how to conduct a legally-defensible job analysis.
5. Recognize the importance of fair treatment beyond that required by law.
6. Have a general understanding of a variety of HR tools (e.g., recruiting, selection, interviewing, performance management, compensation, etc.).
SESSION FORMATS
There will be two exams, mid-term and final, along with lectures; class discussions which could include discussions on daily current news worthy events; possible article analyses; possible video analysis, reports and presentation; and guest speakers. We will cover many key topics in human resource and explore ways in which hr concepts/skills can be developed and applied in the workplace specifically and in organizations more generally. The class will be broken into teams and will be team oriented and interactive.

PARTICIPATION & ATTENDANCE
This format of the class will involve a combination of (1) lectures, (2) a lot of class discussion, (3) more than “a lot” of individual and group participation, (4) possible exercises, (5) presentations and (6) possible videos. There will also be outside speakers. In this course, participation is the key in accomplishing the course objectives. This is where you will learn “real life” HR skills. To participate, you must read the materials. Most of you have had some sort of work experience and I encourage you to volunteer comments whenever you see a connection between course content and your experiences. Your experiences working for McDonald's, Robinsons-May, GE, or wherever will provide concrete examples for understanding course material. Participation teaches these critical skills and is essential to the success of the class. This means class discussions will weigh heavily on your grade. The diversity of class activities requires that you arrive on time and you must, obviously, regularly attend class in order to participate. Attendance will be recorded. Two absences or more will effect your grade. Consistently arriving late to class will also reduce your participation evaluation (so arrive ON TIME.) The added value that you bring to class and group discussions will weigh heavily on your grade. Value added simply means that you engage in meaningful dialogue with your peers and peer groups. This can be done by (1) making observations that enhance discussions, (2) asking pertinent questions that address and add to the topics being discussed, (3) reciting examples of personal experiences that are relevant to the discussion, (4) engaging in objective devil’s advocacy, (5) disagreeing or challenging the instructor and (6) being prepared and insuring that your comments contribute to the discussions at hand, (7) listening and attentiveness, (8) courtesy, tact and a sense of humor, (9) ability to offer / accept constructive criticism, (10) overall energy / enthusiasm level.

There will be three (3) exams in the course. The first one will be on October 9, the second one will be on November 15 and the last on will be on December 11.

HARVARD BUSINESS SCHOOL CASES
Each team will be assigned an HBS case addressing an HR concept. The team will give a 12 to 15 minute presentation on the case summarizing the salient points/issues and offering a personal opinion/evaluation/insight of the case. The presentation will be done in powerpoint and each member of the team will present. The team will turn in a FULL two page, single spaced, 12 font report of the case on the day of their presentation. The team will summarize the case and write a personal opinion,
evaluation and/ or insight regarding their thoughts. Everyone else will be expected to read the cases as they will be discussed in class and could on possible quizzes. (See class schedule for presentation dates)

**HR TOPIC COUNTRY PRESENTATION**
Each team will do research and analysis on a country below that you will select and present in powerpoint your findings on the respective topic regarding the country’s HR practices and how different and/or similar they are to the United States policies and practices. The presentation will be 12 to 15 minutes long. Each member of the team will present. The team will turn in a 3 page single spaced, 12 font report on the day of their presentation.

- Cultural perspective of work- England
- Common hiring practices- China
- Country working environment- South Korea
- Education/Training -Germany
- Parental/Maternity Leave -Argentina
- Labor Unions- Canada
- Workplace Safety & Health- Sweden
- Compensation & Benefits- France
- Career Management- Mexico
- Employee relations- Japan
- Employee testing (personality, surveys, etc)- Australia
- Discrimination laws (age, sex, religion)- Spain
- Executive recruiting- Czech Republic
- Working conditions- India
- Women in Top Management- Israel

(See class schedule for presentation dates)

**HUMAN RESOURCE INTERVIEW REPORT**
The intent of this assignment is to give you the opportunity to interview an HR person (as senior as possible) you genuinely admire for their HR skills and results. You should choose someone that is somehow related to your personal goals (e.g., someone in the industry you eventually hope to work in, someone holding a position that you someday aspire to). This is an excellent opportunity for you to learn first hand about why this person is a respected and successful HR person.

Your choice of questions and your analysis of responses in the interview must reflect the information we have covered in class. The purpose of this assignment is to get you to see what practices, theories and philosophies a “real” HR person uses. I have included an HR interview sample for your use.

Your written report will be no less than two (2) pages long, 12 point font and double spaced with 1” margins.
Possible Questions: (Adapt this outline to suit your needs)

Why did you decide to go into the HR area? Did you have any role models or mentors?
What is your education / experience? In hindsight, was it helpful? In what specific ways?
What was your previous work experience? How did you end with your current organization?
Was there any particular experiences that happened to shape your HR style?
What are the components within HR that you like the best?
What do you believe are the core characteristics of a successful HR person?
How much involvement do you have in setting the culture of the company?
How do you motivate people in your organization?
What are the most common mistakes that you see today’s managers make?
What are the things that you find most personally rewarding and satisfying?
What are the three most important HR lessons you have learned?
How much time do you spend on regulation/compliance issues?

Then evaluate and analyze what you have learned. Based on what you learned in this course (from all sources – the textbooks, class activities/discussion, your classmates, guest speakers) what is your opinion of this person’s HR philosophy and advice?
What course material is most closely related to your HR person’s philosophy?

UNIVERSITY WRITING REQUIREMENT
CSUSM has established a 2500-word writing requirement for each course. To meet this requirement, each student in this course will complete the writing assignments described in this course outline. The assignments may include an essay examination and an individual written report/analysis, team writing projects with cases/films or any other written assignment as part of a larger group project.

ACADEMIC HONESTY
“Students will be expected to adhere to standards of academic honesty and integrity, as outlined in the Student Academic Honesty Policy. All written work and oral presentation assignments must be original work. All ideas/material that are borrowed from other sources must have appropriate references to the original sources. Any quoted material should give credit to the source and be punctuated with quotation marks. Students are responsible for honest completion of their work including examinations. There will be no tolerance for infractions. If you believe there has been an infraction by someone in the class, please bring it to the instructors’ attention. The instructor reserves the right to discipline any student for academic dishonesty, in accordance with the general rules and regulations of the university. Disciplinary action may include the lowering of grades and/or the assignment of a failing grade for an exam, assignment, or the class as a whole.” Please refer to the online version for more details: http://lynx.csusm.edu/policies/policy_online.asp?ID=25
ADA STATEMENT
Students with disabilities who require reasonable accommodations must be approved for services by providing appropriate and recent documentation to the Office of Disabled Student Services (DSS). This office is located in Craven Hall 5205, and can be contacted by phone at (760) 750-4905, or TTY (760) 750-4909. Students authorized by DSS to receive reasonable accommodations should request a meeting with the instructors outside of class.

STATEMENT ON PRE-REQUISITES AND WITHDRAWALS
The pre-requisites for this course are listed in the course catalogue. The instructor reserves the right to administratively drop, at any point, any student who has not met the pre-requisites. Students choosing to withdraw from this course are responsible for doing so according to university procedures and deadlines.

GRADING PHILOSOPHY
While I greatly value and appreciate your effort as an important precursor to learning, please understand that I believe effective learning is manifested by how well you communicate verbally and written what you have learned. Verbal communication not only refers to your presentation skills, but your class participation as well. I will reward you in that manner. I also believe that performance in the real world is measurable and rewarded by the most part on your ability to deliver what is required and communicate it effectively.

In grading your presentations and written assignments, I will look for originality, presentation style, ability to generate class discussion, enthusiasm, and the demonstration of a clear understanding of the subject. The rest of the class will come fully prepared to participate in ALL class discussions and the learning process.

EVALUATION

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Three exams (10 points each)</td>
<td>30%</td>
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<tr>
<td>HBS case/ presentation</td>
<td>15%</td>
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<tr>
<td>HR Country topic/ presentation</td>
<td>15%</td>
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<tr>
<td>Human Resource Interview</td>
<td>20%</td>
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<tr>
<td>Student Information Card</td>
<td>5%</td>
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<tr>
<td>Participation</td>
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<td><strong>TOTAL</strong></td>
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Each student has ample opportunity to demonstrate his/her mastery of the course material in the variety of assignments required in the course. There will be no provision for "extra" credit assignments. Grading will be as follows: A, 95+; A-, 90/95; B+, 87/89; B, 83/86; B-, 80/82; C+, 77/79; C, 73/76; C-, 70/72; D+, 67/69; D, 63/66; D-, 60/62; F below 60. No “make-ups” or late assignments of any kind will be available except in verifiable medical emergencies or other situations approved by the Instructor.

**STUDENT INFORMATION CARD:** (MANDATORY)
As a way to get to know you better, please create a student information card and turn it in on **August 30**. **On a 5.5" x 8.5" index card** (or ½ sheet of paper), please include the following information:
- Your name
- A picture of you—maybe just photocopy your ID card
- Your degree program and why you are in that degree program
- Your job experience
- Any HR or management experience
- The type of work you hope to do after graduation
- What you hope to get out of this course
- The kind of learner you think you are (visual, interactive, lecture-oriented, etc.) In essence, how do you best learn?
BE CREATIVE…this is designed to be an eye-opening activity, not a boring business school assignment