



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **HR 405: Strategic Management of Human Resources**

5 Credits
Effective: Summer 202

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name:

Contact Information:

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

The role of HR as a strategic partner in the enterprise entails new and different functions that enable organizations to operate as a high-performing and cost-cognizant entity. Recognizing the best way to grow in quality and quantity, this course is designed to identify the processes and activities used to strategically formulate and implement human resources objectives, practices, and policies to meet the short- and long-range organizational needs, opportunities, and human resources contributions to organizational effectiveness. The course presents strong organizing themes such as teamwork, diversity, global issues, as well as emphasizing the importance of the HR Triad and collaboration among HR professionals, managers, and all other employees.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills
- Critical thinking and information literacy
- Commitment to ethical practice and service
- Diverse and global perspectives
- Lifelong learning

COURSE OUTCOMES

In this course, learners:

- Describe the relationship between team and empowerment concepts and reengineering;
- Assess the role of human resources management in work design and redesign initiatives;

- Evaluate the impact of globalization on an organization's human resources.
- Analyze how an organization's learning capability affects its success in change management.
- Develop values and ethics statements that support organizational goals;
- Justify the rationale behind basic quality movements;
- Assess the contribution of human resources to an organization's bottom line;
- Assess an organization's current technology needs;

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Individual Paper: Case Analysis:	20%
Individual Paper: Critical Analysis:	20%
Midterm Examination (Non-Comprehensive):	20%
Final Examination (Non-Comprehensive):	20%
Instructor Determined Activities, Participation, and Discussions:	20%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Individual Paper: Case Analysis:

Individual Paper: Case Analysis The instructor will assign a case or give guidelines to use in selecting a case for analysis. A case analysis is designed to sharpen your analytical skills. The case analysis selected (either by the instructor or by the student) will be HR related. The strongest way to analyze a case is to apply a variation of the scientific method. This method of analysis is simply a logical approach that usually includes the seven steps outlined below.

Step 1: Problem Definition: A case seldom involves one clear-cut problem. Your task is to:

- determine the symptoms, which require immediate attention;
- identify the fundamental issues and causal factors giving rise to these symptoms.

It is important to separate the immediate problems from their more basic causes. For example, the immediate problem may be a high rate of absenteeism, while the more fundamental issue may be a poor motivational climate. How you define a problem determines how you go about solving it. A short-term solution for absenteeism is likely to be different from solutions that attempt to deal with motivational climate. Be sure to identify both the symptom and, more importantly, its underlying cause.

Step 2: Justification for Problem Definition: In this step you need to review the information you have about the problem. You may need to make some inferences to fill in gaps. Clearly label what is inference

and what is factual. Do not be afraid to assume, but clearly state the assumptions you are making. You should make assumptions on the basis of your knowledge of typical managerial practices, and they should be consistent with the facts about the case, even though your facts may be somewhat limited. Managerial decisions are often based on limited information. In fact, practicing managers find that many of their decisions have to be made quickly on the basis of limited information. Step 3: List Alternative Courses of Action: Be creative. Jot down ideas as they come to you. List as many ideas as you can without evaluating them or censoring anything. You can always cross them out later. The point is to let your imagination take over.

Step 3. List advantages and disadvantages of each alternative in terms of criteria that seem appropriate

Step 4: Evaluate Alternatives: Look critically at the alternatives you came up with in.

Step 5: Review: Reread your notes and think. This may be a good time to let the case sit for a while. Get back to it later when you have a chance to digest all the data.

Step 6: Draw Conclusions, Make Recommendations/Decisions: Select the alternative you would recommend and justify your choice. Include specifics about the implementation of your recommendation: who should do what, when, and how.

Step 7: Follow Up and Evaluate: Given the limitations of a classroom setting, you cannot implement your recommendation and evaluate its actual impact. However, in this step you will describe how you would set up an evaluation procedure. Suggest a timetable and methods for the evaluation process. State who should do the evaluating.

<i>Components</i>	<i>% of Grade</i>
Requirements	30%
Purpose/Thesis Statement	10%
Content	20%
Writing Mechanics	20%
References	10%
Organization	10%
TOTAL	100%

Individual Paper: Critical Analysis:

A critical analysis is an analytical study of a scholarly journal article relevant to required course readings and class work. Be mindful that journal articles are scholarly sources and not just any article located on the Internet that might be based upon opinion only and subject to bias. While there are a plethora of applicable journals, two examples of scholarly journals might be the Journal of Business Ethics or the Journal of Business & Management. Preferably, the subject and content will be from your personal work experience as it pertains to the course you are taking and will address issues currently facing human resource managers in the workplace. Please go to the City U online library to select your scholarly journal article. The Ask-A-Librarian feature is very helpful. The work selected for review must have been published within the last three years. The paper should be at least 6 pages in length and include a title page, abstract page, and a reference page as well as follow proper APA format.

A critical analysis, at a minimum, will address:

- Relevance of the article to course content;

- Analysis of the logic and completeness of the author's argument and one which includes a discussion of the article's strengths and weaknesses;
- Your logical bases of agreement or disagreement with key issues or points stated in the article;
- Additional scholarly support substantiating your arguments and responses to the article.

<i>Components</i>	<i>% of Grade</i>
Human Resources	20%
Language	10%
Source and Evidence	10%
Purpose/Thesis Statement	10%
Content	20%
Writing Mechanics	10%
References	10%
Organization	10%
TOTAL	100%

Midterm Examination (Non-Comprehensive):

Students will complete a midterm examination and final examination on core outcomes contained in chapters one through seven of the textbook for the midterm examination, and chapters eight through fourteen for the final examination. Your instructor will provide detail about the types and content of the questions and material.

<i>Components</i>	<i>% of Grade</i>
TOTAL	100%

Final Examination (Non-Comprehensive):

Students will complete a midterm examination and final examination on core outcomes contained in chapters one through seven of the textbook for the midterm examination, and chapters eight through fourteen for the final examination. Your instructor will provide detail about the types and content of the questions and material.

<i>Components</i>	<i>% of Grade</i>
TOTAL	100%

Instructor Determined Activities, Participation, and Discussions:

Online and Hybrid classes are required to use online discussion board (Blackboard – Bb). Participation through discussion is an integral part of this course, although it is typically less formal than other assignments submitted throughout the course. Participation is active engagement in discussions with enhancing points, new ideas, constructive disagreement, real-world examples, personal insight, expanded resource material, and collaborative sharing. Instructors will determine the type of questions. The instructor will provide instructions for in-class participation and discussions. To provide structure for balanced participation and enhancement of discussions follow these guidelines for online discussions (the instructor will provide instructions for in-class participation and discussions):

- (1) Post your initial responses to the instructor’s discussion questions (normally two parts per week) and (300-350 words per response) no later than midnight, day three of class, Wednesday.

(2) Post at least two thoughtful and topic-relevant comments to responses made by classmates on at least two days of the school week aside from the day of your initial response. The expectation is to collaboratively share throughout the week rather than waiting until the last day.

(3) Respond to any questions that your instructor or peers have regarding your original discussion question posts by the end of the school week, Sunday.

Note: Days above are an example – adjustment of days may be necessary depending on the start day of each specific class.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination

based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.