

School of Business
ANDREWS UNIVERSITY
BSAD 670, Human Resources Seminar
(Portland Intensive, March 11-25, 2007)

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Required Texts: Dessler, Gary. A Framework for Human Resource Management. Upper Saddle River, NJ. Pearson/Prentice-Hall. 4th Edition, 2006. ISBN 0-13-188676-2

Guerin, Lisa and DelPo, Amy. The Essential Guide to Federal Employment Laws. Berkeley, CA: Nolo Press. 2006. ISBN 1-4133-0602-0

Description: Advanced study of personnel policies and problems. Topics include: American employment laws and compliance expectations; HR planning, job analysis, descriptions and specifications; recruitment, screening and selection; orientation, training and career development; performance appraisal; base compensation, incentives and benefits; unions, employee relationships, conflict resolution, discipline, and other specialized topics. Emphasis on cases, application projects, and independent research. PREREQUISITES: BSAD 515 or permission of instructor.

Objectives:

1. To identify the critical skills, activities, and functions needed to manage the human

resources contained within an organization.

2. To identify which employment laws apply to and impact the organization, and to know what actions to take to properly comply with each requirement.
3. To explore the current literature and to evaluate the appropriateness of the HR practices in use today, given the changes and emerging trends we now see in the workplace.
4. To build and demonstrate skill in applying some common HR techniques to work-related situations by completing short exercises and simulations.
5. To develop and sharpen analytical and problem-solving skills through the evaluation and discussion of HR cases and critical incidents.

Course Requirements: Lectures, case analyses and discussions, technical exercises, written assignments, simulations, interviews, independent research, oral reports and two examinations will comprise the various methods of instruction and personal learning used in this class. A thorough understanding of the behavioral theories used in human resource management is assumed (BSAD 515 is a prerequisite).

With the exception of written work done in class, all assignments should be neatly printed and turned in promptly when due. All assignments are to be prepared independently unless instructed otherwise. Late work is normally NOT ACCEPTED! In true emergency situations, contact the professor promptly, well in advance of the deadline, if extraordinary consideration is warranted. Irregular class attendance (if absences exceed 10%), or any evidence of academic dishonesty can result in involuntary termination from the class (see 2006-2007 AU Bulletin, p. 28). If you qualify under the Americans with Disabilities Act for accommodation, notify the instructor immediately, so that referrals and special assistance can be arranged.

Skill Exercises and Assignments: Students may be asked to write a job description, conduct a validation study, critique an application form, write a job evaluation manual, develop a performance appraisal instrument, conduct a wage survey, evaluate an attitude survey, or engage in some other experiential activity like interviewing a real HR professional. These assignments are only announced during class (not listed in the syllabus), so stay in touch with the instructor if you are absent for any reason. .

Cases and Critical Incidents: Several short cases and critical incidents will be discussed in class during the term. Since the value of case analysis depends upon active participation, students should be prepared to discuss any of the assigned cases if called upon to do so. Unless instructed otherwise, each student should prepare a brief, printed outline of the highlights of the case (using the guide below), and will turn this in to the instructor at the end of the class period. Normally cases will be assigned one day before they are due.

Normally, your case outline should include:

1. Identification of the root and symptomatic problems in the case (...separated, discussed and justified).
2. A clear statement of the problem(s) that must be addressed NOW... with a brief justification for each.
3. The criteria you will use to evaluate your options (...What are the positive outcomes you want?).
4. A list of possible alternatives for addressing each problem (...at least 2-3 choices for each problem).
5. A recommendation for each problem, and a strong justification or rationale for it (use your criteria).
6. An implementation plan, detailing how to proceed and how to avoid negative side effects (...who does what by when to make sure this problem gets solved successfully?).

Examinations: Two unit examinations will be given on the second and third Sundays of our term. Each examination will consist of a mix of objective and essay questions, and may

include a critical incident or short case for analysis.

Reports and Independent Projects: Each student will personally investigate a few select HRM topics during the quarter, either by researching the current HRM literature, interviewing professional HRM personnel, conducting research in the HRM field, or some combination of the above. Some topics will be assigned by the professor, but other topics may be selected at the discretion of the student. Each of these assignments will require an oral report in class, as well as a written report to the professor. The presenter will also provide each member of the class with a one-page handout of the highlights of his/her investigation. The final research topic will be selected by the student in consultation with the professor. Selection of the topic must be done by no later than March 18. The final research report (both oral and written) is due on March 25. The oral presentation should take about 15-20 minutes, with a one-page summary of highlights distributed to the audience. The written report should reflect a thorough investigation, and should include a listing of all sources consulted (not just cited) in the development and preparation for this report.

Your research report should include:

1. A brief overview of the topic investigated (What is this study all about? Why is this topic important?)
2. Review the literature. (What did you find/learn? What do the experts say? Be complete!)
3. Summarize the most important findings. (Key points? Implications for supervisors? Remember this!)
4. Any limitations, bias, or cautions? (What disturbed you? What's missing? Is it unbalanced? Explain!)
5. A complete bibliography (list of citations) for all sources used or consulted in preparing your report. (Where did you get your ideas and information? From journals, books, interviews, web sites, etc?)

Finally, each student will conduct an interview with a real HR director and submit the his/her report to the professor by April 16, 2007. See the website for details about this report.

<u>Grade Weights</u>		<u>Grading Scale</u>	
25%	Assignments, cases, and exercises	A	93-100 C+ 73-76
40%	Examinations (2)	A-	89-92 C 69-72
20%	Independent reports/projects	B+	85-88 C- 65-68
<u>15%</u>	Interview report and critiques	B	81-84 D 53-64
100%		B-	77-80 F 0-52

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TENTATIVE CLASS SCHEDULE

<u>Date</u>	<u>Topic</u>	<u>Chapters</u>
WEEK 1		
3/11a	Introduction to HRM and Legal/Environmental Issues	D 1-2
3/11p	Legal/Environmental Influences on HRM <i>(ORAL LEGAL REPORT [and handout] – DUE)</i>	FEL 1, 2, 10, 15, 18
3/12	Legal/Environmental Influences on HRM, Continued	FEL 6, 8, 1, 19, 20

3/13 HR Planning and Job Analysis D 3

3/14 Job Descriptions, Specifications and Recruitment

3/15 Selection and Validation D 4

WEEK 2

3/18a EXAMINATION 1
(PROJECT TOPIC APPROVAL – DUE)

3/18p Performance Appraisal D 6
(CASE REPORTS DUE)

3/19 Basic Compensation and Job Evaluation D 7

3/20 Incentives and Benefits

3/21 Labor-Management Relations and Employee Rights D 9

3/22 Employee Rights and Discipline D 8

WEEK 3

3/25a EXAMINATION 2

3/25b Research Presentations — Oral and Written Reports
(REPORTS ON RESEARCH PROJECTS – DUE)

WEEK 6

4/16 Monday (*FINAL REPORTS [including your HR interview] DUE*)

(Be sure that I receive everything from you by this date!)