JOHN CARROLL UNIVERSITY

MN 588: STRATEGIC HUMAN RESOURCE MANAGEMENT
WEDNESDAY 6:30PM – 9:15 PM
CLASS LOCATION: BR 19

COURSE OVERVIEW
This course will provide you an introduction to and an overview of Human Resources Management (HRM) and the strategies critical to making a manager successful in linking corporate objectives and employee management. You will have an opportunity to master concepts as well as providing the ability to practice and present ideas. Working in teams will provide opportunities to learn from others experience and apply the concepts.

Our study of HRM will revolve around two themes: 1) how to think systematically and strategically about managing an organization’s human assets, and 2) how the management of human assets can provide an organization with a distinct competitive advantage in the marketplace. We will explicitly adopt the perspective of the general manager and address HR topics from a strategic perspective.

COURSE OBJECTIVES
- To increase your knowledge of human resource management functions and processes can influence individual attitudes, behavior, and productivity as well as overall organizational performance.
- To gain insights as to how to manage people more effectively in a variety of organizational settings and situations.
- To develop an understanding of the critical domains of human resource management and how it “fits” with other functional areas and corporate strategy.
- To learn techniques to recruit and retain talented, motivated employees in a competitive labor market.
- To examine cultural and international variations of human resource management that impact global competitiveness.
- To understand the role of human resource management in assisting an organization’s adaption to change

COURSE MATERIALS
Class discussion and exercises
Guest Speakers (as available)

GRADING POLICY
Grades are based on the earned percentage of total number of possible points.

A = 94 - 100%
A- = 93 - 90%
B+ = 89 – 87%
B = 86 – 83%
B- = 82 – 80%
C+ = 79 – 77%
C = 76 - 73%
C- = 72 – 70%
D = 69 – 60%
F = below 60%

GRADED EXAMS AND OTHER REQUIREMENTS
Reading Assignments/Participation 125 points
Team Project Paper / Presentation 175 points
Mid Term Exam 200 points
Final Exam 200 points
TOTAL 700 points

NOTE: Participation does not mean class attendance. Participation implies active contribution to the class discussion. Your work experience has provided you with examples of successful and unsuccessful human resource management. We can all benefit from each others experiences.

READING ASSIGNMENTS / PARTICIPATION
The reading expectations vary from week to week. A typical reading assignment will include a book chapter and instructor assigned articles. Students should expect to read between 30 to 60 pages per week. Due to speakers, individual or team presentations, we may not have an opportunity to cover all the chapter assignments in class. However, you will be responsible for the content.

For each assigned reading selection in the course schedule, a one page synopsis of the reading along with your opinion on the topic should be included. Please come prepared with your one page synopsis for class. We will plan to discuss the selected reading each week. Each student will be expected to share their perspective on the selected reading.

MID TERM EXAM
The mid term exam will be on October 24th and cover concepts from Part 1: The Context of Strategic Human Resource Management of the course. Questions will be taken primarily from the assigned readings and textbook along with references to guest speaker information.

FINAL EXAM
The final exam will be on December 12th and cover concepts Part 2: Implementation of Strategic Human Resource Management of the course. Questions will be taken primarily from the assigned readings and textbook along with references to guest speaker information. The final exam will NOT be cumulative.

TEAM PROJECT
You will be asked to work in a team of 3-4 students to investigate a contemporary problem or issue facing managers involved in the human element of the organization. Each team will submit no more than a 10 page paper and group presentation. Additional details to be provided.

SUGGESTIONS FOR SUCCESS
  o Read the material in the textbook before the lecture. The lecture is for solidifying understanding of topics the book introduces.
Execute the out-of-class assignments on time. Try to anticipate where the class discussion might go and develop arguments or perspectives in advance to state your position. This type of thinking is a critical advantage in the workplace which will set you apart from others.

Ask questions if you do not understand either before, during, or after class. If you have a question, there are likely others in the classroom with the same types of questions.

For a peer group of two or three students. This is good for comparing notes, assignment execution, exam study, and covering missed lectures. It is also a great networking opportunity.

**BLACKBOARD**
This course will use blackboard. All instructor initiated communications will be posted on blackboard or emailed from blackboard, which goes to your John Carroll University email address.

**LATE ASSIGNMENTS**
Late assignments including exams will not be accepted for full credit. All assignments and papers must be uploaded to Blackboard unless otherwise requested. Do not send electronic assignments by email.

**ATTENDANCE**
Class attendance is essential to the participation for the course. Students with 3 unexcused absences will result in lost points for participation.

**ACADEMIC HONESTY**
Academic honesty is expected in all required work in this course. The minimum penalty for academic dishonesty in this class will be an F (zero points) for the related exam or assignment. However, depending on the circumstances, more severe penalties may be imposed. The John Carroll University Community Standards Manual states: All work submitted for evaluation in the course, including exams, papers, and computer programs, must represent only the work of the student unless indicated otherwise. Materials taken from the work of others must be acknowledged properly. (Page 14) It is recommended that you read the additional information regarding academic dishonesty and penalties on line at www.jcu.edu at the student activities link.

**ACCOMMODATIONS**
John Carroll University recognizes its responsibility for creating an institutional climate in which students with disabilities can succeed. In accordance with University policy, if you have a documented disability, you may be eligible to request accommodations from the office of Services for Students with Disabilities (SSD). Students with disabilities are entitled to reasonable accommodations and should have equal access to learning. Please contact the SSD Coordinator at (216) 397 – 4967 or go to the office located in room 7A in the Garden Level of the Administration Building. After your eligibility for accommodations is determined, you will be given a letter which when presented to instructors, will help them know how to best assist you. Please keep in mind that accommodations are not retroactive so it is best to register at your earliest convenience.

**INCLUSIVENESS**
At John Carroll University, we are committed to fostering a respectful and inclusive campus community. Incidents of bias which are intentional or unintentional actions against someone on the basis of an actual or perceived aspect of their identity, including actions that occur in classrooms, can and should be reported on the Bias Incident Reporting Form, accessible at [http://sites.jcu.edu/bias/](http://sites.jcu.edu/bias/). Questions about bias can be directed to members of the Bias Response Team: Lauren Bowen, Associate Academic Vice President ([bowen@jcu.edu](mailto:bowen@jcu.edu)), Bud Stuppy, Director of Human Resources ([cstuppy@jcu.edu](mailto:cstuppy@jcu.edu)), or Danielle Carter, Director of the Center for Student Diversity and Inclusion ([dcarter@jcu.edu](mailto:dcarter@jcu.edu)).

**CONTACT INFORMATION**

Instructor: Andrea Goldman, GPHR  
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Office Hours: Available 1 hour prior to and after each class. Appointments can also be made to accommodate your schedule

**SCHEDULE**

8/29  Investment Perspective of HRM  
*Reading 1.3 – Maximizing Human Capital - in class assignment*

9/5  Social Responsibility and HRM  
*Reading 2.2 – The Ethics of Human Resource Management due*

9/12  Strategic Management  
*Reading 3.3 – Strategic and Organizational Requirements for Competitive Advantage due*

9/19  The Evolving / Strategic Role of HRM  
*Reading 4.2 – Employee Engagement and Commitment due*

9/26  Human Resource Planning  
*Reading 5.2 – Diverse Succession Planning due*

10/3  Team Project Proposal

10/10  Design and Redesign of Work Systems  
*Reading 6.1 – The Mismatched Worker and Team Project Outline due*

10/17  Employment Law  
*Reading 7.2 – The Dual Loyalty Dilemma for HR Managers under Title VII Compliance due*

10/24  MID TERM EXAM
10/31 Staffing
   *Reading 8.2 Assessment Instruments for Global Workforce due*

11/7  Training and Development / Performance Management
   *Reading 9.1 – Learning vs. Performance Goals due*

11/14 Compensation / Labor Relations
   *Reading 11.1 – Key Trends of the Total Rewards System due*

11/21 THANKSGIVING BREAK

11/28 Employee Separation and Retention Management / Global HRM
   *Reading 13.2 – Knowledge Management among the Older Workforce and Team Project Papers due*

12/5  Team Project Presentation

12/12 FINAL EXAM