MGT 346 C1
HUMAN RESOURCE MANAGEMENT
SPRING 2010 Trimester Cyber

Lydia M. Daniels, MS
Senior Adjunct Professor
Ageno School of Business
GOLDEN GATE UNIVERSITY

Contact Information
Email: Ldancon@aol.com
Telephone: 510-525-0848
Mailing Address: 1570 Olympus Avenue, Berkeley, CA 94708
Fax Number: 510-558-8612

Important Dates:
Course start date: 1/6/2010
Course end date: 4/27/2010
Last Day to Withdraw: 1/26/2010 (with refund); 3/16/2010 (without refund)

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Instructor Biography
Lydia M. Daniels, President and CEO, Daniels Consultation Services, Berkeley, CA; Adjunct Faculty, Golden Gate University, School of Business, Management and Human Resources Management Departments.

Lydia Daniels has provided consultation and project services for a variety of healthcare organizations and medical care facilities for over a twenty year period. Specific accomplishments include: Development and Implementation of Call Center Helpline, merger and benefit issues for UCSF Stanford Health Care, S.F., CA; Personnel Policy and Procedure Manual for Elder Care Alliance, Oakland, CA; Labor Relations closure pursuant to corporate changeover, Doctors Hospital, San Pablo, CA; Applicant Tracking System, Telecare Corporation, Alameda, CA; Consultation in Workflow and Patient
Flow, Austin, Tx., Xydra Corporation, San Anselmo, CA.

She has also held top level positions such as Chief Human Resources Officer (CHRO), for a three-hospital, 8 outpatient site, 3000-employee Healthcare System, as well as Director, and Assistant Director of Human Resources positions for acute care hospitals. Demonstrated expertise and accomplishments in the areas of development and implementation of major Human Resources Systems, including all functions of Human Resources, organizational transition projects and Union contract negotiations and implementation.

She has served as Senior Adjunct Professor continuously for over twenty years at Golden Gate University, teaching subjects such as Management Principles, Manager as Communicator, Labor-Management Relations, Training and Development and Human Resources Management in both graduate and undergraduate programs, cyber and classroom.

Lydia holds a B.A. in Human Relations, M.S. in Human Resources Management with Organizational Behavior emphasis.

Course Description
Provides an overview of the critical functions and activities of human resource management from the perspective of the general manager. Illustrates the need for an integrated approach towards human resource planning, staffing, training, performance management, compensation and benefits, labor relations, and employee separation. Special attention is paid to the role of HR in ensuring compliance with legal regulation of the employment relationship.

Learning Objectives
- Examine how human resource management contributes to an organization's competitive positioning
- Explore legal and environmental issues in Human Resource Management
- Discuss Human Resource Management from a strategic perspective - recruiting, hiring, and retaining employees
- Explore the structure of a benefits package
- Understand the role of risk management in the process of human resource management

Course Requirements
Students will be expected to log in at least once a week and complete the weekly reading and writing assignments. Students will also be expected to write three (3) case studies and take a proctored examination.

Course Topics
- Human Resource Management in a Global Context
- Managing HR for competitive advantage
- Organizational structure, which includes:
  - Internal environments
  - Organizational change
  - Planning and implementation in organizational change
- Organizational culture
- Industry life cycles
- The Employment Process:
  - Recruitment and selection
Performance management
- Training and employee development
- Compensation
- Job analysis
- Rewards structure within an organization
- History of organized labor
- Negotiations and collective bargaining
- Legislation and legal issues related to employment including:
  - Managing employees fairly
  - Anti-discrimination legislation
  - Discipline and termination
  - Occupational Health and Safety
  - Environmental Context for Managing HR
  - Risk Management Issues in Human Resource Management
- Proctored Final Exam

Required Text
Please make sure you buy the 10th edition! You will not be able to use the 9th.

Note: If you require special accommodations due to a disability, please contact the instructor and the GGU Coordinator of Disability Services as soon as possible and at the latest, during the first week of instruction.

Book Store: To purchase course books and materials from eFollet, GGU’s official online bookstore, go to http://shop.efollett.com/htmlroot/storehome/goldengateuniversity690.html

Exam Information
All CyberCampus (entirely online) courses require at least one supervised exam per term. It is the student’s responsibility to schedule an exam time and location. For more information go to: http://www.ggu.edu/cybercampus/ExamInformation.

Grading Policy
Note that late assignments have penalty points deducted unless the late assignment is due to an emergency. For more information about this policy, contact the instructor directly.
Total Participation = 30%
Case Studies 3 @ 15% = 45%
Final Examination = 25%
Grades are assigned as follows:
93% to 100% A
90% to 92% A-
87% to 89% B+
83% to 86% B
80% to 82% B-
77% to 79% C+
73% to 76% C
70% to 72% C-
Standards of Academic Integrity

Plagiarism is not permitted. The following is excerpted from http://www.ggu.edu/viewAttachment/978/admissions_04_05.pdf.

Golden Gate University requires students be honest in their academic work. Academic dishonesty is viewed as an ethical issue and as a violation of the principles expressed in the university’s mission. Academic dishonesty defrauds all those who depend upon the integrity of the university, its courses and its degrees.

Definitions of Academic Dishonesty

Academic dishonesty is the failure to maintain academic integrity. It includes both cheating and plagiarism. Following to a large extent the California State University mandated provisions under Title V of the California Code of Regulations (Sections 41301 and 41302), cheating and plagiarism are defined as follows:

The term “cheating” is the act of obtaining or attempting to obtain, or helping in obtaining, credit for academic work through any dishonest, deceptive, or fraudulent means. It includes, but is not limited to:

- Copying, in part or in whole, from another student’s test or other evaluation instrument; use of any unauthorized assistance in taking quizzes, tests, or examinations.
- Submitting work previously presented in another course, unless specifically authorized by the course instructor.
- Using or consulting during an examination sources or materials not authorized by the instructor.
- Altering or interfering with grading or grading instructions.
- Obtaining or giving aid, in writing or orally, on an examination, unless specifically authorized by the instructor.
- Obtaining unauthorized prior knowledge of an examination.
- Doing work for another student or having one’s work done by another person.
- Any other act committed by a student in the course of his/her academic work that defrauds or misrepresents, including aiding or abetting in any of the actions defined above.

The term “plagiarism” is intentional or negligent presentation of another person’s idea or product as one’s own. It includes, but is not limited to:

- Copying verbatim all or part of another person’s written work without proper citation or attribution.
- Paraphrasing ideas, theories, cases, conclusions, or research without proper attributions.
- Using equations, charts, figures, illustrations, or mathematical or scientific solutions without citing the source.
- Representing as one’s own the original ideas (theories, models, principles, etc.) phrases, sentences, paragraphs, or parts thereof, or the specific substance of another person’s work without giving appropriate credit.
- Representing another person’s scholarly works, computer programs, case studies or artistic works as one’s own.

Identification and reporting procedures, academic and administrative sanctions and appeal procedures are outlined in detail on our website at www.ggu.edu.

University Library

Find the library home page at http://www.ggu.edu/library/home.html
Research and Documentation Resources:
Six Free Resources (Live and Online) for GGU Students

1. For detailed information on using and citing sources using APA, MLA, and other styles, consult *A Writer's Reference* by Diana Hacker, the textbook used in GGU English composition classes, available in the GGU Bookstore, or consult the free website http://dianahacker.com/writersref/resdoc.html

2. The University Library’s web site offers a wealth of information to guide you through the research process. Resources include a sample research paper and detailed information on evaluating and citing sources. Available at http://internet.ggu.edu/university_library/

3. An online tutorial, Core Research Skills, is designed to help you find, evaluate, and use library and online sources in your projects and papers. In every step of the tutorial, a reference librarian is available to help with specific research needs and questions. The tutorial is free and can be accessed at http://www.ggu.edu/cybercampus/FreeDemo

4. At the Writing Center, located in Room P-25 at the San Francisco campus, you work one-on-one with experienced writing tutors (most of them GGU instructors) who are familiar with the types of writing assignments common in GGU courses.

5. The Online Writing Lab (OWL) offers online writing help to GGU students. OWL tutors help you solve specific problems in the work you submit, and guide you through the writing process. The OWL is available at http://www.ggu.edu/academic_programs/division_general_ed/english_communications/online_writing_lab

6. Ask your instructor about Turnitin.com. Turnitin helps you avoid unintentional plagiarism. When you submit a paper to Turnitin’s website, it searches 4.5 billion pages of web and printed sources, documents any matches, and gives you the source for each match. You can then be sure your sources are properly documented. Any instructor can set up Turnitin for his or her students to log in to. In addition, Turnitin’s homepage has research resources available to anyone at http://www.turnitin.com without logging in.

Documenting Sources:

Just 4 Rules

1. For short passages (usually under 40 words) quoted word for word, “put the quoted material inside quotation marks (like this is), and provide the author, date, and page number in parentheses right after the quotation” (Jones, 1999, p. 76).

2. For longer quotations, instead of quotation marks, the quoted material gets its own paragraph, and the entire paragraph is indented (given wider margins than the rest of the paper, like this paragraph). Then the author, date, and page number appear in parentheses at the end of the paragraph, and outside the last period. (Jackson, 2003, p. 229)

3. If you use material from another source but change the wording (called paraphrasing), give the author and date in parentheses (Jones, 1999).

4. At the end of the paper, give full bibliographical information for all your sources on a page called References. There are different styles for documenting sources. GGU recommends the APA style, which is used in the social sciences. An instructor, however, may require another style, so ask. APA references (for a web site, book, and journal article) look like this:

References


COURSE CALENDAR AND OUTLINE

Text: Jackson, Schuler, Werner, MANAGING HUMAN RESOURCES, 10TH ED.

Note: additional assignments will be listed in each Session of the 16—week Cyber Course.

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<tr>
<th>SESSION # &amp; DATE</th>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
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<td>1 1/06/10</td>
<td>Introductions; HR in Competitive Positioning; Discussion: What is HR Management?</td>
<td>Ch 1</td>
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<td>2 1/13/10</td>
<td>Managing HR, Understanding the External and Organizational Environments</td>
<td>Ch 2</td>
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<td>3 1/20/10</td>
<td>HR Planning for Alignment and Change; Ensuring Fair Treatment and Legal Compliance</td>
<td>Ch 3, 4</td>
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<td>4 1/27/10</td>
<td>Using Job Analysis and Competency Model</td>
<td>Ch 5</td>
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<td>5 2/03/10</td>
<td>Recruiting and Retaining Qualified Employees; Selecting Employees to Fit Job and Organization</td>
<td>Ch 6, 7</td>
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<tr>
<td>6 2/10/10</td>
<td>Managing Employees Fairly and Ensuring Workforce Capability; Training &amp; Developing A Competitive Workforce</td>
<td>Ch 8</td>
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<td>7 2/17/10</td>
<td>Conducting Performance Management</td>
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<td>8 2/24/10</td>
<td>Using Performance-Based Pay to Achieve Strategic Objectives</td>
<td>Ch 11</td>
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<td>9 3/03/10</td>
<td>Developing an Approach to Total Compensation</td>
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<td>Understanding Unionization and Collective Bargaining</td>
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<td>13 3/31/10</td>
<td>The HR Environment</td>
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<td>14 4/07/10</td>
<td>The HR Profession</td>
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<td>15 4/14/10</td>
<td>Final Exam Preparation</td>
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<td>16 4/21/10</td>
<td>Final Examination Week</td>
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