California State University, Los Angeles  
Department of Management  
MGMT 473-02: Strategic Human Resource Management (SHRM)  
Spring Quarter 2015

<table>
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<tr>
<th>Instructor</th>
<th>Dr. Veena P. Prabhu</th>
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<tbody>
<tr>
<td>Office</td>
<td>Simpson Tower 703</td>
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<tr>
<td>Phone</td>
<td>(323) 343-2906</td>
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<tr>
<td>Email</td>
<td><a href="mailto:vprabhu@calstatela.edu">vprabhu@calstatela.edu</a></td>
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</table>
| Office Hours     | Mondays and Wednesdays: 12:00 pm- 1:20 pm  
|                  | or by appointment    |
| Class            | Mon 6:10 – 10:00 PM at SH C 267 |

Textbook:  

Prerequisite:  
MGMT 307 (Management and Organizational Behavior).

Course Description and Objectives:  
This course serves as an introductory course to Human Resource Management (HRM). It not only provides the student with a brief overview of the subject but also aims at providing an in-depth understanding of all the major functions of HRM such as planning, staffing, training and development, compensation, labor relations etc. and its strategic role in achieving organizational goals. The students will also learn the various legal guidelines and the effect of globalization on HRM.

The objectives for this course are:
- to learn the key terms and concepts relevant to the field of HRM and understand the strategic role played by HRM in the backdrop of globalization and fierce competition;
- to not only gain an in-depth knowledge of each of the five major functions of HRM but also to learn the implementation of human resource policies at organizational and individual level and making recommendations/decisions as an HR professional; and
- to make sure that these decisions/recommendations adhere to the appropriate legal guidelines affecting HRM.

Course Organization and Requirements:
- LECTURE:  
  - Class will meet on Tuesdays at SH C267 (Salazar Hall Building) from 6:10 PM -10:00 PM.
• Each lecture will be based on the chapters/activities assigned for that day. Please refer to the course schedule.
• Students are expected to read the chapters/readings ahead of time so that they can participate in class discussions and better comprehend the topics covered in class.
• Grades, lecture notes and other materials will be posted on Moodle. Make sure to check your Moodle regularly.

• PROJECT:
  • During the entire course the students are expected to complete a single project divided into two parts. Part A (due on 05/19/15) and Part B (due on 06/02/15).
  • Project is worth 15% (Part A = 5%; Part B = 10%) of the final course grade. Students will work in teams and are required to complete both parts A & B to receive credit for the project.
  • Details of the project will be discussed in class and related material will be posted on Moodle.

• IN-CLASS ACTIVITIES:
  • There will be 2 in-class activities (one individual and one group activity). The in-class activities (ICAs) are worth 15% of the final grade (individual activity is worth 5% while each group activity is worth 10%). Please refer to the schedule for the dates on which these activities are assigned. The material for the activities will be posted on Moodle.
  • The individual in-class activity is an in-depth case analysis (01/12/15)
  • All those who are absent for an in-class activity will forfeit their points unless the student has a written legitimate excuse.
  • For the group assignments each student will be assigned to a group of three or more students. The instructor will make assignment to a team randomly.
  • For each group activity the group members are expected to share their findings with the class. It is pertinent that each member of the group should participate in the presentation otherwise the entire group will lose its points.

• EXTRA CREDIT:
  • All those students who will have a 100% attendance will receive 3 bonus points. A student, who has an excusable absence (written legitimate document should be provided), will still be eligible for the bonus points. All bonus points will be added to the individual in-class activity.
  • During the course a few activities may be conducted, giving students an opportunity to earn extra credit points. These activities and their allotted points will be informed to the students a week before by the instructor.
  • EXAMS: Three exams will be conducted during the entire course. The final exam will not be comprehensive (please see schedule for the dates).
• The exam content will be comprised of the text material, class lectures, class activities and videos. *It will not be possible to cover all of the material during lecture, so students will be responsible for all textbook material assigned even if not covered by the instructor.* Each test will be comprised of multiple-choice questions (including true and false) and short answers *(please carry a scantron sheet for each exam).* The question paper will not be returned to students but each student will receive information regarding the numerical grade. All students are welcome to review the tests with the instructor during office hours.

• **All Grades (exams, projects, in-class activities & attendance) will be posted on the Moodle.** Because each of the tests will consist of multiple-choice questions and short answers, the exam items will deal with specific issues, concepts, and principles. For instance, questions will involve definition of terms, the results of specific research studies and cases, lists of various characteristics of concepts, integration of material, and the application of concepts in specific situations. Thus, in preparing for tests, the students must read and study the material for details, understanding, and application.

• **Makeup tests will be given.** Planned excuses for university activities must be addressed at least one week prior to the expected absence. *Arrangements to make up a missed exam will require a legitimate excuse and must be made within 3 calendar days from the date of the missed exam.* If arrangements are not made to make up exams missed due to an unplanned and excusable absence within these three days time period the opportunity to take the makeup test is lost.

• **GRADING:** Each student’s grade will be determined from scores made on Exam #1, Exam #2, final exam, four in-class activities and project. They will be weighted as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Exam 1</td>
<td>20%</td>
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<tr>
<td>Exam 2</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
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<tr>
<td>In-class Activities</td>
<td>15%</td>
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<td>Project (Part A &amp; B)</td>
<td>15%</td>
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• In assigning letter grades, the following scale will be used:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percent</th>
<th>Grade</th>
<th>Percent</th>
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<tbody>
<tr>
<td>A</td>
<td>100-93</td>
<td>C</td>
<td>76-73</td>
</tr>
<tr>
<td>A-</td>
<td>92-90</td>
<td>C-</td>
<td>72-70</td>
</tr>
<tr>
<td>B+</td>
<td>89-87</td>
<td>D+</td>
<td>69-67</td>
</tr>
<tr>
<td>B</td>
<td>86-83</td>
<td>D</td>
<td>66-63</td>
</tr>
<tr>
<td>B-</td>
<td>82-80</td>
<td>D-</td>
<td>62-60</td>
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<tr>
<td>C+</td>
<td>79-77</td>
<td>F</td>
<td>59-0</td>
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• Grades are not rounded until the final course grade. Course grades will be rounded as the following: .5 and above will round up while .49 and below will round down. **THERE WILL BE NO EXCEPTIONS TO THIS RULE.**
• Please note: The take home assignment and the project must be typed using 12 point font size and single or 1.5 spacing. Any assignment/project which is not typed or submitted late shall not be accepted.

• Please note that if a student is late for the class or leaves early s/he will be marked absent for the day and will not be assigned any points for the activities conducted during that lecture (even if they were present for the activity).

Special Accommodations:

• Please see me during the first week of class or as soon as possible if you require CSULA services for taking tests, attending classes, participating in class sessions, or completing course work. If you wish to speak with someone about special services offered on campus, please contact the Office for Students with Disabilities located at Student Affairs 11, call (323) 343-3140 or e-mail at osd@calstatela.edu.

Academic Honesty:

• All portions of the CSULA University 2007-2009 Catalogue, Appendix D – Academic Honesty, pp.760 – 762 will be applied for this course.
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Lecture</th>
<th>Activities</th>
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<tbody>
<tr>
<td>T 03/31</td>
<td>NO CLASS (Campus Closed)</td>
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<tr>
<td>T 04/07</td>
<td>Course introduction.</td>
<td>Team formation&lt;br&gt;Introductory survey&lt;br&gt;&lt;strong&gt;ICA 2&lt;/strong&gt;: Teams 1-3 Briefing.</td>
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<tr>
<td></td>
<td>Chapter 1 – HRM in Organizations (Slides 1A: SHRM &amp; 1B: Overview of HRM)</td>
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<td></td>
<td>Chapter 2 – HR Strategy &amp; Planning</td>
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<tr>
<td>T 04/14</td>
<td>Chapter 2 – Continued</td>
<td>&lt;strong&gt;ICA 1&lt;/strong&gt; (Individual):&lt;br&gt;Case Analysis&lt;br&gt;&lt;strong&gt;ICA 2&lt;/strong&gt;: Teams 4-7 Briefing.</td>
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<td>Chapter 3 – EEO (Legal Issues in HRM)</td>
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<tr>
<td>T 04/21</td>
<td><strong>Exam 1 (Portion: Chapters 1, 2 &amp; 3)</strong></td>
<td>Teams to work on Project Part A&lt;br&gt;&amp; B&lt;br&gt;&lt;strong&gt;ICA 2&lt;/strong&gt;: Team 1 presentation</td>
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<tr>
<td>T 04/28</td>
<td>Chapter 4 - Job Analysis and Design</td>
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<td>Chapter 6 – Recruiting</td>
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<tr>
<td>T 05/05</td>
<td>Chapter 7 – Selection</td>
<td>&lt;strong&gt;ICA 2&lt;/strong&gt;: Teams 2 &amp; 3 presentations&lt;br&gt;<strong>ICA 2</strong>: Team 2 &amp; 3 presentations</td>
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<tr>
<td></td>
<td>Chapter 8 – Training</td>
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<tr>
<td>T 05/12</td>
<td><strong>Exam 2 (Portion: Chapters 4, 6, 7 &amp; 8)</strong></td>
<td>Teams to work on Project Part A&lt;br&gt;&amp; B&lt;br&gt;&lt;strong&gt;ICA 2&lt;/strong&gt;: Team 1 presentation</td>
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<tr>
<td>T 05/19</td>
<td>Chapter 10 - Performance Mgt. and Appraisal</td>
<td>&lt;strong&gt;ICA 2&lt;/strong&gt;: Teams 4 &amp; 5 presentations&lt;br&gt;&lt;strong&gt;ICA 2&lt;/strong&gt;: Team 1 presentation&lt;br&gt;&lt;strong&gt;Project Part A DUE&lt;/strong&gt;</td>
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<td></td>
<td>Chapter 11 – Compensation Systems</td>
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<tr>
<td>T 05/26</td>
<td>Chapter 11 – Continued</td>
<td>&lt;strong&gt;ICA 2&lt;/strong&gt;: Teams 6 &amp; 7 presentations&lt;br&gt;<strong>ICA 2</strong>: Team 2 &amp; 3 presentations</td>
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<tr>
<td></td>
<td>Chapter 15 &amp; 16 – Employee Rights and Labor Relations</td>
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<tr>
<td>T 06/02</td>
<td>Chapter 15 &amp; 16: Continued</td>
<td><strong>Project Part B DUE</strong>&lt;br&gt;<strong>ICA 2</strong>&lt;br&gt;<strong>Project Part B DUE</strong>&lt;br&gt;<strong>ICA 2</strong>: Team 1 presentation</td>
</tr>
<tr>
<td>T 06/09</td>
<td><strong>Final Exam (Portion: Chapters 10, 11, 15 &amp; 16)</strong></td>
<td>Peer Evaluations&lt;br&gt;&lt;strong&gt;ICA 2**: Team 1 presentation&lt;br&gt;&lt;strong&gt;ICA 2**: Team 1 presentation</td>
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<td><strong>Timing: 7:30-10:00 PM</strong></td>
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**Note:**
1. ICA = In-class activity
2. ICA1 is an individual activity while ICA 2 is a team activity.
3. The above schedule is subject to change. Specifically, I may include more activities, case and article discussions based on concepts taught and current topics related to HRM as and when time permits.

*Please turn over...*
<table>
<thead>
<tr>
<th>Team</th>
<th>Topic for Presentation</th>
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| 1    | **RECRUTING: EFFECTIVE v. INEFFECTIVE ASPECTS**  
  - Discuss the characteristics of an ‘effective’ and ‘ineffective’ job advertisement while using newspaper/magazine as the medium.  
  - Illustrate your point by using four newspapers/magazine advertisement related to recruiting, two with significant flaws while the other two should be examples of an effective recruiting advertisement.  
  - Choose any two jobs for which you need to start recruiting. Explain to the class which source and method will you choose & why?  
  - Also show the class four websites, two of which are informative and user-friendly with respect to online recruiting and two which are not. |
| 2    | **EMPLOYMENT INTERVIEW**  
  - **Role playing:** As a group, enact two situations wherein (1) an interviewer commits errors and has his/her own biases (2) a group of interviewers commit errors (Please use both verbal and non-verbal cues, body language etc.)  
  - As a group enact two situations wherein (1) an interviewee commits errors when interviewed by a single interviewer (2) an interviewee commits errors when interviewed by a group of interviewers.  
  - A presentation which discusses these errors in detail and suggest recommendations to managers on how to restrain from doing such errors (in both situations). |
| 3    | **EXECUTIVES PLANNING AND DEVELOPMENT**  
  - Describe how the five HR functions change considerably when the job in question is an executive position. Your presentation should include (but is not limited to) the following topics  
  - Recruiting and selection (discuss the sources and methods)  
  - Training executives (please remember that today’s manager lives in a borderless world)  
  - Executive compensation |
**DIRECT & NON-FINANCIAL COMPENSATION**

- Explain the various types of compensation (e.g. merit pay, variable pay etc.) Choose 5 fortune 500 companies and explain in detail their compensation package. These packages can either be a general estimate or your group can choose a package for a specific job.
- Explain your group’s opinion about the various types of compensation in terms of their effect on motivation, job performance, teamwork etc.
- According to your group, are non-financial benefits important? Cite an example of a company which gives excellent non-financial benefits.

**GETTING CREATIVE WITH BENEFITS**

- Explain the difference between compensation and benefits. Illustrate with examples.
- Choose 5 fortune 500 companies and explain in detail their benefits package. These packages can either be a general estimate or your group can choose a specific job. Emphasis should be placed on the unique benefits and creativity of the firms, which effectively use benefits to lure qualified applicants and motivate and retain their current employees.
- Each member of the group can share their view with the class, as to which benefit package would be the most preferred by them.

**INTERNATIONAL HRM: A PEAK INTO EUROPE**

- Imagine that your team is the top management team of a MNC which is planning to open a new branch (subsidiary) in Netherlands (you can choose another country).
- Compare the characteristics of Netherlands with the US (differences and similarities)
- Please discuss with the class how the characteristics of that country will have an impact on all the 5 HR functions

**INTERNATIONAL HRM: A PEAK INTO ASIA**

- Imagine that your team is the top management team of a MNC, which is planning to open a new branch (subsidiary) in China (you can choose another country).
- Please discuss with the class how the characteristics of that country will have an impact on all the 5 HR functions
E.g. China is a collectivistic country hence team approach works best; rewards must be tied to team achievements

**Please Note:**

- Each Group’s presentation must last for a minimum of 10 minutes and maximum 15 minutes and each member of the Group should participate in the presentation.
- All students are expected to contact their group members via Moodle (communication tool). If you have any questions or need clarifications please feel free to contact me at 323-343-2906 or email me at vprabhu@calstatela.edu
The main aim of the project is to understand the practical implications of the various HR functions and better comprehend the variations in these functions when applied across different organizations (Please note for this project we will be concentrating on just one differential aspect: **SIZE of the company** e.g. in a small size company—where the owner is responsible for all functions opposed to a larger company—where a company can afford to have an entire department including HR specialists).

**Instructions for the project:**

**Part A:** Interview three managers from three different companies (small size, medium and large size—please give the details as to what kind of company it is, in which field etc.) with the aim of understanding the various aspects of his/her job specifically aiming at understanding

- How HRM is used to achieve the organizational goals (SHRM)
- The significance of each of the functions (concentrate on the tasks, duties and responsibilities)

**Note:** The aim is to gather as much information as possible about all the five functions so that your team can compare and contrast between the three companies.

**Part A will be graded based on:**

- **(A) Detailed information of the three companies** (Please do in-depth research about these companies so that you can understand the information provided by the managers);
- **(B) The extensive information provided from the three interviews** (use a Q&A format).

**Part B:** Includes submission of a detailed report covering the following topics:

- Elaborate (detailed explanation) how the five HR functions and sub functions vary in these three companies. Explain it from the perspective of an HR manager.
- Using the information from Part A and the topics discussed in class explain the gap between theory and practice (this point to be discussed in class).
- The report must contain a title page, Please attach resources used for this report (e.g. articles, information about companies from websites etc.).

**Part A: Interview with HR Managers**

- **Due date: 05/19/15**

**Part B: Theoretical and Practical Aspects of HRM**

- **Due date: 06/02/15**

Details of the project will be discussed in class. However, if you have any questions please feel free to email at vprabhu@calstatela.edu or come be my office (you can either drop by during my office hours or just email me a convenient time).

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