



"You can be my wingman anytime"

**MHR 305: Human Resource Management
Aligning the Workforce with Organizational Strategy**

Summer 2019



WISCONSIN
SCHOOL of BUSINESS



Course Subject, Number and Title

MHR 305: Human Resource Management

Credits

3 credits

Canvas Course URL

<https://canvas.wisc.edu/courses/96355>

Course Designations and Attributes

General Education

Meeting Time and Location

Lecture 1: MTWR 1:10-3:40 p.m. (1270 Grainger)

Instructional Mode

All Face-to-Face

Specify how Credit Hours are met by the Course

Ten hours (i.e. 600 minutes) of classroom or direct faculty/instructor instruction and a minimum of eight hours of out of class student work each week over four weeks, or an equivalent amount of engagement over a different number of weeks.

INSTRUCTORS AND TEACHING ASSISTANTS

Instructor Title and Name

Loren Kuzuhara, Teaching Professor

Instructor Availability

MTW 12:00-1:00 p.m. or by appointment

Instructor Email/Preferred Contact

E-mail: [REDACTED]

Mobile Phone: ([REDACTED])

OFFICIAL COURSE DESCRIPTION

Course Description

Policies and practices; principles and techniques applicable to problems such as employee staffing, training, labor relations, wages, communications, etc.

Requisites

Sophomore, Junior or Senior Standing, Not Open to Graduate Students

LEARNING OUTCOMES

Course Learning Outcomes

Knowing-Based Learning Outcomes

1. Explain strategy-driven Human Resource Management, including elements of structure and culture.
2. Explain HR activities within the framework of vertical and horizontal alignment.
3. Articulate major federal employment laws.
4. Apply metrics and measurement of HR outcomes.

Doing-Based Learning Outcomes

1. Diagnose HR problems based on assessment of vertical and horizontal alignment in specific cases.
2. Develop effective HR policies and actions for resolving common HR problems in specific scenarios.
3. Measure HR outcomes with appropriate metrics in specific cases.
4. Recognize your rights as an employer or employee.

TEACHING PHILOSOPHY

In order to achieve the overall course objectives, there are four supporting principles that drive the design and administration of the course:

Engage – Make the class interesting, relevant, fun, and manageable in terms of workload.

Learn – Use teaching methods and learning activities so that students acquire practical knowledge and skills based on course objectives.

Succeed – Use clearly defined and fair evaluation methods so that students who demonstrate mastery of key knowledge and skills translates into success in the course on exams, projects, etc. (i.e., grades).

Perform – Provide students with an understanding of how the knowledge and skills learned from the course will enable them to be successful in their future jobs and careers as HR professionals, leaders/managers, and individual contributors in a wide range of organizations.

GRADING

Important: Two grading systems will be used to determine course grades. The objective of this approach is to provide students with multiple opportunities to earn the highest grade possible in the class. For example, if a student earned a total of 800/1000 points in the class, he/she would earn a “B” based on the standard scale. However, if a score of 800/1000 points was in the top 40% of the class based on the curve method, the student would earn an “AB” for a final course grade. As a result, the student would earn an “AB” for his/her final course grade. The bottom line is that the use of a standard scale and a curve gives students two different ways to maximize their course grade in the class.

Each student’s course grade will be determined using this method at the end of the semester after all scores (i.e., 1000 points) have been compiled. Note that no formal grades are assigned for your performance on individual elements of the course (e.g., a semester exam).

Finally, please note that the School of Business has a grading policy that applies to MHR 305 that states that no more than 30% of students may receive a final course grade of an “A” and that the overall class GPA should not exceed 3.3/4.0.

Grading System #1: Standard Scale

Letter Grade	Total Points Earned in the	Percentage Earned
A	900-1000	90-100%
AB	850-899	85-89%
B	800-849	80-84%
BC	750-799	75-79%
C	650-749	65-74%
D	600-639	60-64%
F	0-599	<60%

Grading System #2: Curve

Letter Grade	Percentile Ranks
A	Top 30%
AB	Next 20%
B	Next 35%
BC	Next 5%
C	Next 7%
D	Bottom 2%
F	Bottom 1%

MHR 305 Course Grade Breakdown

Course Element	Point Value
Midterm Exam	300 points
Final Exam	300 points
Strategic HR Consulting Project (SHRCP)	Team Charter: 25 points Key Results and Recommendations: 25 points Team Presentation: 150 points Peer Evaluations: 50 points
HR Strategic Toolkit Exercises	50 points
Class Attendance and Participation	100 points
Total	1000 points
Optional Extra Credit Opportunity- Additional Assigned HR Strategic Toolkit Exercises (TBA)	25 points

REQUIRED TEXTBOOK, SOFTWARE & OTHER COURSE MATERIALS

- Noe, Hollenbeck, Gerhart and Wright (2016). Human Resource Management: Gaining a Competitive Advantage (10 ed.)

Important: For students who are interested in renting the textbook from Amazon, the link is: https://www.amazon.com/Human-Resource-Management-Raymond-Andrew/dp/1259578127/ref=sr_1_10?keywords=noe+hollenbeck&qid=1558992361&s=gateway&sr=8-10

The rental cost for the semester starts at around \$11.49, but supplies may be limited.

In addition, three copies of the textbook will be available for two-hour check-out from the Business Library reserve desk in Grainger Hall.

- **HR Strategic Skills Toolkit**

This is an interactive experiential learning program that provides students with opportunities to develop key HR skills in areas such as developing job descriptions, designing training programs, and conducting a performance appraisal. The link to purchase this program is: <http://www.grtep.com> or you can purchase an access card from the University Book Store. The cost of this program is \$50.00.

EXAMS, QUIZZES, PAPERS & OTHER MAJOR GRADED WORK

- **Midterm Exam (In-Class)** will consist of 75 multiple choice questions worth 4 points each for a total of 300 points. It will cover all lectures, case studies, readings, and all experiential activities covered up through and including the last class before the exam. This exam will be administered on the Monday of the third week of classes.
- **Final Exam (In-Class)** will consist of 75 multiple choice questions worth 4 points each for a total of 300 points. It will cover all lectures, case studies, readings, and all experiential activities covered after the midterm and up through and including the last class before the exam. This exam will be administered on the Thursday of the fourth week of the semester.

HOMEWORK & OTHER ASSIGNMENTS

Team Project: Strategic HR Consulting Project (SHRCP)

The objective of this project is to provide students with a “hands-on” opportunity to learn how to:

1. Analyze and evaluate HR processes and practices in an actual organization (e.g., small business, work unit of a large company, not-for-profit organization, academic unit, student organization, etc.) and to make recommendations to management for enhancing the effectiveness in handling these issues in the future.
2. Develop an in-depth, formal “HR intervention” (e.g., a training program, recruiting strategy) and a set of recommendations to support its implementation and long-term effectiveness.

Important: Please note that detailed information regarding this project will be included in a handout to be distributed in class.

Peer Evaluations

At the end of the semester, each student will be required to complete a peer evaluation of his or her team members regarding their contributions to the team project. This peer evaluation is an important component of the team project and it is worth 5% (50 points) of your course grade. The peer evaluation form will be posted to the course Web site early in the semester.

Class Attendance and Participation

Attendance and participation in class activities will be worth 10% (100 points) of your course grade. Attendance will be taken at the beginning and end of each class. Students must be present for the entire class to receive credit. Students who are present will receive 6.7 points for the class. **If a student has special circumstances for a particular discussion section that prevent him/her from attending part or all of a particular class, he/she must e-mail the instructor no later than 8:00 a.m. on the day of the class in question. Acceptable reasons for excused absences from class include, but are not limited to, job interviews, university-sponsored events, and religious holidays.** Each student’s final

attendance/participation grade will be based on the total score he/she earned (0-100) across all of the discussion sections for the semester.

HR Strategic Toolkit

For selected weeks of the semester, students will be assigned to complete an interactive skill development exercise from the HR Strategic Toolkit. When an exercise is assigned, students will need to complete the exercise online (<http://www.grtep.com>) and bring a hard copy of the output from the exercise to discussion section (or lecture) on the assigned date to analyze with other members of the class. Students will receive 10 points for completing each exercise.

Submission of Course Assignments: Assignments will be submitted to dropboxes on the course website.

STUDENT RULES, RIGHTS & RESPONSIBILITIES

- See the Guide's to [Rules, Rights and Responsibilities](#)

ACADEMIC INTEGRITY

By enrolling in this course, each student assumes the responsibilities of an active participant in UW-Madison's community of scholars in which everyone's academic work and behavior are held to the highest academic integrity standards. Academic misconduct compromises the integrity of the university. Cheating, fabrication, plagiarism, unauthorized collaboration, and helping others commit these acts are examples of academic misconduct, which can result in disciplinary action. This includes but is not limited to failure on the assignment/course, disciplinary probation, or suspension. Substantial or repeated cases of misconduct will be forwarded to the Office of Student Conduct & Community Standards for additional review. For more information, refer to studentconduct.wiscweb.wisc.edu/academic-integrity/.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

McBurney Disability Resource Center syllabus statement: "The University of Wisconsin-Madison supports the right of all enrolled students to a full and equal educational opportunity. The Americans with Disabilities Act (ADA), Wisconsin State Statute (36.12), and UW-Madison policy (Faculty Document 1071) require that students with disabilities be reasonably accommodated in instruction and campus life. Reasonable accommodations for students with disabilities is a shared faculty and student responsibility. Students are expected to inform faculty [me] of their need for instructional accommodations by the end of the third week of the semester, or as soon as possible after a disability has been incurred or recognized. Faculty [I], will work either directly with the student [you] or in coordination with the McBurney Center to identify and provide reasonable instructional accommodations. Disability information, including instructional accommodations as part of a student's educational record, is confidential and protected under FERPA."

<http://mcburney.wisc.edu/facstaffother/faculty/syllabus.php>

DIVERSITY & INCLUSION

Institutional statement on diversity: "Diversity is a source of strength, creativity, and innovation for UW-Madison. We value the contributions of each person and respect the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. We commit ourselves to the pursuit of excellence in teaching, research, outreach, and diversity as inextricably linked goals.

The University of Wisconsin-Madison fulfills its public mission by creating a welcoming and inclusive community for people from every background – people who as students, faculty, and staff serve Wisconsin and the world." <https://diversity.wisc.edu/>

Course Schedule
MHR 305: Human Resource Management
Summer 2019

Note: This schedule is tentative and subject to change.

Date	Lecture (Part I of Class)	HR Lab (Part II of Class)	Reading(s) and Assignments
5/28	<ul style="list-style-type: none"> • Course Launch Presentation • Course Overview • Introduction to Human Resource Management • Strategic HRM 	<ul style="list-style-type: none"> • HR Lab Overview • Discussion: HR and Your Job & Career Success • HR in the News 	<ul style="list-style-type: none"> • Textbook: Ch. 1-2 (see textbook learning objectives)
5/29	<ul style="list-style-type: none"> • Strategic HRM 	<ul style="list-style-type: none"> • Strategic HR Consulting Project (SHRCP) Launch • Team-Building Exercises – Pictionary Challenge 	<ul style="list-style-type: none"> • SHRCP Overview
5/30	<ul style="list-style-type: none"> • Employment Laws • Employee Relations 	<ul style="list-style-type: none"> • Sexual Harassment Case Study/Exercise 	<ul style="list-style-type: none"> • HR Strategic Toolkit Exercise: Best Companies to Work For (Due by 1:00 p.m. the day of class) • Textbook: Chapter 3 (see textbook learning objectives)
6/3	<ul style="list-style-type: none"> • Workforce Diversity 	<ul style="list-style-type: none"> • Diversity Programs Case Study/Exercise 	<ul style="list-style-type: none"> • HR Strategic Toolkit: Developing a Diversity Program (Due by 1:00 p.m. the day of class)

Date	Lecture (Part I of Class)	HR Lab (Part II of Class)	Readings and Assignment(s)
6/4	<ul style="list-style-type: none"> • Job Analysis 	<ul style="list-style-type: none"> • Job Analysis Case Study/Exercise 	<ul style="list-style-type: none"> • Textbook: Chapter 4 (see textbook learning objectives) • HR Strategic Toolkit: Developing Job Descriptions (Due by 1:00 p.m. the day of class)
6/5	<ul style="list-style-type: none"> • Recruitment 	<ul style="list-style-type: none"> • Recruiting Case Study/Exercise 	<ul style="list-style-type: none"> • Textbook: Chapter 5 (see textbook learning objectives) • HR Strategic Toolkit: Developing a Recruiting Plan (Due by 1:00 p.m. the day of class) • SHRCP Project Charter Due (11:59 p.m.)
6/6	<ul style="list-style-type: none"> • Selection 	<ul style="list-style-type: none"> • Selection Case Study/Exercise 	<ul style="list-style-type: none"> • Textbook: Chapter 6 (see textbook learning objectives) • HR Strategic Toolkit: Making a Selection Decision (Due by 1:00 p.m. the day of class)
6/10	<ul style="list-style-type: none"> • Midterm Exam 		<ul style="list-style-type: none"> • Team Meetings – Work on SHRCP

Date	Lecture (Part I of Class)	HR Lab (Part II of Class)	Reading(s) and Assignments
6/11	<ul style="list-style-type: none"> • Training and Development 	<ul style="list-style-type: none"> • Training Case Study/Exercise 	<ul style="list-style-type: none"> • Textbook: Chapter 7 (see textbook learning objectives) • HR Strategic Toolkit: Designing a Training Program Decision (Due by 1:00 p.m. the day of class)
6/12	<ul style="list-style-type: none"> • Performance Management 	<ul style="list-style-type: none"> • Performance Management Case Study/Exercise 	<ul style="list-style-type: none"> • Textbook: Chapter 8 (see textbook learning objectives) • HR Strategic Toolkit: Conducting a Performance Appraisal (Due by 1:00 p.m. the day of class)
6/13	<ul style="list-style-type: none"> • Compensation and Benefits 	<ul style="list-style-type: none"> • Compensation and Benefits Case Study/Exercise 	<ul style="list-style-type: none"> • Textbook: Chapter 11-13 (see textbook learning objectives)
6/16			<ul style="list-style-type: none"> • SHRCP Part II (Preliminary Results and Recommendations Due by 11:59 p.m.)
6/17	<ul style="list-style-type: none"> • Compensation and Benefits 	<ul style="list-style-type: none"> • Compensation and Benefits Case Study/Exercise 	

6/18	<ul style="list-style-type: none"> • Compensation and Benefits • Unions and Collective Bargaining 		<ul style="list-style-type: none"> • Textbook: Chapter 14 (see textbook learning objectives)
6/19	<ul style="list-style-type: none"> • SHRCP Team Presentations • Top Things to Remember about HR Presentation • Course Evaluations 		<ul style="list-style-type: none"> • Final SHRCP Team Presentations Due by 1:00 p.m.
6/20	<ul style="list-style-type: none"> • Final Exam 		