

Eastern Illinois University
New/Revised Course Proposal Format
(Approved by CAA on 4/3/14 and CGS on 4/15/14, Effective Fall 2014)

CGS Agenda Item: 16-27
Effective Summer 2017

Banner/Catalog Information (Coversheet)

1. ☐ New Course or ☒ Revision of Existing Course
2. Course prefix and number: ☐ MBA 5520 ☐
3. Short title: ☐ Strategic HRM ☐
4. Long title: ☐ Strategic Human Resource Management ☐
5. Hours per week: ☐ 3 Class ☐ Lab ☐ 3 Credit
6. Terms: ☐ Fall ☐ Spring ☐ Summer ☒ On demand
7. Initial term: ☐ Fall ☐ Spring ☒ Summer Year: 2017
8. **Catalog course description:** The study of human resource management functions in the context of the organization's mission and strategic plan, engaging in global and local operations, and incorporating legal and labor relations aspects of managing human resources. A primary focus is the coordination between management and human resource professionals in performing human resource activities, and emerging trends and challenges in human resource management.
9. **Course attributes:**

General education component: ☐ N/A ☐

☐ Cultural diversity ☐ Honors ☐ Writing centered ☐ Writing intensive ☐ Writing active
10. **Instructional delivery**
Type of Course:

☒ Lecture ☐ Lab ☐ Lecture/lab combined ☐ Independent study/research

☐ Internship ☐ Performance ☐ Practicum/clinical ☐ Other, specify: ☐

Mode(s) of Delivery:

☒ Face to Face ☒ Online ☐ Study Abroad

☒ Hybrid, specify approximate amount of on-line and face-to-face instruction: A maximum of 49% of the course will be online with the remainder face-to-face.
11. **Course(s) to be deleted from the catalog once this course is approved.** NONE. This is a revision of an existing course.
12. **Equivalent course(s):** ☐ NONE ☐

a. Are students allowed to take equivalent course(s) for credit? ☐ Yes ☒ No
13. **Prerequisite(s):** BUS 3010

a. Can prerequisite be taken concurrently? ☐ Yes ☒ No

b. Minimum grade required for the prerequisite course(s)? C

c. Use Banner coding to enforce prerequisite course(s)? ☐ Yes ☒ No

d. Who may waive prerequisite(s)?

☐ No one ☐ Chair ☐ Instructor ☐ Advisor ☒ Other (specify): Associate Chair

14. Co-requisite(s): NONE

15. Enrollment restrictions

a. Degrees, colleges, majors, levels, classes which may take the course: Master of Business Administration Graduate students or Master of Arts in Aging Studies graduate students

b. Degrees, colleges, majors, levels, classes which may not take the course: Freshmen, Sophomores, Juniors and Seniors

16. Repeat status: ☒ May not be repeated ☐ May be repeated once with credit

17. Enter the limit, if any, on hours which may be applied to a major or minor: 3

18. Grading methods: ☒ Standard ☐ CR/NC ☐ Audit ☐ ABC/NC

19. Special grading provisions:

☐ Grade for course will not count in a student's grade point average.

☐ Grade for course will not count in hours toward graduation.

☐ Grade for course will be removed from GPA if student already has credit for or is registered in:

☐ Credit hours for course will be removed from student's hours toward graduation if student already has credit for or is registered in: _____

20. Additional costs to students:

Supplemental Materials or Software ☐ None _____

Course Fee ☒ No ☐ Yes, Explain if yes _____

21. Community college transfer:

☐ A community college course may be judged equivalent.

☒ A community college may not be judged equivalent.

Note: Upper division credit (3000+) will not be granted for a community college course, even if the content is judged to be equivalent.

Rationale, Justifications, and Assurances (Part I)

1. Course is required for the major(s) of _____

 Course is required for the minor(s) of _____

 Course is required for the certificate program(s) of _____

 X Course is used as an elective for Master of Business Administration Applied Management Option

2. **Rationale for proposal:** This is an update of an existing course in the MBA program which allows sections to be taught through hybrid or online formats in keeping with the university's online delivery initiatives. The Master of Arts in Aging Studies program is offered solely online and the MBA program can benefit from having the course offered face-to-face, hybrid, or online to meet its students' needs.

3. **Justifications for (answer N/A if not applicable)**

Similarity to other courses: N/A

Prerequisites: This course is a graduate level MBA course and requires that the student have the knowledge from the undergraduate Management and Organizational Behavior (BUS 3010) from which to build specific skills and understanding of the role of human resource activities and functions within organizations.

Co-requisites: N/A

Enrollment restrictions: This is a graduate level MBA course and restricting it to graduate students only ensures adequate preparation for the course.

Writing active, intensive, centered: N/A

4. **General education assurances (answer N/A if not applicable)**

General education component: N/A

Curriculum: N/A

Instruction: N/A

Assessment: N/A

5. **Online/Hybrid delivery justification & assurances (answer N/A if not applicable)**

Online or hybrid delivery justification: Offering and instructing this course through a hybrid or online model allows and increases the enrollment probability of undergraduate alumni and other interested students who have moved away from campus, are currently employed, or live outside the East Central Illinois area and may enroll for their MBA from another institution if this delivery option is not available. EIU School of Business continues to deliver high quality education through traditional methods of teaching and technologically advanced methods such as online and hybrid education. Students are able to watch recorded videos whenever they prefer, stop the video, take notes and ask questions of the instructor and their peers. Human Resource Management content is suitable for online or hybrid education.

Instruction: Lectures from the face-to-face courses may be recorded and posted online for students to view. Other online components (e.g., tutorials, videos, discussions) will be included. All faculty who will deliver this course online are/will be OCDI (or appropriate equivalent) trained.

Integrity: Students will take exams through an online testing taking monitoring system, or they will take them at a proctored facility such as a community college in their area.

Interaction: At the discretion of the faculty, provisions and requirements would vary but generally will utilize Email, Web-Based Discussions, and Web-conferencing.

Model Syllabus (Part II)

Please include the following information:

1. Course number and title: MBA 5520 Strategic Human Resource Management
2. Catalog description: The study of human resource management functions in the context of the organization's mission and strategic plan, engaging in global and local operations, and incorporating legal and labor relations aspects of managing human resources. A primary focus is the coordination between management and human resource professionals in performing human resource activities, and emerging trends and challenges in human resource management.
3. Learning objectives.
Upon successful completion of the course, students will be able to:

#	All Students	Graduate Learning Goals
1	Analyze key functions of human resource management and identify the responsibilities of managers and HR professionals in performing each function.	a. Depth of content knowledge b. Effective critical thinking and problem solving
2	Analyze and apply human resource philosophies, approaches, and systems of staffing, training and development, compensation and benefits, performance management, labor relations, and safety relative to organizational strategy.	a. Depth of content knowledge b. Effective critical thinking and problem solving c. Effective oral and written communication d. Advanced scholarship through research and creative activity
3	Apply legal statutes and principles to employment practices, compensation, safety, and labor relations to human resource practices.	a. Depth of content knowledge b. Effective critical thinking and problem solving
4	Demonstrate how challenges and emerging trends in human resource management impact productivity and performance of employees.	a. Depth of content knowledge b. Effective critical thinking and problem solving c. Effective oral and written communication d. Advanced scholarship through research and creative activity
5	Research human resource management practices, making recommendations for organizational structures and contexts in which practices may be more or less effective.	a. Depth of content knowledge b. Effective critical thinking and problem solving c. Effective oral and written communication d. Advanced scholarship through research and creative activity

4. Course materials.

- a. Text: DeNisi, A., & Griffin, R. (2016). *HR3*. Cengage Learning.
- b. Current academic literature on human resource management such as:

Vivares, J. A., Castro, W.A.S., Narangjo-Valencia, J. C. (2015). Impact of human resource management on performance in competitive priorities. *International Journal of Operations & Production Management*, 36(2).

Renwick, D.W.S., Jabbour, C.J.C., Muller-Camen, M., Redman, T., & Wilkinson, A. (2015). Contemporary developments in Green (environmental) HRM scholarship. *The International Journal of Human Resource Management*, 26(x).

Markel, K.S., & Barclay, L.A. (2015). Professionals with disabilities: Crafting a meaningful career. *Academy of Management Proceedings*.

Hollenbeck, J.R., & Jamieson, B.B. (2015). Human capital, social capital, and social network analysis: Implications for strategic human resource management. *Academy of Management Perspectives*, 29(3), 370-385.

Farndale, E., Biron, M., Briscoe, D.R., & Raghuram, S. (2015). A global perspective on diversity and inclusion in work organisations. *The International Journal of Human Resource Management (Special Issue: A Global Perspective on Diversity and Inclusion in Work Organisations)*, 26(5).

5. Weekly outline of content.

Week	Topic (suggested chapters)	150-minute class period equivalents
1	Human Resource Functions and the Roles of HR Professionals and Unit Managers (1)	1 class period
2	Legal and Global Environment of HRM (2, 3)	1 class period
3	Organizational Strategy and Competitive Environments (4)	1 class period
4	Information and Human Resource Decision Making in Organizations (5, 6)	1 class period
5	Staffing Foundations: HR Planning, Job Analysis, Understanding Labor Markets (7)	1 class period
6	Staffing: Recruitment and Selection Processes (7)	1 class period
7	Onboarding: Socialization, Orientation, Training, and Preparing for Career Development (7, 8)	1 class period
8	Exam 1	1 class period
9	Direct Compensation: Salary, Raises, Incentive-Based Pay, Indirect Compensation: Benefits (9)	1 class period
10	Supporting the Employee: Continuous Improvement, Providing Feedback, and Performance Management (10)	1 class period
11	Unions and Labor Relations (11)	1 class period
12	Health, Safety, and Security (12)	1 class period

13	Managing Turnover, Using Discipline and Termination Effectively (13, 14)	1 class period
14	Exam 2	1 class period
15	Presentation of Research Projects	1 class period
16	Presentation of Research Projects	2 hours
		15 150-minute periods + Two hours of final exam

6. Assignments and evaluation, including weights for final course grade.

Grade weighting may vary by instructor, but it is generally considered as follows:

- **Exams** (40% of total grade; 20% each)
- **Assignments** (20% of total grade)
Sample assignment: Written analysis of research articles and how they relate to material discussed in class and students' experience or career aspirations.
- **Research Project** (40% of total grade; includes paper and presentation)
Sample research project: Students will take undertake a research project that involves conducting an academic literature review of a specific topic discussed in class, and developing of a research model with related propositions/hypotheses.

7. Grading scale.

90% or better	A
80-89%	B
70-79%	C
60-69%	D
Less than 60%	F

8. Correlation of learning objectives to assignments and evaluation.

The students' achievement of the stated course objectives will be assessed as follow:

Objectives	Exams	Assignments	Research Project
1	X		
2	X	X	X (depends on topic)
3	X	X	
4	X	X	X (depends on topic)
5	X	X	X

Date approved by the discipline: November 19, 2015 (Mgmt Discipline, School of Business)

Date approved by the department or school: December 15, 2015 (Graduate, School of Business)

Date approved by the college curriculum committee: February 5, 2016

Date approved by the Honors Council (if this is an honors course): n/a

Date approved by CAA: n/a **CGS:** April 19, 2016