

Pacific Lutheran University School of Business
BUSA342, Managing Human Resources
Topic List – Fall 2019

We are reviewing the content for our BUSA342, Managing Human Resources course at Pacific Lutheran University for the Fall of 2019. This course is a requirement for the Management/HR Concentration in the School of Business. Many, but not all, of the students in this course are interested in an HR career; however, the target for this course is for business managers.

The textbook is “Fundamentals of Human Resource Management” by Gary Dessler, Fifth Edition. The Module and Topic Structure (attached) and the learning objectives for each topic (also attached) are derived from the text.

We are seeking input and suggestions from the professional human resources community regarding the content to include in the course. The specific input that we are seeking is the following:

1. **Topical Content.** Is there any content that you, as a practicing professional, believe should be included in any of these topics and/or modules? Is there any topic that you do not see on the list that you believe should be included in the course.
2. **Examples/Case Studies.** Do you have any examples or case studies that we may be able to use to illustrate important concepts in any of these modules or topics. (We can, of course, anonymize any examples for privacy.)
3. **Guest Speakers.** Are you interested/willing to possibly visit the class as a guest speaker to provide real-life context to any of these topics?

We are grateful for our partnership with the business community and we welcome any input, comments or suggestions and we look forward to partnering with you as we develop the next generation of business managers.

Thank you,

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Module and Topic Structure

Module 0 (Week 1)

- Class Introduction

Module 1 – Introduction (Weeks 2-3)

- Topic 1.1: Managing Human Resources Today
- Topic 1.2: Managing Equal Opportunity and Diversity
- Topic 1.3: Human Resource Strategy and Performance

Module 2 – Staffing: Workforce Planning and Employment (Week 4-6)

- Topic 2.1: Job Analysis and Talent Management
- Topic 2.2: Personnel Planning and Recruiting
- Topic 2.3: Selecting Employees

Module 3 – Training and Human Resource Development (Weeks 7-9)

- Topic 3.1: Training and Developing Employees
- Topic 3.2: Performance Management and Appraisal Today
- Topic 3.3: Managing Careers

Module 4 – Compensation and Total Rewards (Weeks 10-11)

- Topic 4.1: Developing Compensation Plans
- Topic 4.2: Pay for Performance and Employee Benefits

Module 5 – Employee and Labor Relations (Weeks 12-13)

- Topic 5.1: Maintaining Positive Employee Relations
- Topic 5.2: Labor Relations and Collective Bargaining
- Topic 5.3: Improving Occupational Safety, Health, and Risk Management

Team Presentations (Week 14)

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Learning Objectives

Topic 1.1: Managing Human Resources Today (Chapter 1)

1. Answer the questions, “What is human resource management?” and “Why is knowing HR management concepts and techniques important to any supervisor or manager?”
2. Describe with examples what trends are influencing human resource management.
3. Discuss at least five consequences such trends have for human resource management today.
4. Explain what sorts of competencies, knowledge, and skills characterize today’s new human resource manager.
5. Outline the plan of the textbook.

Topic 1.2: Managing Equal Opportunity and Diversity (Chapter 2)

1. Summarize the basic equal employment opportunity laws and how each impacts HR functions such as recruitment and selection.
2. Explain the basic defenses against discrimination allegations.
3. Give examples of what employers can and cannot legally do with respect to recruitment, selection, and promotion and layoff practices.
3. Explain the Equal Employment Opportunity Commission enforcement process.
4. List five strategies for successfully increasing diversity of the workforce.

Topic 1.3: Human Resource Strategy and Performance (Chapter 3)

1. Explain, with examples, each of the steps in the strategic management process.
2. Define strategic human resource management, and give an example of strategic human resource management in practice.
3. Explain, with examples, why metrics are important for managing human resources.
4. Answer the question “What are high-performance work systems?” and give examples of how they differ from non-high-performance ones.
5. Answer the question (with examples) “Why is employee engagement important?”
6. Describe how you would execute a program to improve employee engagement.

Topic 2.1: Job Analysis and Talent Management (Chapter 4)

1. Define talent management, and explain why it is important.
2. Discuss the process of job analysis, including why it is important.
3. Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.
4. Explain how you would write a job description.
5. Explain how to write a job specification.
6. List some human traits and behaviors you would want an employee to bring to a job if employee engagement is important to doing the job well.
6. Explain how to write competency-based models.

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Topic 2.2: Personnel Planning and Recruiting (Chapter 5)

1. Explain the main techniques used in employment planning and forecasting.
2. Answer the question: “Why is effective recruiting important?”
3. Name and describe the main internal sources of candidates.
4. Discuss a workforce planning method you would use to improve employee engagement.
5. List and discuss the main sources of outside candidates.
6. Explain how to recruit a more diverse workforce.
7. Discuss the main issues to address in developing application forms

Topic 2.3: Selecting Employees (Chapter 6)

1. Define basic testing concepts, including validity and reliability.
2. Discuss at least four basic types of personnel tests.
3. Explain the factors and problems that can undermine an interview’s usefulness and the techniques for eliminating them.
4. Explain how to do background checks on job candidates.
5. Discuss how to use employee selection methods to raise the level of a company’s employee engagement.

Topic 3.1: Training and Developing Employees (Chapter 7)

1. Summarize the purpose and process of employee orientation.
2. Give an example of how to design onboarding to improve employee engagement.
3. List and briefly explain each of the five steps in the training process.
4. Explain how to use five training techniques.
5. List and briefly discuss four management development methods.
6. Answer the question, “What is organizational development, and how does it differ from traditional approaches to organizational change?”
7. Explain what to consider in evaluating the effectiveness of a training program.

Topic 3.2: Performance Management and Appraisal Today (Chapter 8)

1. Explain the purpose of performance appraisal.
2. Discuss the pros and cons of at least eight traditional performance appraisal methods.
3. Give examples of how to deal with potential appraisal rater error problems.
4. List steps to take in the appraisal interview to improve employee engagement.
5. Explain how you would take a performance management approach to appraisal.

Topic 3.3: Managing Careers (Chapter 9)

1. Discuss what employers and supervisors can do to support employees’ career development needs.
2. List and discuss the four steps in effectively coaching and mentoring an employee.
3. Explain why career development can improve employee engagement.
4. Describe a comprehensive approach to retaining employees. 5. List the main decisions employers should address in reaching promotion decisions.
5. Explain the factors you would consider when dismissing an employee.

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Topic 4.1: Developing Compensation Plans (Chapter 10)

1. List the basic factors determining pay rates.
2. Define and give an example of how to conduct a job evaluation and set pay rates.
3. Explain how to price managerial and professional jobs.
4. Explain the difference between competency-based and traditional pay plans.
5. Explain the importance of total rewards for improving employee engagement.

Topic 4.2: Pay for Performance and Employee Benefits (Chapter 11)

1. Discuss the main incentives for individual employees.
2. Name and define the most popular organization-wide incentive plans.
3. Define employee benefits.
4. List and discuss the main pay for time not worked and insurance benefits.
5. Describe the main retirement benefits.
6. List and discuss the popular personal services and family-friendly benefits.
7. Explain how to use benefits to improve engagement, productivity, and performance.

Topic 5.1: Maintaining Positive Employee Relations (Chapter 12)

1. Define employee relations.
2. Discuss at least four methods for managing employee relations.
3. Explain what is meant by ethical behavior.
4. Explain what is meant by fair disciplinary practices.
5. Answer the question, “How do companies become ‘Best Companies to Work For’?”

Topic 5.2: Labor Relations and Collective Bargaining (Chapter 13)

1. Briefly describe the U.S. labor movement.
2. Explain how employee engagement may affect unionization.
3. Discuss the nature of the major federal labor relations laws.
4. Describe the process of a union drive and election.
5. Discuss the main steps in the collective bargaining process.
6. Explain why union membership dropped and what the prospects are for the union movement.

Topic 5.3: Improving Occupational Safety, Health, and Risk Management (Chapter 14)

1. Discuss OSHA and how it operates.
2. Explain in detail three basic causes of accidents.
3. Explain how to prevent accidents at work.
4. Describe how one company uses employee engagement to improve workplace safety.
5. Discuss major health problems at work and how to remedy them.
6. Discuss the main elements in an occupational security and risk management program.