

HRM613: Strategic Human Resource Management

(3 credit hours)

Course Syllabus

Course Description

This course explores the use of human resource strategies and practices in creating and sustaining competitive advantage for the organization. Topics include: measurement of human resource outcomes and the impact on the bottom line; human resource and organizational strategy; human resource and globalization; and human resource role in other strategic management decisions.

Course Learning Outcomes

By the end of this course, you will be able to:

1. Identify an overview of human resource organizational strategy and competitive advantage.
2. Align people, processes and technologies in the creation of core competencies and competitive advantage.
3. Predict HR practices and systems to support the people, processes, and technologies necessary to carry out strategic actions.
4. Integrate critical analysis from practicing strategic thinking and HR strategic decision making through specific case analyses and exercises.
5. Critique how globalization impacts human resource strategic planning.

DragonACCESS and Required Resources

A digital version of your book is included automatically as part of your course fees. You can access your book through DragonACCESS.

Willer, D., Truesdell, W., & Kelly, W. (2019). *SHRM-CP/SHRM-SCP Certification All-in-One Exam Guide*. McGraw-Hill. ISBN: 978-1259583421

American Psychological Association. (2020) *Publication Manual of the American Psychological Association (7th Ed.)*. ISBN: 978-1433832154

Be sure to also review the weekly **Explore** sections for additional library or web resources. For access to databases, research help, and writing tips, visit the [Tiffin University Library](#). You

might consider registering for one of the library's many webinars on library research, source evaluation, copyright, and other topics, at the [Library Events - Upcoming Events](#) web page. For further assistance email a librarian, at: library@tiffin.edu.

Time Commitment

Effective time management is possibly the single most critical element to your academic success. To do well in this online class you should plan your time wisely to maximize your learning through the completion of readings, discussions, and assignments. Because of our accelerated, seven-week term, TU online courses are designed with the expectation that you dedicate a little over **six (6)** hours per credit hour to course activities and preparation **each week**. For example, for successful completion of a three-credit, seven-week online course you should reserve roughly **twenty (20) hours per week**.

To help plan your time and keep on track toward successful course completion, note the distinctive rhythm of assignment due dates:

1. All times assume Eastern Time (GMT-4).
2. Weeks begin at 12:00 a.m. ET on Monday and end at 11:55 p.m. ET on Sunday.
3. Unless otherwise noted, initial assignments or discussion posts are due by **11:55 p.m. ET on Wednesdays**.
4. Additional assignments or follow-up discussion posts are due by **11:55 p.m. ET on Saturdays, and**
5. Major assignments and reflections are typically due by **11:55 p.m. ET on Sundays**.

Learning Activities

This course features a mixture of discussion forums and assessments. The forums prompt conversation and connection between learners as they research, analyze, and reflect upon current HRM practices and principles. Rather than a larger, scaffolded assignment, this course includes a substantial assessment at the end of each week which involves producing the types of documents frequently requested by HR leadership. The Best Lawn & Garden Case Study, introduced in Week 2, provides the context for many of the assessments dealing with Total Rewards, Global Business, and diversity.

Key Assessment (Taskstream Submission)

This TU course features a “Key Assessment” that provides you the opportunity to demonstrate your program’s core competencies. It also shows how the course fits within the broader curriculum. For this course, Activity 6.2: Improving Diversity and Inclusion Practices at Work is the Key Assessment.

Grading

The chart below identifies the individual contributions from each type of activity, per week.

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Total
Discussions Activity 1.1 (n/a) Activity 1.2 (37)	Discussions Activity 2.1 (37)	Discussions Activity 3.1 (37)	Discussions Activity 4.1 (37)	Discussions Activity 5.1 (37)	Discussions Activity 6.1 (37)	Discussions Activity 7.1 (37)	259
Assignments Activity 1.3 (100)	Assignments Activity 2.2 (100)	Assignments Activity 3.2 (100)	Assignments Activity 4.2 (100)	Assignments Activity 5.2 (100)	Assignments Activity 6.2 (100)	Assignments Activity 7.2 (100)	700
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137	137	137	137	137	137	178	1000

Grading Scale

A: 90-100%

B: 80-89%

C: 70-79%

F: <70%

Please see the [Academic Bulletin](#) for grade appeal information.

Course Schedule and Weekly Checklist

Week 1

- WED: Activity 1.1 (Forum): Meet Your Peers - Initial Post
- WED: Activity 1.2 (Forum): Barriers to Strategic Leadership - Initial Post
- SAT: Activity 1.1 (Forum): Meet Your Peers - Secondary Post
- SAT: Activity 1.2 (Forum): Barriers to Strategic Leadership - Optional Secondary Posts

- SUN: Activity 1.3: Strategic Plan for Selection Process

Week 2

- WED: Activity 2.1 (Forum): OED Interventions - Initial Post
- SAT: Activity 2.1 (Forum): OED Interventions - Secondary Posts
- SUN: Activity 2.2: Lawn and Garden Case Study - OED Interventions

Week 3

- WED: Activity 3.1 (Forum): Philosophy and Strategy for Total Rewards - Initial Post
- SAT: Activity 3.1 (Forum): Philosophy and Strategy for Total Rewards - Secondary Posts
- SUN: Activity 3.2: Analyzing Indirect Compensation Plans

Week 4

- WED: Activity 4.1 (Forum): Legal Issues in Compensation - Initial Post
- SAT: Activity 4.1 (Forum): Legal Issues in Compensation - Secondary Posts
- SUN: Activity 4.1 (Forum): Legal Issues in Compensation

Week 5

- WED: Activity 5.1 (Forum): PESTLE Analysis - Initial Post
- SAT: Activity 5.1 (Forum): PESTLE Analysis - Secondary Posts
- SUN: Activity 5.2: Strategically Approaching Global Assignments

Week 6

- WED: Activity 6.1 (Forum): Generations at Work - Initial Post
- SAT: Activity 6.1 (Forum): Generations at Work - Secondary Posts
- SUN: Activity 6.2: Improving Diversity and Inclusion Practices at Work

Week 7

- WED: Activity 7.1 (Forum): Handling a Sexual Harassment Complaint - Initial Post
- THU: Activity 7.2: Key Employment and Case Laws
- SAT: Activity 7.1 (Forum): Handling a Sexual Harassment Complaint - Secondary Posts
- SUN: Activity 7.3: Course Reflections

Tips for Success

Online learning requires self-discipline and self-direction. As seekers of the truth, we should be willing to challenge one another's academic work in a spirit of respectful comradery. Your course is a place for you to grow as you benefit from the expertise, experience, and diverse perspectives of your instructor and peers. Constructive feedback will challenge you to stretch your own thinking, thereby expanding your knowledge and understanding.

To get the most out of your learning experience, you should actively engage (participate) in **ALL** course activities. Course elements are arranged chronologically. To complete a week, simply work your way "down the page" through all of the course materials and activities.

Your Instructor Will Expect You to:

- Thoroughly review orientation materials (Start Here) within the first 48 hours of the term.
- Monitor your TU email account **daily** for important updates and announcements.
- Take ownership of your learning experience and act in a proactive, self-directed manner. That means:
 - Fully participate in all learning activities.
 - Complete assignments as described in rubrics or other instructions.
 - Submit all work on time and in the specified format (e.g. APA format for citations).
 - Utilize and incorporate instructor provided feedback to improve your work.
 - Ask questions so you can better understand course material or assignments.
 - Use the highest standards of intellectual honesty and integrity. For details, see the TU Library guide: [Digital Literacy: Netiquette and Internet Safety](#).
 - Treat others respectfully and demonstrate "netiquette" (online politeness and respectfulness) at all times. TU celebrates cultural uniqueness and expects all students to be considerate and thoughtful throughout their learning experiences.

You Should Expect Your Instructors to:

- Post an introductory announcement/email at the beginning of each week to provide updates and help you prepare for the week's activities.
- Maintain an active and engaged presence in all course activities and throughout the course.
- Respond to your emailed questions within 48 hours, if not sooner.
- Clearly communicate any absences or expected non-participation due to extenuating circumstances. For example, "I will be traveling to attend a funeral this week and may not be able to respond to questions or participate in forums for a couple of days."
- When grading your work:
 - clearly indicate their grading approach (what they like to see in submitted work as well as what types of errors they tend to penalize more harshly),
 - thoroughly review and evaluate your submissions in a timely manner (in less than 5 days for most assignments), and
 - provide constructive feedback on the strengths and weaknesses of your work with suggestions on how you can improve your performance on future assignments.
- Advocate for your success as a learner and help guide you toward successful completion of the course activities and most importantly, attainment of the course learning outcomes.

Accommodations (Disability Services)

The Office of Disability Services supports the institutional commitment to diversity by providing educational opportunities for qualified individuals with disabilities through accessible programs and services in compliance with Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act (ADA) of 1990. If you need reasonable accommodations due to a documented disability, contact the Office for Equity, Access, & Opportunity via email at disabilityservices@tiffin.edu or by calling 419-448-3021.

Technical Support

For Moodle support, either email moodlesupport@tiffin.edu or call the 24/7 Technical Support Call Center at 855-664-1200 (3430, Option 2, from on-campus). For non-Moodle support, contact the Tiffin University ITS helpdesk at the number above or submit a [support ticket](#).

Veterans

The Veteran and Military Resource Center assists veterans, active Military, and spouses of current service members in utilizing their education benefits. VMRC provides information regarding benefit processes and procedures, as well as support in navigating the transition from military to academic life by facilitating connections with the appropriate support services on campus. More information can be found on the Veteran and Military Resource Center website, at <http://www.tiffin.edu/va>.

Additional Support

If you need to consult an academic advisor refer to TU's [Meet the Team](#) page. For information about TU's peer tutoring program see the Murphy Center's [Tutoring Policies and Procedures](#) page.

Comments or Concerns

TU's online programs are designed to be student *driven*: to empower you with a voice and stake in your learning. Our courses feature multiple and varied ways that you can share feedback, and we invite you to become an active voice and help drive our improvement efforts. In addition to providing in-course feedback, we encourage you to submit questions or comments directly to the online team at online@tiffin.edu.