

INTERAMERICAN UNIVERSITY OF PUERTO RICO
METROPOLITAN CAMPUS
ECONOMIC AND ADMINISTRATIVE SCIENCES DIVISION
GRADUATE PROGRAM

SYLLABUS

I. GENERAL INFORMATION

Course title	: HUMAN RESOURCE ADMINISTRATION
Code and number	: BADM 6070
Credits	: 3
Academic term	: Trimester
Professor	: Dra. Arline Milan
Office hours	:
Email	:

II. DESCRIPTION

Analysis of policies, techniques and philosophy related to human resources management.
Application of the behavioral sciences to personnel problems.

III OBJECTIVES

By the end of this course, the student should be able to:

1. Analyze the field of human resources management, the history and evolution of the field, and contemporary and future issues facing human resources managers.
2. Evaluate the legal context of human resources management under the equal employment opportunity federal and local policies.
3. Discuss the main characteristics of job design and analysis, work rules and schedules, recruitment and selection, and current use of technology.
4. Analyze employee development, including orientation, career transitions and development, skill training and performance appraisal and review.
5. Demonstrate his/her knowledge of compensation, wage and salary administration, incentive plans, and employee benefits.
6. Analyze the organizational factors that affect human resources management, including conflict management philosophy, leadership style, and organizational culture and workplace climate.

7. Compare the nature of employee protection and representation, the role of labor organizations, the dynamics of negotiating and managing the labor agreement and the issues of employee rights, in the local, federal and global environments.

IV. COURSE CONTENTS

A. Contemporary Issues in Human Resources Management

1. Definition and Importance
2. Changing Roles
3. Strategic Management of Human Resources

B. Equal Employment Opportunity

1. Equal Employment Opportunity Act
2. Equal Employment Opportunity Commission's role
3. Federal Laws
4. Local laws

C. Employee Planning, Recruitment and Placement

1. Job Analysis
2. Recruitment Forms
3. Selection Process
4. Interviewing Candidates
5. Technology Implications

D. Employee Orientation, Training and Development

1. Orientation Programs
2. Differences between Training and Development Training Programs
3. Development Programs
4. Career Development

E. Appraising Performance

1. Importance of Performance Appraisal
2. Methods of Performance Appraisal
3. Effective Performance Appraisal
4. Electronic Appraisal Forms

F. Compensation

1. Types of Compensation
2. Pay Determinants
3. Compensation Tendencies
4. Benefits and Services

G. Workplace Discipline Management

1. Discipline Problems
2. Disciplinary Actions
3. Employee Counseling

H. Communicating with Employees

1. Employee Manual
2. Communications Media
3. Electronic Mail
4. Employee Monitoring
5. Electronic Workplace Monitoring

I. Labor Relations

1. Labor Legislation
2. Labor Organizations
3. Electronic Commerce and Dispute Resolution
4. Employee Health and Safety

J. Global Human Resources Administration

1. Strategic Role
2. Expatriate Employee Management
3. International Labor Differences

V. ACTIVITIES

Assigned key concepts and theories readings, from books, journals, and Internet

Comprehensive case analysis

Professional dialogues

Intense use of videos and other technological devices

Website General Reading

VI. EVALUATION

Students are to be assessed with three exams and a case analysis project.

	Total	400 points
(1) First exam		100 points
(2) Second exam		100 points
(3) Final Exam		100 points
(4) Case Analysis		100 points

The case analysis should be prepared as follows:

1. Diagnosis.

Analyze the environment and the organization. Analyze the job. Identify strengths and weaknesses of the current HR policies, practices, and systems.

2. Evaluation.

Specify the nature of state-of-the-art HR policies, practices, and systems. What would Best practices entail? How does the existing situation compare to state-of-the-art or

best practices?

3. Design.

Suggest ways to improve the existing HR policies, practices, and systems. What changes are necessary for them to become state-of-the-art or best practices?

4. Implementation.

Specify the person(s) responsible for the changes. Indicate the schedule and resources required. How will you know that the changes are effective?

More details in class.

Evaluation scale:

360-400	A
320-359	B
280-319	C
000-279	F

VII. SPECIAL NOTES

A. Special Accommodations

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

B. Plagiarism (Academic Honesty)

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as

established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

<http://metro.inter.edu/servicios/documentos/reglamentosestudiantes2006.pdf>

Inter American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read Chapter 5, Article 1, Section B.2c of the Student' Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

C. Use of Electronic Devices

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

VIII. EDUCATIONAL RESOURCES

Textbook

Wayne-Mondy, R. & Noe.R.M. (2009). *Human Resource Management* (11th. Ed.). Upper Saddle River, New Jersey.

IX. BIBLIOGRAPHY

Books

- Adler, N.J., & Gundersen , A. (2007). *International Dimensions of Organizational Behavior*.Mason, OH: South-Western College Pub.
- Armstrong, M. (Ed). (2006). *A handbook of human resource management practice* (10th Ed.). Sterling, VA: Kogan Page.
- Bohlander, G. & Snell, S. (2009). *Managing Human Resources* (15th. Ed.). Mason, Ohio: South-Western.
- Boudreau , J., & Ranmstad, J. (2007). *Beyond HR: The New Science of Human*

- Capital*. Cambridge, MA: Harvard Business School.
- Brannick, M.T., Levine, E., & Morgeson, F.P. (2007). *Job and Work Analysis: Methods, Research and Applications for HRM*. Los Angeles, CA: Sage Publications.
- DeCenzo, D. A. & Robbins, S. P. (2009). *Fundamentals of Human Resource Management* (10th Ed.). Hoboken, NJ: Wiley.
- Delpo, A. & Guerin, L. (2006). *Essential Guide for Federal Employment Laws*. Berkley, CA: NOLO/SHRM.
- Dessler, G. (2008). *A Framework for Human Resource Management* (5th Ed.). Upper Saddle River, New Jersey.
- Edwards, T. & B001HCVBP8 Chris Rees, C. (2006). *International Human Resource Management: Globalization, National Systems & Multinational Companies*. London: Financial Times Management.
- Ferraro, E. (2006). *Investigations in the Workplace*. Boca Ratón, FL: Auerbach Publications.
- Freeman, R., & Rogers, J. (2006). *What Workers Want*. Ithaca, NY: ILR Press Cornell University.
- Gatewood, R.D., & Field, H.S. (2007). *Human Resource Selection*. Chula Vista, CA: Southwestern College Publications.
- Henderson, R. (2006). *Compensation Management in A Knowledge- Based World* (10th Ed.). Upper Saddle River, New Jersey.
- Holihan, M. B. (2006). *365 Answers about Human Resources for the Small Business Owner: What Every Manager Needs to Know About Workplace*

- Law*. Ocala, FL: Atlantic Publishing Company.
- Kossek, E. E. & Block, R. H. (2004). *Managing Human Resources in the 21st Century: From Core Concepts to Strategic Choice*. Florence, KY: Cengage Learning.
- Meier, D. (2007). *Toyota Talent: Developing Your People the Toyota Way*. New York, NY: McGraw-Hill.
- MorBarak, M.E. (2005). *Managing Diversity: Toward a Globally Inclusive Workplace*. Los Angeles, CA: Sage Publications.
- Phillips, J. J. & P, P.P. (2005). *Proving the Value of HR: How and Why to Measure ROI*. Alexandria, VA: SHRM.
- Schuler, R. H., Briscoe, D. R. & Claus, L. (2008). *International Human Resource Management (Global HRM) (3rd Ed.)*. New York: Routledge.
- Schuster, J. & Zingheim, P. (2007). *High Performance Pay: Fast Forward to Business Success*. Scottsdale, AZ: World at Work Publishing.
- Scullion, H. & Linehan, M. (2005). *International Human Resource Management: A Critical Text (Management, Work and Organizations)*. New York: Palgrave Macmillan.
- Silverstein, B. (2007). *Best Practices: Motivating Employees: Bring Out the Best in Your People*. New York, NY: Collins.
- Stewart, G. L. & Kenneth G. B. (2008). *Human Resource Management: Linking Strategy to Practice*. Hoboken, NJ: Wiley.
- Tracy, W. (2004). *The Human Resources Glossary: The Complete Desk Reference for HR Executives, Managers and Practitioners (3rd Ed.)*. Boca Raton: St. Lucie Press.
- Trevino, L.K., & Nelson, K. (2006). *Managing Business Ethics*. Hoboken, NJ:

Wiley.

Journals

The Academy of Management Journal. Published six times a year in February, April, June, August, October and December, by The Academy of Management, is ranked among the top five most influential and frequently cited management journals. <http://www.aomonline.org/aom.asp?id=96>

The Academy of Management Review. Published quarterly in January, April, July and October, by The Academy of Management, is ranked among the top ten most influential and frequently cited management journals. <http://www.aomonline.org/aom.asp?id=98>

Human Resource Management. Published online in Wiley InterScience. Covering the broad spectrum of contemporary human resource management, this journal provides practicing managers and academics with the latest concepts, tools, and information for effective problem solving and decision making in this field. (www.interscience.wiley.com).

Industrial and Labor Relations Review. Issued quarterly by the Cornell University, School of Industrial and Labor Relations, since October 1947. Is a leading interdisciplinary journal publishing original research on all aspects of the employment relationship. Also publish reviews of some 30 books per year. <http://digitalcommons.ilr.cornell.edu/ilrreview/>

International Journal of Human Resource Management. Published by Routledge, is the forum for HRM scholars and professionals worldwide. Concerned with the expanding role of strategic human resource management in a fast-changing global environment, the journal focuses on future trends in human resource management, drawing on empirical research in the areas of strategic management, international business, organizational behavior, personnel management and industrial relations. <http://www.tandf.co.uk/journals/journal.asp?issn=0958-5192&linktype=1>

Journal of Human Resources. Published four times a year by The University of Wisconsin Press, Journals Division, since 1965, is one of the leading journals in empirical microeconomics, intended for scholars, policy makers, and practitioners. Each issue examines research in a variety of fields including labor economics, development economics, health economics, and the economics of education, discrimination, and retirement. <http://uwpress.wisc.edu/journals/journals/jhr.html>

Leadership Quarterly: An International Journal of Political, Social and Behavioral Science. Published in Affiliation with the International Leadership Association. Disciplines such as political science, organizational psychology and

sociology are becoming so specialized that, for scholars and lay persons alike, the study of leadership is now highly fractionated. Studies of US presidents in political science seldom make reference to the psychological literature of chief executive.

http://www.elsevier.com/wps/find/journaldescription.cws_home/620221/description#description

Monthly Labor Review. Published by the U.S. Department of Labor, Bureau of Labor Statistics, since 1915, is the principal journal of fact, analysis, and research from Each month, economists, statisticians, and experts from the Bureau join with private sector professionals and State and local government specialists to provide a wealth of research in a wide variety of fields—the labor force, the economy, employment, inflation, productivity, occupational injuries and illnesses, wages, prices, and many more. <http://www.bls.gov/opub/mlr/welcome.htm>

Organization Studies. Published by SAGE, in collaboration with the European Group of Organization Studies is an international multidisciplinary journal, that aims to promote the understanding of organizations, organizing, and the organized in and between societies, through the publication of double-blind peer-reviewed, top quality theoretical and empirical research. Although a journal of European roots, it is currently global in its reach, which is reflected in its highly international and geographically dispersed editorial structure and decentralized mode of operation.

<http://www.sagepub.com/journalsProdDesc.nav?prodId=Journal201657>

Organizational Behavior and Human Decision Processes Published by Elsevier Inc., features articles that present original empirical research, theory development, literature reviews, and methodological advancements relevant to the substantive domains served by the journal. Topics covered by the journal include perception, cognition, judgment, attitudes, emotion, well-being, motivation, choice, and performance. http://www.elsevier.com/wps/find/homepage.cws_home

Strategic Management Journal. Is the official journal of the Strategic Management Society. Published by John Wiley & Sons, Ltd., includes original material concerned with all topics as strategic resource allocation; organization structure; leadership; entrepreneurship and organizational purpose; methods and techniques for evaluating and understanding competitive, technological, social, and political environments; planning processes; and strategic decision processes are included in the journal.

<http://www3.interscience.wiley.com/journal/2144/home/ProductInformation.html?CRETRY=1&SRETRY=0>

Work and Occupations: An International Sociological Journal. Published by SAGE Publications, brings original contributions in a wide range of work areas, addressing such current topics as: emotion, work, and labor, gender and race relations, globalization and work, immigrant and migrant workers, internal labor

markets, labor force trends, labor-management relations, labor movement revitalization, networks in careers and workplaces, occupational safety and health, organizational careers, organizational culture, socialization processes, transitions between work, home, unemployment, and school violence in the workplace, work and family, work attitudes and behaviors, worker cultures, workplace diversity, work group dynamics and working in later life.

<http://www.sagepub.com/journalsProdDesc.nav?prodId=Journal200911>

Work, Employment and Society. Published quarterly by Sage Publications for the British Sociological Association, this leading journal deals with, and encourages the further exploration of, the complex interrelations of all divisions of labor. It pays particular attention to contemporary developments and their effects on different forms of work. Recent issues have covered cross-national perspectives on work organizations, different routes to industrialization, and employment in the home.

<http://journals.cambridge.org/action/displayMoreInfo?jid=WES&type=eb>

Web Links

Employee Compensation (in the U.S.A.)

http://managementhelp.org/pay_ben/cmpnstn/cmpnstn.htm

Society for Human Resources Management <http://www.shrm.org/>

Other Professional Resources: <http://hrimall.com/resources/associations.asp>

Local Laws and Legislation

Laws, decisions and legal information of Puerto Rico www.lexjuris.com.

Puerto Rico's Courts System <http://www.tribunalpr.org/>

Puerto Rico Bar Association <http://www.capr.org/>

Puerto Rico's Senate <http://www.senado.gvmt.pr.us/>

Puerto Rico Legal Services, Inc. <http://www.servicioslegales.org/>