Course Title:
Human Resources for the Human Relations Professional

Course Number:
HR 5143-101

Course Description:
This course is an introduction to Human Resource Management (HRM) for human relations professionals. The seminar is divided into two parts. The first half of the seminar highlights HRM this way: “Learn What It Is!” To understand the topic and how organizations structure these functions we’ll learn the practice of HRM and how HRM strategy works. HRM is a strategic and coherent approach of an organization's most valued assets – the people working there who individually and collectively contribute to its success. All of these---careful integration, coherent practices, commitment of mission, people as assets, unity, and line managers who deliver HRM--form its base. So as we learn the HRM system, we see that it encompasses a philosophy, strategy, policies, processes and practices. Were HR properly integrated, managers would likely see greater impact on performances.

Another topic the first half is Knowledge Management (KM). It involves storing and sharing the wisdom, understanding and expertise accumulated in an organization: its processes, techniques and operations. KM treats knowledge as a key resource. It is defined as any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations. As an organization operates globally, international HRM demands greater skill because it involves worldwide management of people, not just the management of expatriates.

This is where HRM overlaps Organizational Behavior (OB). The study of OB allows us to understand how organizations function, and how people act within the context of their organization. OB includes an understanding of culture, design, and motivation, as well as processes of day-to-day operations.

The second half of the seminar is more practical: HRM: “See How It Works!” What are the HR roles? What competencies do they need? How are these developed? We study a competency-based HRM that the concept of competency informs and improves the processes of recruitment and selection, performance management, learning and development, and employee reward. These are ideas that some say are too lofty. We’ll debate that issue throughout the seminar. On a practical level the seminar includes aspects of learning and development. These are enhanced when organizational learning is valued, individuals motivated, standards set, coaches used, feed-back given and variety of learning opportunities offered.

The core final topics are change and leadership. The change process consists of awareness of the need for change, analysing the situations that created it, diagnosing their distinctive characteristics and indicating the direction in which action needs to be taken. There are many courses of action from which to choose. Managing the transition – getting from here to there and introducing the change (the hardest part of the process) is the biggest challenge. That is where Leadership makes the difference. It is the process of setting the direction and ensuring that team members give their best and achieve desired result. A basic model sees leaders as role demands for leaders: role task, and role relationships. As the process unfolds this becomes a balancing act requiring great leadership skills.

In summary, this course provides HRM practitioners with basic knowledge of understanding how HRM works, and how HRM fits into the total organization, which, in turn, demands certain HRM competencies and increasing responsibilities following the evolving nature of HRM.
Class Dates, Location and Hours:

Dates: December 2-4 & 9-11, 2011
Location: Bldg. 201 SE, Tinker AFB, Oklahoma.
Hours: Fri 5:30-9:30 p.m.; Sat 8:30 a.m.-4:30 p.m.; Sun 1:00-5:00 p.m.
Last day to enroll or drop without penalty: November 3, 2011
This military installation is not open to the general public. In order to take courses at this installation, students must have a current military or Department of Defense identification card which allows them to access the installation.

Site Director:

Christopher Sartorius. Phone: 405-739-7365 or DSN 339-7365; Fax: 405-739-7365; E-mail: aptinker@ou.edu

Professor Contact Information:

Course Professor: Hynson, Lawrence Ph.D.
Mailing Address: University of Oklahoma
Department of Human Relations
601 Elm AVE Room 728
Norman, OK 73019
Telephone Number: (405) 612-5515 (Work)
(405) 377-8817 (Home)
Fax Number: (405) 325-4402
E-mail Address: lmh@ou.edu
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.
***NOTE***Please feel free to call (405-612-5515), or e-mail (lmh@ou.edu) Dr. Hynson any time before the first class session to discuss the pre-class assignment, or, after the class is over, to discuss any post-class assignments.

Textbook(s) and Instructional Materials:

Student materials are available at the Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).


3. Materials posted on the OU Desire to Learn (D2L) system: Access D2L at http://learn.ou.edu; enter your OU NetID (4+4) and password, and select course to access material. Please contact your local Site Director if you require assistance.

Note: The Follett/AP Bookstore is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through the Follett/AP Bookstore.
Course Objectives:

• Students learn the meaning of HRM.
• Students learn strategic aspects of HRM.
• Students learn systems resource based HRM.
• Students learn several models of HRM.
• Students learn interfaces of OB and HRM.
• Students learn about teams through exercises.
• Students learn about HRM change and leadership.
• Students learn concepts and examples of HRM.

Course Outline:

1. Introduction: Practice of HRM Chapter 1
2. Strategic Aspects HRM Chapter 2
3. Knowledge management Chapter 5
4. International HRM Chapter 7
5. Organization Behavior Chapter 8
6. Competency-based HRM Chapter 10
7. Learning and Development Chapter 13
8. Employee Well-being Chapter 17
9. Managing Change Chapter 18
10. Leadership Skills Chapter 19

Assignments, Grading and Due Dates:

All assignments are to be typewritten and double-spaced with one inch margins. Power Points Presentations are posted (D2L) download needed.

1. Pre-seminar assignment. After reading chapters 1, 2, 5, 7, 8, 10, 13, 17, 18, 19:
   a. Define HRM, what is missing from your perspective?
   b. Do you think HRM promises more than it delivers?
   c. Identify three HRM needs that exist in your organization.
   d. Are these strategically integrated into your organization structure?
   e. What is meant by Resource-Based view of strategic HRM?
   f. What is the difference between the concept “Best Fit” and “Best Practice”?
   g. How does Knowledge Management work in your operations?
   h. What are the unique aspects of International HRM?
   i. How does HRM/OB makes sense and none sense?
   j. What is Competency-Based HRM? What are its implications?
   k. What does E-learning add to the learning process? What are its limitations?
   l. What are two of your change experiences? What were the outcomes?
   m. Based on your understanding of leadership, what did the text add?

The intent of this assignment is to connect your experiences with the text. This assignment is graded on content, organization, writing style, documentation and style. This assignment is typed (7-9 pages) and numbered. Maximum Points 18 of 100 points.
2. In-class. You will be asked to complete exercises, participate in class discussion and presentations. One feature is “reflective essays” which prep for the final essay exam. These are questions similar to the pre-seminar assignment or short-answers given for the purpose of review and clarification. These are taken from the Mel Silberman, text: *Unforgettable Experiential Activities: An Active Training Resource*. **Maximum Points 22 of 100 points.**

3. There is Competency Exam on the last day of the seminar **Maximum Points 35 of 100.**

4. Post Seminar Papers: Pick any two of the unforgettable activities (Mel Silberman). Discuss how these might be used by HRM in your organization. Would they be effective? Why and Why not? Tell how you could modify making them more applicable. If you actually conduct the training, then write it up as your assignment. As part of your paper, relate these activities to two HRM concepts. Pick different concepts and show they contribute to a greater understanding of HRM. Type 7-9 pages. Submit them via D2L or email them to lmh@ou.edu **Maximum Points 25 of 100 points**

Grading: This is a letter-graded course: A, B, C, D, or F.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Due Dates</th>
<th>Percent of Grade</th>
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</thead>
<tbody>
<tr>
<td>Pre-Seminar Assignments</td>
<td>First class session</td>
<td>18%</td>
</tr>
<tr>
<td>In-Class Assignments</td>
<td>During the class sessions</td>
<td>22%</td>
</tr>
<tr>
<td>Competency Exam</td>
<td>Last day of the seminar</td>
<td>35%</td>
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<tr>
<td>Post Seminar Assignment</td>
<td>Due three weeks after class</td>
<td>25%</td>
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NOTICE: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
Policies and Notices

Attendance/Grade Policy
Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty
Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at http://www.ou.edu/provost/integrity

Accommodation Statement
The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies
Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course.

Copyright
Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA

L. M. Hynson, III. Ph.D.

Education

- Post Doctorate Northwestern University Chicago and USC Los Angeles
- Ph.D., Complex Organizations, University of Tennessee, Knoxville
- M.A., Social Psychology, Texas Christian University, Fort Worth
- B.A., Psychology, Clinical/Industrial, Texas Christian University

Current Positions

- Advanced Programs Professor since 1990
- Human Relations Professor, University of Oklahoma, Norman, Oklahoma
- University of Maryland Graduate College of Management

Frequently Taught Advanced Programs Courses

- HR 5100 Organization Transformation
- HR 5110 Human Resource Development
- HR 5113 HR Career Changes
- HR 5113 International Training and Development
- HR 5113 Organizational Behavior in Human Relations
- HR 5113 Human Resource Management

Major Areas of Teaching and Research Interest

- Complex organizations
- International organizations
- Human Resource Development
- Inter-culture Communications
- International Training/Development

Representative Publications and Presentations


Representative Honors and Awards Received

- Honorable Discharge: Captain US Army Artillery/ Military Intelligence “Vietnam Era”
- Phi Beta Delta International Education Honor Society Excellence in Professionalism
- Outstanding Teacher Awards: Blue Key Society and School of International Studies.
- Advisor: The University Honor Society; African Students, and International Studies.
- Outstanding HRD Award ASTD (American Society for Training and Development)
- Two ASTD offices: Director, International Division and Community Development Division
- Phi Kappa Pi Alumni Distinguished Award for Outstanding Contributions
- Distinguished Military Graduate (Field Artillery) Texas Christian University
- U.S. Fulbright Scholar (US Department of State) Southern Thailand, 2005-07

Major Professional Affiliations

- Clinical Social Science Association
- Military Institute Association
- Southwest Social Science Association
- Program Review Department of Education
- NSF Scholar and Proposal Reviewer