OTTAWA ONLINE
HRC 7361: Managing Human Resource Costs

Course Description
Monitor and assess financial achievements of human resources goals, as well as other financial planning and control mechanisms within the work organization.

This is a fully online, eight-week course. We will not meet face-to-face at any time.

Course Prerequisites
No prerequisite required.

Course Objectives
Upon successful completion of this course, students will be able to:
- Evaluate the role of the budgeting process in organizations.
- Analyze organizational budgets.
- Assess the responsibilities of HR professionals in contributing to the profitability of an organization.
- Analyze the cost effectiveness of HR interventions and plans.

Course Materials

Course Assignment Descriptions
You will have several opportunities to demonstrate your knowledge and understanding of the principles taught in this course. The primary means of evaluating your work will be through practical application of the material. In the event that you have difficulty completing any of the assignments for this course, please contact your instructor immediately. Please refer to the Course Materials section of the cyberclassroom for complete details regarding the activities and assignments for this course. The following is merely a summary.

Discussion contributions (8 @ 160 points)

Initial Substantive Posts: Submit an initial response to each of the prompts provided each week by your instructor. Your initial post should be substantive (approximately ½ of a page in length) and must be posted by midnight, Central Time by Wednesday of each week. In your substantive post you are encouraged to use
references (you may use your textbook); show evidence of critical thinking as it applies to the concepts or prompt and/or use examples of the application of the concepts to work and life. Proper punctuation, grammar and correct spelling are expected. Please use the spell-check function.

**Required Replies:** You must reply to at least two different peers per prompt. Your replies should build on the concept discussed, offer a question to consider, or add a differing perspective, etc. Rather than responding with, "Good post," explain why the post is "good" (why it is important, useful, insightful, etc.). Or, if you disagree, respectfully share your alternative perspective. Just saying "I agree" or "Good idea" is not sufficient for the posts you would like graded.

**Posting Guidelines:** Overall, postings must be submitted on at least two separate days of the week. It is strongly recommended you visit the discussion forum throughout the week to read and respond to your peers’ postings. You are encouraged to post more than the required number of replies.

(Please review the Policies section of Blackboard for further details.)

**Critical Incident Reports (CIR):** 120 points (4 CIRs at 30 points each)
You are to complete a CIR based on the readings from your text as well as any supplemental readings assigned. The criteria for the CIR is available in the Course Materials section of Blackboard.

**Article Analysis:** 75 points (3 article analysis at 25 points each)
Using the Meyers Library or scholarly publications, locate an article related to the course content and chapter readings to analyze. *Note: Wikipedia is not considered as a scholarly source.*
Identify important concepts, applications, ideas and analyze them based on your knowledge and experience in the human resource management field. Review these instructions for writing a critical article review.
Sample topics for your article may consist, but are not limited to, the following:
- managing human capital
- the role of HR in strategic planning for organizational growth
- role of HR planning in the global business environment
- succession planning
- career management
- outsourcing
Your analysis should be 2-3 pages in length, written in APA format with a title page, introduction and conclusion. References should be cited in text and in the references section.

**HR Measurement Tool (100 points)**
Develop an instrument that can be used by your organization's Human Resource Department to assist with measurement and planning process.

**Interview with HR professional (100 points)**
You are to interview an HR Manager about the process used to measure the individual costs of the HR functions in their organization. How is that report
utilized in short term and strategic planning for the department and the company? Compose a 2-3 page interview report summarizing the information you have received and your educated opinion regarding that information. In addition to the written interview report, prepare a 4-6 slide PowerPoint presentation summarizing the main points.

Case Study: (250 points + PowerPoint presentation=50 points)
Develop a case study in which you identify specific variables impacting the growth or decline of an organization. How did this impact the various functions of the HR department in a positive or negative way? How was this addressed? What was the outcome? What alternatives would you have proposed and why? What role did or could measurement of the HR functions have played in the end result of this situation? As part of this case study assignment, you will be completing a PowerPoint presentation for your peers to share during the discussion board on the last week of class.

Course Schedule At-A-Glance*
Please refer to the Term Calendar in our cyberclassroom for specifics regarding dates.

<table>
<thead>
<tr>
<th>Week</th>
<th>Readings and Activities</th>
<th>Assignments Due</th>
<th>Date/Time Due**</th>
</tr>
</thead>
</table>
| Week 1     | • Prologue  
• Chapter 1: Introductions  
• Chapter 2: Trends & Issues in Human Resources  
• Supplemental Reading | • Discussion forum postings  
• Critical Incident | • Midnight CT on Weds. & Sun.  
• Sunday, Midnight CT |
| Week 2     | • Chapter 3: Designing a Measurement System That Works  
• Chapter 4: If You’ve Never Measured HR Before | • Discussion forum postings  
• Article analysis | • Midnight CT on Weds. & Sun.  
• Sunday, Midnight CT |
| Week 3     | • Chapter 5: Measuring Workforce Planning  
• Chapter 6: Measuring Recruiting  
• Chapter 7: Keeping Management Satisfied with the Hiring Process | • Discussion forum postings  
• Critical Incident  
• Measurement Tool | • Midnight CT on Weds. & Sun.  
• Sunday, Midnight CT |
| Week 4     | • Chapter 8 & 9: Compensation-Revenue/expenses; Benefits: Plan effectiveness | • Discussion forum postings  
• Article Analysis | • Midnight CT on Weds. & Sun.  
• Sunday, Midnight CT |
| Week 5     | • Chapter 10: e-learning  
• Chapters 11 & 14: Knowledge Management; Business Outcomes  
• Supplemental Readings | • Discussion forum postings  
• Critical Incident | • Midnight CT on Weds. & Sun.  
• Sunday, Midnight CT |
| Week 6     | • Chapters 12 & 13: Leadership & Management Development; Career Management | • Discussion forum postings  
• Article analysis  
• Interview | • Midnight CT on Weds. & Sun.  
• Sunday, Midnight CT  
• Sunday, Midnight CT |
<table>
<thead>
<tr>
<th>Assignment/Activity</th>
<th>Qty.</th>
<th>Points</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Forums</td>
<td>8</td>
<td>20</td>
<td>160</td>
</tr>
<tr>
<td>Critical Incident Reports</td>
<td>4</td>
<td>30</td>
<td>120</td>
</tr>
<tr>
<td>Article Analysis</td>
<td>3</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>HR Measurement tool</td>
<td>1</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Interview &amp; PowerPoint</td>
<td>1</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Final project: Case study and PowerPoint</td>
<td>1</td>
<td>300</td>
<td>300</td>
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<tr>
<td><strong>TOTAL POINTS</strong></td>
<td></td>
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<td><strong>855</strong></td>
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*Please refer to the Policies menu for more information about our Course Discussions.

**Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>90 to 100%</td>
<td>769-855</td>
</tr>
<tr>
<td>B</td>
<td>80 to 89%</td>
<td>682-768</td>
</tr>
<tr>
<td>C</td>
<td>70 to 79%</td>
<td>595-681</td>
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<tr>
<td>D</td>
<td>60 to 69%</td>
<td>508-594</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60%</td>
<td>&lt;507</td>
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</table>

To access your scores, click on My Grades in the My Tools area in Blackboard.

**Important Policies**

All course-specific policies for this course are spelled out here in this syllabus. However, additional university policies are located in the Policies section of Blackboard. You are responsible for reading and understanding all of these policies. All of them are important. Failure to understand or abide by them could have negative consequences for your experience in this course.

**Editorial Format for Written Papers**

All written assignments are to follow the APA writing style guidelines for grammar, spelling, and punctuation. This online course includes information regarding the APA style under “Writing and Research Resources” in the Resource Room on the course menu in Blackboard.
Ottawa Online Late Policy
With instructor approval, assignments may be accepted for up to one week after the due date, but a minimum automatic deduction of 10% of the points will be assessed. The instructor also has the option of increasing this deduction percentage up to a maximum of 20%. Extenuating circumstances may be determined on rare occasions and an extension allowed without a deduction, but only at the sole discretion of the instructor.

Discussion board postings will not be accepted for credit when posted after the close of the discussion week. There are no exceptions to this rule; however, solely at the discretion of the instructor, the student may be allowed to submit an alternative assignment to make up for the points under extenuating circumstances. If granted, this should be an exception to the rule.

No assignments will be accepted after the last day of the course (end of term) unless arrangements have been made and “approved” by the instructor at least one week in advance.

Saving Work
It is recommended that you save all of your work from this course on your own computer or flash drive. The capstone course you take at the end of your program may require you to have access to this work for culminating assignments and/or reflections.

Academic Integrity
Plagiarism and cheating will not be tolerated at any level on any assignment. The reality of cyberspace has made academic dishonesty even more tempting for some, but be advised that technology can and will be used to help uncover those engaging in deception. If you ever have a question about the legitimacy of a source or a procedure you are considering using, ask your instructor. As the University Academic Council approved on May 29, 2003, “The penalty for plagiarism or any other form of academic dishonesty will be failure in the course in which the academic dishonesty occurred. Students who commit academic dishonesty can be dismissed from the university by the provost/director.”
Please refer to Academic Honesty in the Policies section of the online course menu for important information about Ottawa University’s policies regarding plagiarism and cheating, including examples and explanations of these issues.

Student Handbook
Please refer to your student handbook for all university regulations. The Resource Room on the course menu in Blackboard contains information about where to find the student handbook online for your campus.

Please see Policies in Blackboard for additional university policies.

Blackboard Technical Support
The Resource Room in Blackboard contains links to student tutorials for learning to use Blackboard as well as information about whom to contact for technical support. Ottawa University offers technical support from 8 a.m. to midnight Central Time for all students, staff, and faculty at no cost. See www.ottawa.edu/ouhelp for contact information.
Ottawa University Mission Statement
The mission of Ottawa University is to provide the highest quality liberal arts and professional education in a caring, Christ-centered community of grace which integrates faith, learning and life. The University serves students of traditional age, adult learners and organizations through undergraduate and graduate programs.