

Syllabus for HRM-6100

HUMAN RESOURCES AS A STRATEGIC PARTNER

COURSE DESCRIPTION

Managing strategically is a complex, rational, well thought out sequence of activities and approaches that addresses the various competitive challenges organizations face. Human resource management faces a series of challenges and opportunities to be regarded as a strategic partner with other senior leadership executives. One manner in which to accomplish this is to earn a seat as a partner during the strategic planning process. There are many roadblocks, however, on the road to becoming an organizational partner, which results in frustration, resentment, confusion, and possibly a regression back to maintaining nothing more than an administrative function. A key, however, to the successful acceleration of human resources showing they can add value is by gaining critical information from the voices of the organization's customers and integrating these into a roadmap that will take human resources from the role of "caretaker" to "organizational leader." All of the human resource management functions must be implemented and maintained with a strategic focus. It is not only considering the present challenges but also planning for future developments that will have an impact on the organization. This course will focus upon those critical elements that will help turn human resources away from "paper pushing" and toward a value added facilitator of strategic change.

COURSE TOPICS

- Human resource management strategic applications
- Talent management, training, and performance management
- Compensation and rewards
- Global HRM and technology

COURSE OBJECTIVES

After completing this course, students should be able to:

- CO 1** Compare human resource strategies to build programs and processes to satisfy employees and stakeholders.
- CO 2** Distinguish human resource functions and activities that are essential to maximizing an organization's financial success.

- CO 3** Evaluate how the human resource organization is an important partner in either the development or implementation of corporate strategy.
- CO 4** Examine human resource skills and competencies that are necessary to participate as an effective strategic partner.
- CO 5** Appraise the role of human resource management in creating and sustaining an organization's competitive advantage.

COURSE MATERIALS

You will need the following materials to complete your coursework. Some course materials may be free, open source, or available from other providers. You can access free or open-source materials by clicking the links provided below or in the module details documents. To purchase course materials, please visit the [University's textbook supplier](#).

- There is no required textbook for this course. Each module will include articles and web-based information related to the module topics.

Required Research

Throughout the course and for the final project, contemporary articles are required to assist in transitioning the theory and concepts. These resources can be accessed through the New Jersey State Library, which you can find through the myEdison portal under the Educational tab in the My Resources block.

You will need a library card to access the NJ State Library, which is free for Thomas Edison State University students. Be sure to apply early in the semester, as it may take several weeks to receive your card.

[TESU Student Borrower Registration Form](#)

Databases to Consider

- Business Source Elite of EBSCOhost
- Business Source Premier of EBSCOhost

Journals to Consider

- *HR Magazine*
- *Academy of Management Perspectives*
- *Personnel Journal*

- *SAM Advanced Management Journal*
- *Journal of Management*
- *HR Focus*
- *Human Resource Development Quarterly*
- *Training and Development*
- *Public Personnel Management*
- *Business Horizons*
- *Monthly Labor Review*
- *Journal of Applied Psychology*
- *Organizational Dynamics*

COURSE STRUCTURE

Human Resources as a Strategic Partner is a three-credit, online course consisting of **six** modules. Modules include an overview, topics, learning objectives, study materials, and activities. Module titles are listed below.

- **Module 1: The Context of Strategic Human Resources Management**
Course objectives covered in this module: CO 1, CO 5
- **Module 2: Planning, Staffing, and Design of Work Systems**
Course objectives covered in this module: CO 4, CO 5
- **Module 3: Strategic HRM Functions: Implementation of Training, Development and Performance Management**
Course objectives covered in this module: CO 3, CO 4
- **Module 4: Strategic HRM Functions: Implementation of Compensation and Labor Relations**
Course objectives covered in this module: CO 2, CO 3
- **Module 5: Strategic HRM Functions: Implementation of Employee Separation, Retention, and Employment Law**
Course objectives covered in this module: CO 1, CO 5
- **Module 6: HRM Strategic Issues: Social Responsibility and Global HRM**
Course objectives covered in this module: CO 2, CO 3

ASSESSMENT METHODS

For your formal work in the course, you are required to participate in eleven online discussion forums, complete five written assignments, and complete a final project. See below for details.

Consult the Course Calendar for due dates.

Promoting Originality

One or more of your course activities may utilize a tool designed to promote original work and evaluate your submissions for plagiarism. More information about this tool is available in [this document](#).

Discussion Forums

This course requires you to participate in **eleven** graded discussion forums. There is also one ungraded but required introduction forum in Module 1. Since the course does not have a textbook, it is important to research the literature for relevant and timely HR journal articles and publications that contain current thinking and applications of the HR functions covered in the course. Try to find articles and publications that are not beyond three years since the date of the publication. Find sources that have an HR strategic focus and analyze the articles and publications that assess important HR implications. There are suggested journals and publications listed in this syllabus that will be helpful to you in preparing your responses. As a rule, cite the sources in your responses using APA style guidelines.

Written Assignments

You are required to complete **five** written assignments. The written assignments ask you to analyze incidents that are associated with topics covered in modules. They are designed to prepare you for the final project and research is an important part of these assignments. Since the written assignments are tied to the company selected to the final project, it is important to select a company for which there is a substantial amount of information to assist you in your research. Please review each written assignment to ensure that you understand what specific topics will be covered.

Final Project

You are required to complete a final project by selecting a company that you will analyze throughout the course, as well as selecting five human resource management functions.

The functions in HR can include, but are not limited to, the following:

- Staffing
- Compensation
- Performance management
- Training
- Employee development
- Retention
- Reward programs

- Recruitment
- Risk management—employee health and safety

In the first module, you will select a company for the final project, and you are required to receive approval from the mentor. As part of this process in the first module, you will also select the five HR functions that you will analyze in the final paper. The written assignments in each module will assist you in analyzing the HR functions that you select.

For complete guidelines and requirements of the final paper, please refer to the **Final Project** area of the course website.

GRADING AND EVALUATION

Your grade in the course will be determined as follows:

- **Online discussions (11)—39%**
 - **Discussion Forums 1, 3, 5, 7, 9, 11 (6)—24%**
 - **Discussion Forums 2, 4, 6, 8, 10 (5)—15%**
- **Written assignments (5)—40%**
- **Final project—21%**

All activities will receive a numerical grade of 0–100. You will receive a score of 0 for any work not submitted. Your final grade in the course will be a letter grade. Letter grade equivalents for numerical grades are as follows:

A	=	93–100	B	=	83–87
A–	=	90–92	C	=	73–82
B+	=	88–89	F	=	Below 73

To receive credit for the course, you must earn a letter grade of C or higher on the weighted average of all assigned course work (e.g., assignments, discussion postings, projects). Graduate students must maintain a B average overall to remain in good academic standing.

STRATEGIES FOR SUCCESS

First Steps to Success

To succeed in this course, take the following first steps:

- Read carefully the entire Syllabus, making sure that all aspects of the course are clear to you and that you have all the materials required for the course.

- Take time to read the entire Online Student Handbook. The Handbook answers many questions about how to proceed through the course, and how to get the most from your educational experience at Thomas Edison State University.
- Familiarize yourself with the learning management systems environment—how to navigate it and what the various course areas contain. If you know what to expect as you navigate the course, you can better pace yourself and complete the work on time.
- If you are not familiar with web-based learning be sure to review the processes for posting responses online and submitting assignments before class begins.

Study Tips

Consider the following study tips for success:

To stay on track throughout the course, begin each week by consulting the Course Calendar. The Course Calendar provides an overview of the course and indicates due dates for submitting assignments, posting discussions, and scheduling and taking examinations.

Check Announcements regularly for new course information.

Using AI Ethically: A Guide for TESU Students

TESU's [Academic Code of Conduct](#) permits student AI use in support of their writing and research process—not as a replacement for original writing. Document AI use with an acknowledgment statement at the end of each assignment, noting the tools and prompts used. Cite any AI-generated content on the References page. Please review [Using AI Ethically: A Guide for TESU Students](#) for more detailed information.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Thomas Edison State University recognizes, values, and relies upon the diversity of our community. We strive to provide equitable, inclusive learning experiences that embrace our students' backgrounds, identities, experiences, abilities, and expertise.

ACCESSIBILITY AND ACCOMMODATIONS

Thomas Edison State University adheres to the Americans with Disabilities Act (ADA, 1990; ADAAA, 2008) and Section 504 of the Rehabilitation Act of 1973. The Office of Student Accessibility Services (OSAS) oversees requests for academic accommodations related to disabilities; a student who is pregnant, postpartum, or a student parenting a newborn who is not the birth parent [as covered under

NJSA18A]; and students requesting academic accommodation for a short-term/temporary illness and/or injury. Information can be found on the [Office of Student Accessibility Services](#) webpage and questions can be sent to ADA@tesu.edu.

ACADEMIC POLICIES

To ensure success in all your academic endeavors and coursework at Thomas Edison State University, familiarize yourself with all administrative and academic policies including those related to academic integrity, course late submissions, course extensions, and grading policies.

For more, see:

- [University-wide policies](#)
- [Undergraduate academic policies](#)
- [Undergraduate course policies](#)
- [Graduate academic policies](#)
- [Graduate course policies](#)
- [Nursing student policies](#)
- [Nursing graduate student policies](#)
- [International student policies](#)
- [Academic code of conduct](#)