



**El Camino College**  
**COURSE OUTLINE OF RECORD – Approved**

**I. GENERAL COURSE INFORMATION**

**Subject and Number:** Business 21  
**Descriptive Title:** Human Resources Management  
**Course Disciplines:** Management or Business  
**Division:** Business

**Catalog Description:**

This course is a study of effective utilization of human resources within an organization. Emphasis is placed on principles of human resources strategy and planning, recruitment, selection, training and development, employee appraisals, compensation and benefits, legal considerations, organized labor, and health and safety practices. Effective management of common issues in human resources from the perspective of the employee and employer are discussed.

**Conditions of Enrollment:**

**Recommended Preparation** English 1 or eligibility for English 1A or qualification by appropriate assessment

<b>Course Length:</b>	<b>X Full Term</b>	<b>Other (Specify number of weeks):</b>
<b>Hours Lecture:</b>	<b>3.00 hours per week</b>	<b>TBA</b>
<b>Hours Laboratory:</b>	<b>0 hours per week</b>	<b>TBA</b>
<b>Course Units:</b>	<b>3.00</b>	

**Grading Method:** Letter  
**Credit Status:** Associate Degree Credit

**Transfer CSU:** X Effective Date: Prior to July 1992  
**Transfer UC:** No

**General Education:**  
**El Camino College:**

**CSU GE:**

**IGETC:**

## II. OUTCOMES AND OBJECTIVES

- A. COURSE STUDENT LEARNING OUTCOMES (The course student learning outcomes are listed below, along with a representative assessment method for each. Student learning outcomes are not subject to review, revision or approval by the College Curriculum Committee)**

### **SLO #1 Human Resource Process**

Students will explain key human resources concepts including: human resource strategy development and planning, as well as recruitment and selection practices.

### **SLO #2 Laws and Personnel Management**

Students will analyze and explain the laws pertaining to human resources management such as: Affirmative Action, Equal Employment Opportunity, sexual harassment, and hostile work environment.

### **SLO #3 Labor Management**

Students will demonstrate a clear understanding of the methods used to respond in situations of an over-supply and under-supply of labor.

- B. Course Student Learning Objectives (The major learning objective for students enrolled in this course are listed below, along with a representative assessment method for each)**

1. Describe the laws related to Human Resources Management.
  - Objective Exams
2. List and explain the recruitment and multi-step selection process.
  - Multiple Choice
3. Compare and contrast methods and procedures of employee evaluation.
  - True/False
4. Describe various methods of compensation and a variety of employee fringe benefits.
  - Objective Exams
5. Explain the collective bargaining process.
  - Multiple Choice

- III. OUTLINE OF SUBJECT MATTER (Topics are detailed enough to enable a qualified instructor to determine the major areas that should be covered as well as ensure consistency from instructor to instructor and semester to semester.)**

Lecture or Lab	Approximate Hours	Topic Number	Major Topic
Lecture	3	I	Human Resources Strategy and Planning <ol style="list-style-type: none"><li>A. Human Resources strategy to support an organization's mission and objectives.</li><li>B. Job analyses and the use of job descriptions.</li><li>C. Amount of time necessary for the hiring process and cost of hiring and replacing employees.</li></ol>
Lecture	6	II	Employee Recruitment Process <ol style="list-style-type: none"><li>A. Internal and/or external recruiting to develop diverse talent pool that meets an organization's needs including minorities, women, disabled and experienced workforce.</li><li>B. Methods for effective recruitment including realistic job previews.</li></ol>

Lecture	6	III	<p>Interview and Selection Process</p> <ul style="list-style-type: none"> <li>A. Steps in preliminary screening process including application, cover letter, and resume review, and telephone screening.</li> <li>B. Appropriate interviewing technique such as traditional/structured interview, situational interview, and behavioral interview.</li> <li>C. Various pre-employment tests and post-interview screening such as reference and background checks.</li> <li>D. Measurement criteria to evaluate all candidates consistently.</li> </ul>
Lecture	3	IV	<p>Training Programs, Succession Planning, and Talent Development</p> <ul style="list-style-type: none"> <li>A. Multi-step approach to understand training needs and provide relevant training to employees.</li> <li>B. Employee training program to maximize employee retention and development program to support career and professional development.</li> <li>C. High potential employees and growth opportunities within the organization.</li> <li>D. Mentor programs.</li> </ul>
Lecture	5	V	<p>Performance Appraisal Process</p> <ul style="list-style-type: none"> <li>A. Appraisal methods, scales, and practice delivering the appraisal interview.</li> <li>B. Annual goals and objectives for next review.</li> <li>C. Performance improvement methods and assessment tool training for supervisors.</li> </ul>
Lecture	6	VI	<p>Comprehensive Compensation and Benefits System</p> <ul style="list-style-type: none"> <li>A. Salary survey data to establish pay grades and rate ranges.</li> <li>B. Pay-for-performance compensation system and other incentive/reward systems including piecework, merit pay, bonuses, and incentive awards.</li> <li>C. Performance appraisal criteria, such as employee ranking, to determine employee raises and promotions.</li> <li>D. Benefits required by law and discretionary benefits including non-salary such as health care, long-term care insurance, life insurance, retirement program, and pension plans.</li> </ul>
Lecture	3	VII	<p>Human Resources Leadership</p> <ul style="list-style-type: none"> <li>A. Positive culture and environment for human capital to thrive.</li> <li>B. Business objectives align with human resources.</li> <li>C. Workplace flexibility to maximize effective output.</li> </ul>
Lecture	6	VIII	<p>Employment Law, Compliance, and Ethics</p> <ul style="list-style-type: none"> <li>A. Major federal laws relating to human resources including legal interview questions, applications, Equal Employment Opportunity, fair employment practices and immigration reform and control.</li> </ul>

			<ul style="list-style-type: none"> <li>B. Policies relating to complaints of discrimination, workplace misconduct, whistle-blowing, and retaliation.</li> <li>C. Ethical behavior in the workplace.</li> <li>D. Purpose and requirement of Affirmative Action.</li> </ul>
Lecture	8	IX	<b>Employee-Management Issues</b> <ul style="list-style-type: none"> <li>A. Employee and privacy rights including employment records, electronic data and surveillance.</li> <li>B. Approaches to handling performance improvement plans, disciplinary procedures, investigation techniques, and discharging employees.</li> </ul>
Lecture	5	X	<b>Organized Labor and Labor Relations</b> <ul style="list-style-type: none"> <li>A. Government regulation of labor relations such as Norris-LaGuardia Act, Wagner Act, and Taft-Hartley Act.</li> <li>B. Dynamics of union and non-union organizations, process of forming a union, bargaining process, and grievance process.</li> <li>C. Tactics used by employers to avoid unions and tactics used by unions to influence negotiations.</li> <li>D. Right-to-work states</li> </ul>
Lecture	3	XI	<b>Establishing Health and Safety Practices</b> <ul style="list-style-type: none"> <li>A. Function and standards of OSHA.</li> <li>B. Culture of safety by establishing and enforcing rules and documenting and investigating accidents.</li> <li>C. Physical and emotional health among employees.</li> <li>D. Address employees with substance abuse issues and workplace violence concerns.</li> </ul>
Total Lecture Hours		54	
Total Laboratory Hours		0	
Total Hours		54	

#### IV. PRIMARY METHOD OF EVALUATION AND SAMPLE ASSIGNMENTS

##### A. PRIMARY METHOD OF EVALUATION:

Substantial writing assignments

##### B. TYPICAL ASSIGNMENT USING PRIMARY METHOD OF EVALUATION:

As a marketing manager you are in the process of recruiting and selecting an administrative assistant. In coordination with the human resources representative assigned to your area, you are screening resumes and scheduling interviews, including a skills test. You are very interested in selecting the right candidate based on evaluating their written and oral communication skills, keyboarding accuracy, ability to follow through given complex situations, and discretion with confidential information.

Write ten open-ended, well thought out interview questions that will solicit answers that address the bolded skills above that are critical to the position for which you are hiring. Five of the questions should be standard questions based on the job analysis of the position and five should be situational questions. Then, describe and explain three skills tests that you would design and require of your candidates. Finally, develop an actual scoring system or rubric that the hiring committee will use to evaluate each candidate (interview and skills tests) in a fair and consistent way.

Your well thought out interview questions, summary of the skill tests, and scoring system should fill two pages, single spaced.

**C. COLLEGE-LEVEL CRITICAL THINKING ASSIGNMENTS:**

**1. Managing Labor in an Over/Undersupply Scenario**

You are the human resources director for the Los Angeles area production facility of a soda manufacturer and distributor. Many new beverage options are now available. In addition to the new choices, a preliminary FDA study found sugar in regular soda and artificial sweeteners in diet soda to be harmful in laboratory studies. Consumers are switching to the new non-soda beverages and as a result your company's market share has declined significantly. Due to the decline in consumer demand, the forecasted production volume of your plant is reduced by twenty percent. As a result you have an oversupply of employees and are required to reduce your labor hours by twenty percent. Interestingly, one of your personal friends works for a direct competitor and is faced with an undersupply of employees.

In a two-page, single spaced analytical paper, discuss three alternatives you could implement to avoid a lay-off. Rank the options to identify best choice, second, and third. In your discussion clearly explain your rationale of each alternative and your ranking. Then, put yourself in the shoes of your friend and competitor. What three alternatives could you implement to address an undersupply of employees. Also rank those alternatives and explain your rationale. Finally, comment on the ethical concern of referring an employee to a competitor. Would you or would not work with your friend who has too few people by referring your "extra" employees to your competitor?

**2. Job Content, Context, Work Requirements, and On-boarding**

Part A: Conduct online research and locate a job description of a position that interests you or use the job description of a position you already have. Using your own words, rather than the job description verbiage, define the position you selected in terms of job content, job context, and worker (your) requirements. Keep in mind the following:

- Job content is what workers actually do on the job.
- Job context is the conditions under which a worker performs the job and the demands the job imposes upon the worker.
- Worker requirements are the qualifications a worker must possess to successfully perform a particular job.

Part B: Next think of how you would establish yourself in the new role. Based on the job description, develop five performance objectives that will be used to measure your progress after six months. Remember, objectives should be relevant, specific, measurable, and challenging yet reasonable.

Part C: Finally, identify one or two areas where training would help you excel and achieve your objectives named above. Discuss the purpose for the specific training and the training method that would find most effective.

Your comprehensive analysis of all three parts should fill two pages, single spaced. Attach the job description to your written analysis.

**C. OTHER TYPICAL ASSESSMENT AND EVALUATION METHODS:**

Quizzes  
Written homework  
Homework Problems  
Multiple Choice  
Completion  
Matching Items  
True/False

**V. INSTRUCTIONAL METHODS**

Demonstration  
Lecture  
Multimedia presentations  
Other (please specify)  
Case studies

**Note: In compliance with Board Policies 1600 and 3410, Title 5 California Code of Regulations, the Rehabilitation Act of 1973, and Sections 504 and 508 of the Americans with Disabilities Act, instruction delivery shall provide access, full inclusion, and effective communication for students with disabilities.**

**VI. WORK OUTSIDE OF CLASS**

Study  
Answer questions  
Required reading  
Problem solving activities  
Written work

**Estimated Independent Study Hours per Week: 6**

**VII. TEXTS AND MATERIALS**

**A. UP-TO-DATE REPRESENTATIVE TEXTBOOKS**

Noe, Hollenbeck, Gerhart, Wright. Fundamentals of Human Resource Management, (7<sup>th</sup> Edition) 2019 McGraw Hill.

**B. ALTERNATIVE TEXTBOOKS**

**C. REQUIRED SUPPLEMENTARY READINGS**

**D. OTHER REQUIRED MATERIALS**

**VIII. CONDITIONS OF ENROLLMENT**

**A. Requisites (Course and Non-Course Prerequisites and Corequisites)**

Requisites	Category and Justification
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**B. Requisite Skills**

Requisite Skills
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**C. Recommended Preparations (Course and Non-Course)**

<b>Recommended Preparation</b>	<b>Category and Justification</b>
Non-Course Recommended Preparation AND eligibility for English 84	Students must be eligible for English 84 to ensure they have the reading skills necessary to understand the reading assignments and ability to apply the human resources theories discussed.
Non-Course Recommended Preparation eligibility for English A	Students must be eligible for English A to ensure they have the writing skills necessary to complete the writing assignments.

**D. Recommended Skills**

<b>Recommended Skills</b>
<p>Demonstrate rules of English grammar, mechanics, and usage. Construct clear and concise sentences. Read financial information such as a credit report, personal budget, and insurance documents with comprehension. Demonstrate study and test-taking techniques.</p> <p>ENGL B - Apply appropriate strategies from the writing process to create, compose, revise, and edit drafts.</p> <p>ENGL 82 - Discuss elements of a book-length text orally or by means of journals, summaries or compositions.</p> <p>ENGL 82 - Employ basic study skills and reading strategies to explain at the literal level the content of a text.</p> <p>ENGL 82 - Employ basic critical thinking skills such as distinguishing fact from opinion, making valid inferences, and formulating implied main ideas.</p> <p>ENGL B - Compose a variety of sentence types and edit them for correct grammar, appropriate word choice, and accurate spelling.</p>

**E. Enrollment Limitations**

<b>Enrollment Limitations and Category</b>	<b>Enrollment Limitations Impact</b>
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Course created by Phillip Knypstra on 08/01/1973.

BOARD APPROVAL DATE:

LAST BOARD APPROVAL DATE: 12/16/2019

Last Reviewed and/or Revised by Y Chau on 10/01/2019

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