Course Title: Human Relations and Workforce Planning (Fall 2017)
Course Code & Section: 541
Days/Times: Thursday 7-10 PM
Location: Physics Room P 124
Credit Hours: 3
Instructor Name: Elizabeth Brady
Instructor Contact Information
Email: Elizabeth.brady@stonybrook.edu
Phone: 631-632-6132

Course Description:
Organizations, today and in the future, will be looking for employees and managers who possess a significant understanding of the principles and practices of human relations and organizational behavior in the workplace. The workplace is constantly evolving: increased diversity, team development and performance along with the awareness that relationships in the workplace are as fundamental to the success of an organization is quality products and services. Human behavior and understanding of how such behavior interacts within and throughout an organization is not a luxury, it is a necessity, if we are to deal successfully with today's work/life issues.

Course Objectives:
Upon completion of the course, the student will have an increased capacity to:
- **CO1:** Understand the modalities of Human Relations in the Workplace
- **CO2:** Explain why human relations skills are important in today's workplace
- **CO3:** Explain the role of Corporate Culture and Organizational Politics and their impact on human relations within today's workplace.
- **CO4:** Explain and apply employment laws that govern human relations and workforce planning
- **CO5:** Demonstrate the ability to work effectively with others with diverse backgrounds & values
- **CO6:** Demonstrate strategies for managing emotions within the workplace
- **CO7:** Create innovative workplace solutions and programs to retain and educate employees

Suggested Course Textbook and Materials:
Human Relations in Organizations – 10th Edition
ISBN – 10-0077720563
Robert Lussier
McGraw Hill

Additional Reading Materials / Course Bibliography:
Additional materials, PowerPoint presentations, etc. will be provided.

Preferred Method of Contact with Instructor:
You may contact me via email or phone as mentioned above on page 1 of this syllabus. If you send me an email, please be sure to include your full name and course name. Please allow between 24-48 hours for a response. Please utilize your Stony Brook University email when getting in touch with me as that is the preferred method of contact from the institution.
**ASSSESSMENT:**
In this course, you will be assessed on the following:

<table>
<thead>
<tr>
<th>ASSIGNMENT(S)</th>
<th>POINTS (OR % OF GRADING)</th>
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<tbody>
<tr>
<td>Class Participation and various homework assignments</td>
<td>25</td>
</tr>
<tr>
<td>Written Assignment #1</td>
<td>25</td>
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<tr>
<td>Written Assignment #2 (Midterm)</td>
<td>25</td>
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<tr>
<td>Final Assignment</td>
<td>25</td>
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<td><strong>TOTAL</strong></td>
<td><strong>100 %</strong></td>
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**Participation and various homework assignments (25%):** Preparation for class means reading any pre-assigned readings (articles) & reviewing all information required for the week. It is expected that one acts professionally every time they express themselves—whether it’s through the written or spoken word. As such, successful professionals utilize effective written and oral communications. Therefore, communication errors (such as improper grammar, improper sentence and paragraph structure, misspelling and incorrect punctuation) are discouraged. Faculty consider communication competency when evaluating student performance. **Journal requirement:** There is a journal requirement for this course. You will be asked to keep a weekly journal (additional details can be found in the course outline.)

**Written Assignment #1 (25%):** This Assignment is due by September 21st. You will select an article from a newspaper, journal or magazine that embodies an issue surrounding Human Relations and Workforce Planning. Information found on the internet is permissible. Write a 3-4 page paper (double spaced) describing the following:

- a) What was the situation/issue;
- b) How does it relate to Human Relations and/or Workforce Planning;
- c) What was the outcome;
- d) Suggestions on how the situation could have been handled differently or support as to why it was handled correctly.

*Please be sure to include a copy of the article or link in your paper.*

*Please be prepared to present your findings to the class, as this gives you the opportunity to discuss what aspects of human relations and workforce planning is of interest to you.*

**Written Assignment #2 (Midterm) - (25%):** The midterm is due by October 19th. For your midterm assignment you will examine effective leadership. Select a business leader and in a 5-7 double spaced, typed paper, discuss:

- a) What makes this leader a success (or not a success) or both (for example, Martha Stewart):
- b) What characteristics and/or traits does this business leader possess?
- c) Please expand upon the type of industry or business the incumbent is involved in;
- d) Would their leadership style result in a success at any organization?
- e) Why and how do you relate to this leader and his/her leadership style?
**Final Written Assignment (25%)**: Your Final Written Assignment is due by December 7th. For your final assignment you will examine the way your organization approaches human relations and how the organization attempts to satisfy employee needs while accomplishing organizational objectives. Your paper should be 5-7 pages in length (double spaced) and contain the following:

a) Details of the leadership style of the senior management;
b) How the organization handles conflict and conflict resolution;
c) Whether your organization is unionized or not;
d) The size and type of organization (i.e. manufacturing, health care, etc.)
e) The types of benefits offered at this organization;
f) Anything unique to this organization that you would like to share.

If you do not work for an organization or would prefer to choose a different organization or create one on your own, you may do so.

**Grades and Grading Scale:**
Assignment of letter grades is based on a percentage of points earned. The letter grade will correspond with the following percentages achieved. All course requirements must be completed before a grade is assigned.

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<tr>
<th>Grade</th>
<th>Points</th>
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<tr>
<td>A</td>
<td>94-100</td>
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<td>A-</td>
<td>90-93</td>
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<td>B+</td>
<td>87-89</td>
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<td>B</td>
<td>83-86</td>
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<tr>
<td>B-</td>
<td>80-82</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<td>C</td>
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<td>C-</td>
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<td>F</td>
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**Academic Policies:**
**Academic Integrity Statement**: Each student must pursue his or her academic goals honestly and be personally accountable for all submitted work. Representing another person’s work as your own is always wrong. Faculty are required to report any suspected instances of academic dishonesty to the Academic Judiciary. For more comprehensive information on academic integrity, including categories of academic dishonesty, please refer to the academic judiciary website at [http://www.stonybrook.edu/uaa/academicjudiciary/](http://www.stonybrook.edu/uaa/academicjudiciary/)

For information specific to the School of Professional Development, see the appropriate section in the Bulletin at [http://www.stonybrook.edu/spd/bulletin/2014_bulletin.pdf](http://www.stonybrook.edu/spd/bulletin/2014_bulletin.pdf)

**Critical Incident Management**: Stony Brook University expects students to respect the rights, privileges, and property of other people. Faculty are required to report to the Office of Judicial Affairs any disruptive behavior that interrupts their ability to teach, compromises the safety of the learning environment, or inhibits students’ ability to learn.

**University Student Conduct Code** can be found at (check for most current version) [http://studentaffairs.stonybrook.edu/ucs/docs/universitystudentconductcode.pdf](http://studentaffairs.stonybrook.edu/ucs/docs/universitystudentconductcode.pdf)
ADA & Disability Support Services (DSS) Statement: The Rehabilitation Act of 1973 – Section 504 applies to all postsecondary educational programs that receive federal assistance. Reasonable accommodations and academic assistance are provided to students with disabilities registered with the Disability Support Services, ECC (Educational Communications Center) Building, room 128, (631) 632-6748. They will determine with you what accommodations, if any, are necessary and appropriate. All information and documentation is confidential. For procedures and information go to the following website: http://www.stonybrook.edu/ehs/fire/disabilities

Course Materials and Copyright Statement: Course material accessed from Blackboard, SB Connect, SB Capture or a Stony Brook Course website is for the exclusive use of students who are currently enrolled in the course. Content from these systems cannot be reused or distributed without written permission of the instructor and/or the copyright holder. Duplication of materials protected by copyright, without permission of the copyright holder is a violation of the Federal copyright law, as well as a violation of Stony Brook’s Academic Integrity and Student Conduct Codes.

Academic Support:
SPD Subject Guides - The SPD Subject Guide is a library website specifically designed to assist SPD students with their research. It contains all of the information referenced on this Blackboard page as well as recommendations for specific databases and a live librarian chat feature. Take a look: http://guides.library.stonybrook.edu/spd

Library Instruction Website - http://library.stonybrook.edu/workshops-this-week-citation-skills-worldcat-and-endnote-the-hsc/

SBU Library Research Guides and Tutorials http://library.stonybrook.edu/research/research-basics/
## COURSE SCHEDULE

*subject to changes*

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Due Date</th>
<th>Course Activities &amp; Assignments, Suggested Reading</th>
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</thead>
</table>
| 1    | Introduction to Human Relations  
A. Understanding Human Relations in the Workplace  
B. What your role is in today’s organization?  
C. Historical perspective of Human Relations | 8/31 |  
- Introductions/Welcome  
- Course Outline Review  
- Expectations |
| 2    | Organizational Communication Skills  
A. The significance of workplace communications  
B. Ineffective communication  
C. Barriers to communication  
D. Communication scenarios  
E. The Titanium Rule  
F. Zooming Out  
G. The “Grapevine”  
H. Effective Listeners | 9/7 |  
- HW Assignment: Draft and bring to class an email dealing with the subject of “Informing Managers of a Change in Company Policy.” Included in your email, please describe the policy, details of the change, and any pertinent details (dates, who will you cc, etc.)  
- Suggested Reading: Chapters 1 and 2 |
| 3    | Leadership & Organizational Culture  
A. The importance of effective leadership is in the workplace  
B. Corporate culture  
C. Define roles played by outside entities such as unions and how they shape corporate culture, leadership and human relations as a whole  
D. The Best Organizations to Work For  
E. Emotional Intelligence | 9/14 |  
- Please view the Maxwell video on the 5 Levels of Leadership (Blackboard - Assignments>Effective Leadership>5 Levels of Leadership)  
  1. Briefly explain the five levels of leadership.  
  2. Whether you are a supervisor, or in any area of leadership, what level am I on with each one of my people. Bring your assignment to class.  
You only need discuss/submit your answers to the Five Levels of Leadership.  
Link: [https://www.youtube.com/watch?v=aPwXeg8ThW1](https://www.youtube.com/watch?v=aPwXeg8ThW1)  
- HW Assignment #2: What do you feel are two of the biggest challenges facing HR professionals and/or managers today?  
- Suggested Reading: Chapter 3 |
<table>
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</thead>
</table>
| 4    | Diversity and Innovation in the Workplace | 9/21 | - Homework assignment #1: T or F – “Every Generation sees the world differently” – Expand upon your answer.  
- Homework assignment #2: What experiences have you had where you believe your generational values have conflicted with the generational views of others?  
- Suggested Reading: Chapter 4  
- Term Assignment #1 Due – Oral Presentations Begin |
| 5    | Employment Law and Human Relations | 9/28 | - Oral Presentations continue  
- Suggested Reading: Chapter 5 |
| 6    | Conflict Resolution Coaching and Counseling | 10/5 | - (Homework assignments will be given out in class)  
- Suggested Reading: Chapter 6  
- Oral presentations continue |
| 7    | Building a Great Place to Work Job Design & Technology | 10/12 | Homework assignment:  
- Develop/find a job description;  
- How has modern technology impacted this type of job over time;  
- What items in the job description are of key importance for items such as the new employee, training needs, and Recruiting staff.  

Suggested Reading: Chapter 7 |
<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Due Date</th>
<th>Course Activities &amp; Assignments, Suggested Reading</th>
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<tbody>
<tr>
<td>8</td>
<td>Midterm Assignment Due</td>
<td>10/19</td>
<td>Midterm Assignment Due (#2) via Blackboard, No On-site Class this evening</td>
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<tr>
<td>9</td>
<td>Career Planning/Management</td>
<td>10/26</td>
<td>- Homework assignment #1: Identify one of your personal/professional values and explain how it might work for or against you in certain work situations &lt;br&gt; - Assignment #2: What is Your Brand (For your review – not required to submit). &lt;br&gt; - Assignment #3: Identify at least 2 ways in which networking can help you advance in your career. &lt;br&gt; - Suggested Reading: Chapters 8 and 9</td>
</tr>
<tr>
<td>10</td>
<td>Trending: Human Relations and Workforce Planning</td>
<td>11/2</td>
<td>Homework assignment: Bring to class a current, related event or topic related to Human Relations in the Workplace, or HR management overall and explain why you chose this topic or event. &lt;br&gt; - Suggested Reading: Chapter 10</td>
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<tr>
<td>11</td>
<td>Performance Management/Pay and Rewards</td>
<td>11/9</td>
<td>(Homework assignments will be given out in class) &lt;br&gt; - Suggested Reading: Chapter 11</td>
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<td>12</td>
<td>Working in a Team Based Environment</td>
<td>11/16</td>
<td>(Homework assignments will be given out in class) &lt;br&gt; - Suggested Reading: Chapter 12 &lt;br&gt; - No On-Site Class this evening (11/23)</td>
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<tr>
<td>13</td>
<td>Thanksgiving</td>
<td>11/23</td>
<td>No On-Site Class this evening (11/23)</td>
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<td>Week</td>
<td>Topics</td>
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<td>14</td>
<td>Leading in Unionized/Non Union Environments</td>
<td>11/30</td>
<td>Suggested Reading: Chapter 13</td>
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</table>
|      | A. The differences between Unionized and Non-Unionized Environments  
|      | B. The Art of Negotiations  
|      | C. Conflict Resolution (cont.)  
|      | D. Productivity/Quality Improvement/Job Redesign | 12/7 | Final Assignment/Term Paper Due (#3) |
| 15   | Business Ethics in Organizations | 12/14 | |
|      | A. Leaders and Ethics  
|      | B. Conflict and Ethics  
|      | C. Job Restructure/Rightsizing  
|      | D. Hiring/Firing/Layoffs | |
| 16   | Wrap Up – Looking to the Future | | |
|      | A. Opportunities  
|      | B. Global Business  
|      | C. World Class Organizations | |

**Career Journal:** The purpose of the journal is to facilitate your career and professional growth. Please set aside time each week for self-reflection. Your journal should address items such as:

- a. What are my current and future career goals?
- b. Who can I network with to facilitate my career growth and goals?
- c. Who can I mentor with to facilitate my career growth?
- d. What does it take to be an effective team player? Do I need to make any changes to be a better team member?
- e. What technical skills are required for my career and future career goals? Do I need to make any changes or learn any new technology?
- f. What can I do to minimize stress at my job?
- g. How can I incorporate the concepts of Emotional Intelligence (Self Awareness, Self -Management, Self -Motivation, Empathy, and Social Skills into my professional growth?
h. Did I have any worthwhile professional accomplishments this week that I would like to document?

*Remember to make your journals (SMART) – Specific, Measurable, Ambitious, Reachable, Time Sensitive.

*The journal is for YOU. You do not need to share it with me, or the class. You may, however, find that revealing some of the items in your journal will facilitate your career growth. Sharing is voluntary!

What is Your Brand (Exercise :) A brand expresses and reinforces what is important to you. Your brand is unique to you. In this voluntary exercise, address the following:

1. How would your coworkers and/or friends describe your brand? Ask people that you trust to give you feedback.
2. How would you describe your brand?
3. Compare and contrast. Do you see similarities?
4. Do you see any ways you might want to refine and improve your brand?

Source: Modern Human Relations at Work, Kathryn W. Hegar

Subject to Change Notice:
All material, assignments, and deadlines are subject to change with prior notice. It is your responsibility to stay in touch with your instructor, review the course site regularly, or communicate with other students, to adjust as needed if assignments or due dates change.

Syllabus Disclaimer:
The instructor views the course syllabus as an educational understanding between the instructor and students. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. The instructor reserves the right to make changes to the syllabus as deemed necessary. Students will be notified in a timely manner of any syllabus changes face-to-face, via email or in the course site Announcements. Please remember to check your SBU email and the course site Announcements often.