

# ACM Courses

Management and Organization Department

Ramon V. del Rosario College of Business

De La Salle University

## 1.0 COURSE OVERVIEW

1.1 Human Resources Management. The heart of the organization is in its people. There is no other functional area that concerns itself more with employee commitment and productivity than, human resources management. The role of the human resources department has evolved over the years and the most successful firms in the world have involved the department in its strategic planning

There are obviously many aspects of human resource management and this necessitated breaking up the scope into two subject courses for Applied Corporate Management students. The first part (HUREONE) focuses on recruitment, selection, training and development of employees while the second part (HURETWO) looks at the other aspects of employee retention.

1.2 Management Research (MAREACM ). This course focuses on the research process in an organizational setting. It involves the use of practical examples and skill building techniques to provide a solid grounding in the planning and implementation of a research project that is meant to aid managers in decision-making.

1.3 Management Internship (PRCAPM1, PRCAPM2, PRCAPM3). Students are required to go on three 12-week internships with a partner company. It is during the internship that they are able to apply what they learn in the campus.

1.4 Thesis Writing (THSAPC1/THSAPC2). There are two parts to thesis writing. The first requires the students to prepare their thesis proposal. The second requires students to complete the thesis by collecting data on field and interpreting the results.

## 2.0 LEARNING OUTCOMES

2.1 Human Resource Management. The two courses in human resource management take a unique approach to human resource management in the light of ethical and sustainable issues that confront each of us as members of society. It is designed to be experiential and would obviously teach skills that are useful in organization.

For part 1, students should be able to determine the most appropriate methods and techniques to use for human resource planning, job design and staffing, recruitment and selection, career transitions, skills training, management and career development as well as performance management and appraisal.

Prerequisite: HUMANBE

For part 2, students should be able to determine the most appropriate methods and techniques to use for job analysis, performance appraisal, compensation designs, employee discipline, and retention programs.

The course also uses technology so students are expected to become more adept with the use of the worldwide web as well as electronic databases and e-journals to advance their knowledge. They are expected to become more comfortable using online discussion boards as a means of expressing ideas. In and out of the classroom, the students should then develop sensitivity towards other peoples' opinions, styles, and beliefs.

Prerequisite: HUREONE

- 2.2 Management Research. This course prepares students in academic research writing. The output of the course is a research paper and consequently requires that students learn how to formulate a research problem, conduct a review of the literature, develop research frameworks, design the research, analyze data collected, and provide appropriate recommendations.

Prerequisite: None

- 2.3 Management Internship. Each management internship is an opportunity for ACM students to build upon their competencies. It is during the internship that they strongly affirm technology capabilities, relationship skills, and ethical convictions. They are able to test their critical thinking abilities and to learn to communicate effectively.

PRCAPM1

Prerequisite: HUREONE, FINMAN2, MARKET1

PRCAPM2

Prerequisite: HURETWO, MARKET2, OPERMAN

PRCAPM3

Prerequisite: PRCAPM2, MARKET3

- 2.4 Thesis Writing. This course aims to provide students with the necessary skills to aid in the preparation and defense of a worthy thesis proposal. More than the technical skills, the course would introduce the students to ethical research

practices and would continuously emphasize that any intellectual work should be performed with high quality standards.

In particular, we would like to see students, who will be working in teams, challenge themselves to identify research problems of national significance aimed at finding solutions to address the worldwide problem of poverty. While the topic is overwhelming in scope, we accept that there may be corporate-based research aimed at enhancing value for business and for the community at large that would eventually trickle down to the poorest of the poor. Research that look towards sustainability and ethical business practices support this aim.

Moreover, we would like to see students who are able to extract information from primary and secondary sources and to be able to relay back processed information to the corporate world, academe and civil society in a way that can be appreciated and acted upon.

Finally, it is desired that students are able to apply the technical skills and practical lessons in an ethical manner throughout their chosen career, and that it encourages them to continuously seek for solutions that would help not only their organizations, but the society as well.

While enrolled in the course, groups of student are assigned a faculty mentor who will supervise them during the entire research process.

THSAPC1

Prerequisite: MAREACM , PRCAPM2

THSAPC2

Prerequisite: THSAPC1

### 3.0 COURSE COVERAGE

#### 3.1 HR Planning, Recruitment, Selection, and Training (HUREONE)

3.1.1 Human Resource Environment. This module describes the environment that human resource management works within. From a mere administrative function, the HR department has become a partner in strategic planning. This is a big move from a functional area with tasks that were previously attached to the finance department.

The changing role of the HR management has been spurred by competitive challenges brought about by globalization, technology development, and the changing needs and demands of human capital. Indeed, the 21<sup>st</sup> century world we live in today requires greater responsiveness from organization. This is best addressed by HR.

- 3.1.2 Human Resource Planning. The goal of human resources is to maximize human capital. Individuals should be assigned to carefully designed jobs so these individuals remain motivated to perform their best. Should a misfit occur, HR should be prepared to redesign the job, train the individual, or re-assign the individual to a job that would make the person more effective.

The HR is also responsible for ensuring that the right number of individuals is available. This can be done through human resource planning. As the word suggests, there is a need to be forward looking and thus anticipate the human resource requirements of an organization. To do this, it is best if HR actively participates in the mapping of corporate strategic plans. This way, they will have the capacity to immediately inform decision makers of the manpower implications of the plans. With anticipation, they will then know which aspects of HR to beef up on in the short and medium term. Without such planning, organizations run the risk of having mismatches in numbers and qualifications. This results in unnecessary resource waste.

- 3.1.3 Attracting Human Talent. After matching demand and supply of human talent, a company may find itself in a situation where a position has to be filled by permanent personnel. There are various sources of manpower and there are various ways of attracting individuals to apply for positions in the organization. The responsibility of HR then is to ensure that vacancies are timely filled in the most cost-effective manner.

- 3.1.4 Selection and Placement. Attracting individuals to apply for a position in an organization is only the beginning. Depending on the effectiveness of the recruitment methods, HR may receive one to even a thousand applications for one position. The next step is to determine who is the most qualified. Once selected, the individual may be offered the position and the person may hopefully accept the offer. If the individual rejects the offer, then the HR goes to the next best person. At the worse case, the search process may begin anew with more recruitment efforts.

The selection process is also applied to employees who seek desire lateral movement or promotion. There are organizations that will first process internal candidates while there are those that will process them together with external applicants. If an internal applicant is accepted, a replacement for that person is in the offing.

- 3.1.5 Training and Development. Training and development is one of the techniques used to retain employees. It is one of the benefits offered to employees. It is a benefit because the costs of improving the knowledge and skills of an individual are borne by the company. It is thus normal for organizations to expect that their employees be committed to its goals.

Improving the competencies of individuals is necessary in a competitive environment. Training is provided to employees to help them cope with current jobs. Development on the other hand is provided to employees to help them prepare for future jobs.

- 3.1.6 Career Development. It has already been established that we are operating in a dynamic environment where change is the norm. Consequently, the goal of organizations to retain employees becomes even more challenging. It is easy to understand how employees, regardless of their tenure, would be interested to know what the future lies for them within or outside the company. For new employees, they would be interested to know how their career will progress and what the opportunities are to move up or laterally. For senior employees, they would like to know what is to become of them when the younger ones take over. The aspect in HR that would provide that information is career development.

- 3.1.7 Employee Turn Over. Separation is inevitable. This is another reason why the job of the HR manager is quite challenging. How does one minimize separation without jeopardizing corporate performance? Regardless of the reasons for separation, a socially responsible organization ensures that all stakeholders are treated humanely and fairly.

- 3.1.8 Performance Management. The bridge of HUREONE and HURETWO is in the performance appraisal. For some, it is used for developmental purposes but for many, performance appraisal is meant to reward employees either by an increase in compensation or by a promotion. Regardless of the purpose, it is imperative that appraisal is done properly. All these form part of performance management.

- 3.1.9 Development in Human Resources. It should be obvious by now that human resource management in the new millennium is different from the

personnel management function of the past century. Human resources is no longer an administrative function that manages payroll or processes papers for hiring. Its role in organization has been elevated to one where partnership does exist. The HR manager is a strategist who is responsible for the greatest asset of the organization – its human capital.

### 3.2 Industrial Relations and Compensation Administration (HURETWO)

3.2.1 Globalization and Human Resource Management. This module describes the environment that human resource management works within. Globalization has indeed changed the importance of the human resource management function. Today, human resource managers must consider workplace diversity, organizational structural changes, and even virtual management.

3.2.2 Performance Management. As the bridge of HUREONE and HURETWO, students take a refresher course on the performance management. This provides the context in designing compensation packages for employees.

3.2.3 Compensation Strategy: Philosophy and Assessment. The foundation of compensation structure is the corporate pay philosophy. Management must decide how it should position itself in the industry. They must be able to determine whether the organization shall work towards maintaining internal or external equity and whether they aim to attract employees or retain them. This then guides human resource managers in designing appropriate compensation packages.

3.2.4 Compensation Strategy: Form, Delivery, and Plan Design. The compensation philosophy is reflected in compensation statements that govern the organization. From the earlier module we know that management should decide whether it would pay above, at, or below market rates. They should be clear on how their compensation programs are to attract potential employees and motivate them once hired to perform their best. They would have to determine starting salaries as well as salary progressions as an individual stays in the organization with preferably upward career movements. All these must be taken in context with the company's goods and services and how they position themselves in the market.

3.2.5 Safety and Health in the Workplace. The workplace should be a safe environment to work in. That responsibility for keeping it safe is usually thrown at the human resource management department. While HR may

have a limited role in the layout and equipment in a manufacturing facility, the design of safety programs is definitely under their purview. Beyond safety, HR must also ensure that their employees stay physically and emotionally healthy. Proactive programs are usually part of a benefit package of many organizations.

- 3.2.6 Employee Relations. Another challenging task of human resource managers is to manage relationships within the organization. It is more than hosting parties and summer team-building sessions. Effective organizations draw up programs so employees feel respected and believe that their basic rights are not trampled upon. Even if hierarchy exists, the needs of an individual are universal and rank should not be the victor at the expense of others.

Managing employee relations is about minimizing potential conflict. But conflict is inevitable. Thus, the HR should establish guidelines to manage discord between and among employees as well as between employees and the organization so that it does not escalate to legal battles. The latter is damaging financially and socially. It should only be resorted to when all possible means have been exhausted.

- 3.2.7 Labor Relations. Labor organizations are more active in manufacturing companies than in services. It takes its roots from the industrial revolution when workers were apparently abused by their supervisors. Employees, seeing the advantages of a solid voice, thus banded together to establish unions and demand that their rights be respected.

Nowadays, the proactive stance of employers has diluted the relevance of labor unions. Adversarial relations between employers and employees are expected to be things of the past. But unions do still exist, and for this reason, it is important to understand its dynamics.

- 3.2.8 International Human Resource Management. The globalized world is at our doorstep. Multinational companies have partnered with local firms and local firms have established operations abroad. If it was difficult to draw up HR policies for a local firm, can you imagine trying to address the needs of a global firm located in countries with differing cultures and standards of living? That is the new challenge for human resource managers. Should there be universal policies or should the

- 3.2.9 HR in the New Millennium. It should be obvious by now that human resource management in the new millennium is different from the personnel management function of the past century. Human resources is



no longer an administrative function that manages payroll or processes papers for hiring. Its role in organization has been elevated to one where partnership does exist. The HR manager is a strategist who is responsible for the greatest asset of the organization – its human capital.

### 3.3 Management Research (MAREACM )

- 3.3.1 Introduction to Business Research. The course begins with a lecture on the context of business research and provides a sneak preview of the research process.
- 3.3.2 Research Problem and Research Objectives. Prior to conducting any study, researchers must be able to visualize the end result. In so doing, they will be able to zero in on what they hope to accomplish after conducting the research. Students are taught to be curious to identify contemporary problems that need answers to.
- 3.3.3 Literature Review. Sometimes, we can be quite naïve to think that we have discovered something no one has ever done so. It is in exploring the literature that we begin to realize that others have the tread the path before us, although in different circumstances. This module teaches students to go back to the literature so as not to reinvent the wheel and to provide basis for exploring a research topic. Students are taught how to identify relevant sources, synthesize the material, and make the proper citations using the APA format.
- 3.3.4 Formulating the Framework. The literature review serves as the basis for a conceptual and operational framework. Students are taught how to identify key variables, hypothesize the relationship of key variables, develop the hypothesis, and formulate the framework.
- 3.3.5 Research Design. There are different types of research and there is a design that is best suited to generate answers to a research problem. Depending on the selected design, students must decide on the research method and identify the research participants. For quantitative studies, students will have to determine and justify the sampling design.
- 3.3.6 Data Collection Methods. There are different sources of data and different ways to gather the data. This module introduces the various data collection methods and data measurement techniques. Also included is the preparation of a case study protocol.

- 3.3.7 Data Analysis and Interpretation. Whether students opt to undertake qualitative or quantitative research, data collected has to be analyzed. Qualitative research lends itself to single case or cross case analysis while quantitative research utilizes various statistical tests. The trick though is how to interpret the results correctly so that appropriate conclusions can be drawn.
- 3.3.8 Research Writing. Throughout the course, students are presented with the correct way to write an academic paper, not only in form but in content as well. The paper is then presented to the faculty.