

VERTICAL LEARNING CURVE

Human Resources and Organizational Behavior

Course Description

2/5/2010



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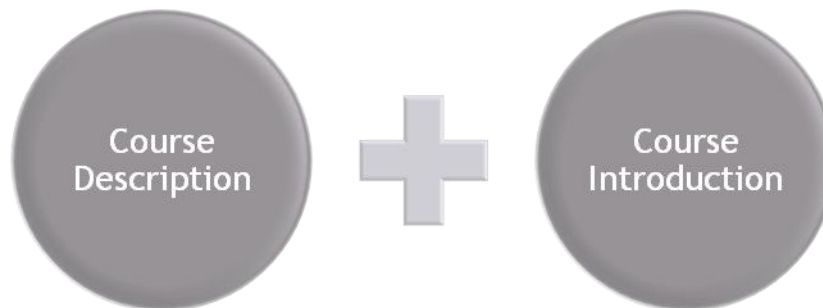
Human Resources and Organizational Behavior

Overview

This course will examine personal and professional issues related to modern Human Resource Management (HRM). From the stages of pre-employment through termination, this course lays the essential framework for employment. Topics covered include: training and development, motivation, teamwork, compensation, performance, labor relations, safety, laws, and cultural concerns.

This course has [12 modules](#) each focusing on a unique topic with unique objectives for your knowledge, skill, and values. Modules are given different priority, and so are not always equal in length, difficulty, or grading weight. Failing a module will result in immediate repetition of that module.

To enroll in this course, you must read this Course Description and the [Course Introduction](#).



Course Outline

Module	Issues + Resources
1	<p>Personal Issues: Introduction to the HRM Course and the Learning Context Estimated Time Requirement: 5 hours</p> <ul style="list-style-type: none"> ▪ Pre-Test ▪ Five Major Trends that are Enhancing the Importance of Human Resource Management (HRM) ▪ Most Effective Recruitment Approaches <ul style="list-style-type: none"> ○ Advantages and Disadvantages of Internal vs. External Recruiting ○ Most Important Aspects of Recruitment Advertising Options ○ What Are the Best known Means of Selecting Employees? ▪ What Are the Relevant Strategies for Collecting and Handling the Most Valid Reference and Biographical Selection Data? <ul style="list-style-type: none"> ○ Integrating Data from Various Selection Methods ▪ Two of the Most Common Approaches to Drug Testing
2	<p>Personal Issues: Stages of Managing the Employment Relationship</p> <ul style="list-style-type: none"> ▪ Estimated Time Requirement: 4 hours ▪ What Are Some of the Known Employer/Employee Factors that Affect the Relationship of the Employer and Company Over Time? ▪ Pre-employment ▪ Stages of Employment: Typically an employee goes through at least three stages during his or her time with an organization. ▪ Stage 1: What Main Factors at the Outset Strongly Affect Employee Relationships Throughout Their Entire Tenure? ▪ Stage 2: What are some of the available options being utilized in successful companies to improve employee satisfaction and productivity? <ul style="list-style-type: none"> ○ Understand Concepts Related to Organizational Justice ○ What Can Managers Do to Stem the Rising Tide of Employee Dishonesty, Theft, and Outright Fraud? ○ What Are Some of the Main Internal Forces Impacting on the Employer-Employee Relationship? ○ What Are Some of the Main External Forces Impacting on the Employer-Employee Relationship? ▪ Stage 3: Employees in the Termination Process
3	<p>Personal Issues: Employee Training and Career Development Estimated Time Requirement: 5 hours</p> <ul style="list-style-type: none"> ▪ How to Define Training as it Applies to Any Organization ▪ Conducting a Needs Assessment ▪ After completing Stage 1, the Needs Assessment, What are Some of the Major Tasks in Designing a Training Program Relevant to the Company's Needs? ▪ What Is Organizational Career Development? ▪ What Are Some of the Essential Components of Career Development Systems? ▪ Designing Career Programs Targeted for Employees Such As Fast Track, Near Retirement, Coasters, and Other Identifiable Subgroups.
4	<p>Personal Issues: Work Motivation Estimated Time Requirement: 5.0 hours</p> <ul style="list-style-type: none"> ▪ Learn a Professional Definition of Motivation as Applied in the Work Environment ▪ Section 1: Content Theories of Motivation: How Do They Apply to Individual Needs in the

Workplace?

- Section 2: Process Theories of Motivation: How Do They Explain Thought Processes Relevant to the Workplace?
- Section 3: Reinforcement Theories of Motivation: What Can They Contribute to Understanding Work Motivation?

5 Personal Issues: Group Dynamics and Teamwork

Estimated Time Requirement: 5 hours

- What Are Some of the Distinguishing Characteristics of Effective Groups?
- Organizational Definition of Groups, and Some of the Main Parameters of Groups as Applied to Business
- What are Some of the Essential Foundations of Effective Group Performance?
- What are Some of the More Salient Factors Relating to Stages of Group Development?
- How to Improve Team Building Skills
- Different Types of Teams and How They Can Contribute to the High-performance Workplace

6 Personal Issues: Leadership and Organizational Dynamics

Estimated Time Requirement: 5 hours

- Salient Aspects of Trait and Behavioral Leadership Theories
- How Situational/Contextual Contingencies Impact Leadership
- What Are Leadership Prototypes
- How Do They Relate to Attributional Approaches to Leadership?
- Emerging Leadership Perspectives, and Why They Are Especially Important in the Current Marketplace

7 Professional Issues: Compensation, Employee Benefits, and Services

Estimated Time Requirement: 4.5 hours

- How to Understand the Traditional Base Pay Philosophy and Programs
- How Do the Current Trends in Compensation Operate?
- What is the Role of Government in Compensation?
- What is the Role of the Government in Regulating Health Care Plans and Other Fringe Benefits?
- What are the Major Types of Pension Plans, and How do They Operate?
- Learn About the Importance and Some of the Complexity of International Compensation

8 Professional Issues: Job/Work Analysis and Design, Performance Evaluation

Estimated Time Requirement: 5 hours

- How to Understand Work/Job Analysis and Its Major Products
- What Are Some of the Most Widely used Methods for Gathering Work Analysis Data?
- What Work Analysis Techniques Are the Most Appropriate for Particular Applications?
- What Are Autonomous Work Groups?

9 Professional Issues: Handling Globalization Impact and Cross Cultural Values

Estimated Time Requirement: 6 hours

- What Are Some of the Major Ways that the Rapidly Increasing Trend of Globalization Affects Organizations?
- What Are Regional Economic Alliances, and Why Are They Important in Current Business Markets?
- What is the Industrial Standards Organization, and What Are Its Main Impacts On International Trade?
- How is Culture Related to the Current Practice of Business?
- What are Some of the Identifiable Dimensions of Culture that Are Likely to Affect the Practices of International Business?
- What are Some of the Major Issues Currently Confronting Multinational/Global Organizations and Their Employees?

10 Professional Issues: Considerations Required by the Legal Contexts of HRM

Estimated Time Requirement: 6 hours

- What are the Main Alternatives for Dispute Resolution in the Business Context?
- What Are Some of the Relevant Considerations Regarding Background Checks?
- What are Some of the Current Practices, Problems, and Options Regarding Immigrant Workers, Including Illegal Immigrants?
- What Are Some of the Legal Issues Governing Equal Employment Opportunity and Employment Discrimination?
- What Is the EEOC, and What Are Some of Its Roles in the Business Context?
- What Is Affirmative Action, and What Does It Address?
- What are some of the Projected Future Trends Related to EEO and Their Potential Impact on HRM Policy and Practice?

11 Professional Issues: Labor Relations and Collective Bargaining

Estimated Time Requirement: 5 hours

- What Are Some of the Main Reasons People Join Unions?
- What Are Some of the Important Aspects of Major Labor Laws?
- What are the Roles and Functions of Collective Bargaining as a Tool for Labor Negotiations?
- What Are Some of the Bases of Power in Collective Bargaining for Both Unions and Management?
- What Are Some of the Statutory and Practical Aspects of Formal Grievance Procedures in Business?

12 Professional Issues: Promoting Employee Health and Safety

Estimated Time Requirement: 5 hours

- What Are Some of the Most Common Workplace Injuries and Diseases?
 - What are the Purposes and Functions of Workers' Compensation Programs?
 - What is the Occupational Safety and Health Administration, and What Are Its Responsibilities and Functions?
 - What are some of the Recent Approaches Being Used in Improving Workplace Safety?
 - What are some of the Most Important Contemporary Health Issues in Today's Workplace?
 - Course Overview and Practice Exam
 - Final Exam
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Recommended Readings and Resources

1. *Human Resource Management*, (10th Ed.), Ivancevich, John, 2006
2. *Human Resource Management: An Experiential Approach* (4th Ed.) Bernardin, John, 2006
3. “The Human Side of Management”, Teal, *Harvard Business Review*, (November-December, 1996)
4. “A New Mandate for Human Resource Management”, Ulrich, *Harvard Business Review* (January 1998)
5. “HR Takes a Hands-on Approach and Delivers Results”, Herring, *Workforce* (October, 2001)
6. “Employee Selection: Will Intelligence and Conscientiousness Do The Job?” *The Academy of Management Executive* (February, 1998)
7. “Consequences of Influence Tactics Used with Subordinates, Peers, and the Boss”, Yukl & Tracey, *Journal of Applied Psychology* (1992) 561-569
8. “Beyond Empowerment”, Manville & Ober, *Harvard Business Review* (January 2003)
9. “Effects of Multisource Feedback and a Feedback Facilitator on the Influence Behavior of Managers Toward Subordinates”, Seifert, Yukl, & McDonald, *Journal of Applied Psychology* (2003) 525-535
10. “Termination with Dignity”, Bayer, *Business Horizons* (September, 2000)
11. “They’re not Employees, They’re People”, Drucker, *Harvard Business Review* (February, 2002)
12. “Making the HR Outsourcing Decision”, Adler, *MIT Sloan Management Review* (Fall 2003)
13. “Ensuring the Organization’s Future: A Leadership Development Case Study”, Green, *Public Personnel Management* (2002) 431-439.
14. “A Dynamic Living Systems Model of Work Motivation”, Lane, *Systems Research* (1984) 191-203
15. “The Discipline of Teams”, Katzenbach & Smith, *Harvard Business Review* (March/April, 1993) 111-120
16. “Why Some People Loaf in Groups While Others Loaf Alone”, Duncan, *Academy of Management Executive* (1994) 79-80
17. “Kerr and Jermier’s Substitutes for Leadership Model: Background, Empirical Assessment, and Suggestions for Future Research”, Podsakoff & MacKenzie, *Leadership Quarterly* (1997) 117-132
18. “Beyond Garbage Cans: An A1 Model of Organizational Choice”, Masuch & LaPontin, *Administrative Science Quarterly* (1989) 38-67
19. “The Cutting Edge of Benefit Cost Control”, Hansen, *Workforce* (March 2003)
20. “International OB: Managing Across Cultures”, Kreitner & Kiniki, *Organizational Behavior* (6th Ed.)
21. “Recent Research Links Macro Forces, Emerging Trends, and OD’s Expanding Role”, Mozenter, *Organization Development Journal* (Summer, 2002)
22. “Reflections on the Future of Organizational Development”, Feyerherm, *Journal of Applied Behavioral Science* (March, 2003)

23. “Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations” Jayne & Dipboye, *Human Resource Management* (2004) 409-424
24. “Drive Your Team to the Winner’s Circle: Leadership Development for the 21st Century, Mike Morrison, Ph.D., *University of Toyota*, (Video)

Human Resource Professional Societies

- Society for Human Resources Management (SHRM) is the most important human resource professional society in the private sector. It has national and local chapters.
 - <http://www.shrm.org/>
- American Society for Training and Development (ASTD) is the most influential professional organization for employee development professionals.
 - <http://www.astd.org/astd>
- International Public Management Association for Human Resources (IPMA-HR) is the major professional society for government.
 - <http://www.ipma-hr.org>
- American Society for Public Administration (ASPA) is the most influential organization in public administration and has a very active human resource section and its dedicated journal, the Review of Public Personnel Administration.
 - <http://aspanet.org>

Human Resource Research and Practice Information Websites:

- Workforce Management provides best-practice summaries of HR practices on its website and weekly electronic newsletter.
 - <http://www.workforce.com/>
- The US Office of Personnel Management has a wealth of information on government HR issues:
 - www.opm.gov

Credits - John A. Ingram, Ph.D.

Current Employment: Independent Associate, Pre-Paid Legal Services, Inc.

Other: Professor, Biola University, La Mirada, California (retired August, 2006)

Rank at retirement: Full Professor

Personal & Family

DOB: January 11, 1946 in Asheville, North Carolina

Wife: Beverly Ingram, Master's degree in Student Personnel and Guidance, University of South Carolina, 1972. 35 years of experience in social work supervision/management and Director of Quality Assurance for large (185 bed) substance abuse treatment center

Daughter: Allison A. Ingram Harding, B.A. in Psychology, Biola University, May, 2005. Married September 2005, homemaker living with her husband in Acworth, Georgia

Son: Mark D. Ingram, Student at the Art Center College of Design, Pasadena, California. Major: Illustration and Design

Education

High School: Edmond, Oklahoma

B.A. degree 1968 (Cum Laude) Oklahoma Baptist University

M.A. degree 1972 East Carolina University

Ph.D. degree 1989 University of South Carolina

Academic Experience

Teaching at graduate and undergraduate levels in the U.S.:

- East Carolina University
- Columbia International University
- Midlands Technical Institute
- Halifax Technical College
- Carteret Technical College
- Beaufort Technical College
- Camp Lejeune United States Marine Corps Base
- Cherry Point United States Marine Corps Air Station
- Biola University

Subjects: Business Communication, Supervision, Time Management, Personality Theory, Introduction to Psychology, History and Systems of Psychology, Abnormal Psychology, Mental Hygiene, Assertiveness Training

Research, Writing, Publishing in the U.S.; Participation in academic conferences in the U.S.

Employment / Administrative Experience

1991-2006 Professor, Biola University

Co-Chair, Protection of Human Rights in Research Committee, 1993-2006

Admissions and Academic Qualifications Committee, 1991-2006

1989-1991 Assistant Director, Pain Therapy and Behavioral Medicine Center, Richland Memorial Hospital, Columbia South Carolina

1987-1988 Psychology Supervisor, Earle E. Morris Jr. Alcohol and Drug Addiction Treatment Center, Columbia, South Carolina

1987 Psychology Supervisor, Psychiatric Rehabilitation Program Crafts-Farrow State Hospital, Columbia, South Carolina

Patent Rights Representative, South Carolina Department of Mental Health, 1982-1987

1978-1987 Psychologist, Earle E. Morris Jr. Alcohol and Drug Addiction Treatment Center, Columbia, South Carolina

1977-1978 Assistant Professor, Columbia International University

1975-1977 Psychologist, Earle E. Morris Jr. Alcohol and Drug Addiction Treatment Center, Columbia, South Carolina

1972-1975 Assistant Manager, Human Resources, Campus Crusade For Christ International, San Bernardino, California (International organization with 5,000 employees in 68 countries; processed approximately 1,000 applications per year; responsible for selection, placement, transfers, and termination of employees for entire organization.)

Research and Writing

Over his career as a teacher and consultant, Dr. Ingram has found a ready readership for his academic and professional research and writing. While a more complete list of the articles published by Dr. Ingram is available, here are representative titles and descriptions:

Book Chapter

- Ingram, J.A., & Salzberg, H.C. (1988). Cognitive-behavioral approaches to the treatment of alcoholic behavior. In M. Hersen, R.M. Eisler, & P.M. Miller (Eds.) *Progress in Behavior Modification* (pp. 62-95). Newbury Park, CA: Sage Publications.

Professional Journal Articles

- Ingram, J.A. (1999). The imago Dei in personality theory. In D. G. Benner & P. C. Hill (Eds.), *Baker Encyclopedia of Psychology and Counseling* (2nd ed.). Grand Rapids: Zondervan.
- Ingram, J. A. (1996). Cybertherapy: Pariah with promise. *Self Help and Psychology Electronic Magazine*, July Issue, accessed under "Informatics" [On-line serial]. <http://www.well.com/user/selfhelp>.
- Ingram, J.A., Salzberg, H.C. (1990). Effects of in vivo behavioral rehearsal on the learning of assertive behaviors with a substance abusing population. *Addictive Behaviors*, 15, 189-194.
- Ingram, J.A. (1989). The Earle E. Morris, Jr. Alcohol and Drug Addiction Treatment Center: A brief history. *The Psychiatric Forum*, 15 (1), 67-73.
- Ingram, J.A., Levy, M.B., Poleck, D., & Taylor, J. (1986). Impact of a behaviorally designed environment on an alcohol and drug addicted population: Ten years at Morris Village. [Summary]. *Proceedings on the Seventeenth Annual conference of the Environmental Design and Research Association*, 351. (Validating study for instrument assessing work, treatment, and physical environmental impacts)
- Ingram, J.A. (1984). Differential Diagnosis: The schizophrenic disorders and the hallucinogens. *The Psychiatric Forum*, 13(1), 45-55.

Presentations, Meetings, and Miscellaneous

- Ingram, J. A. (1998, April). Anxiety Reduction through Progressive Relaxation. Biola University, La Mirada, CA.
- Ingram, J. A. (1998, March). Primary and Secondary Relationships. DADAS Group (Students from Divorced, Dysfunctional, Alcoholic, Separated, or Single Families), Hart Hall, Biola University.
- Ingram, J. A. (1997, April). Stress Management for RSP Staff I, Biola University, La Mirada, CA.
- Ingram, J. A. (1997, May). Stress Management for RSP Staff II, Biola University, La Mirada, CA.
- Ingram, J. A. (1996, April). Building "Transmodern" Bridges Between the Gaps in Our Intellectual and Social Heritage: Secular and Christian Ramifications of the Modern/Postmodern Debate for Psychology. Paper presented at the international convention of the Christian Association for Psychological Studies, Saint Louis, MO.