



HUMAN RESOURCE MANAGEMENT | Fundamental Issues

www.cel.sfsu.edu/hrm/

FREE INFORMATION SESSION

Downtown Campus
835 Market St., 6th Floor
(Powell St. BART/ Muni)

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For upcoming information session,
please visit www.cel.sfsu.edu/hrm/

Please RSVP online at
www.cel.sfsu.edu/hrm/events.cfm

Program staff will provide
information on the program
and the changing nature of the
human resource profession.

Advising will be available.

Acquire essential front-line skills to grow professionally
and meet your organization's HR needs.

SF State Extended Learning offers a:

- Certificate in Human Resource Management: Fundamental Issues
- Mini-Certificate in HRM for Non-HR Managers and Supervisors

These highly successful programs are designed both for experienced HR
professionals who want to round out their knowledge and skills, and for
those who are new to the profession. Courses may be taken individually
or for a complete certificate.

*I have not only gained a great deal of knowledge that will assist me in my professional life,
but also some great communication techniques that will assist me in my personal life.*

James K., Operations Manager, Travel Fair

HRM: Fundamental Issues | Professional Development Certificate

Program information (415) 817-4247, email: kimw@sfsu.edu, www.cel.sfsu.edu

Benefits

- learn from knowledgeable professionals in the Bay Area
- gain new skills or enhance your current ones
- achieve a basic practical understanding of the entire field and your best fit
- improve your eligibility for promotions and salary increases
- add professional credentials to your résumé
- meet with others who face similar professional opportunities and challenges

Curriculum

The curriculum consists of eight core courses and eight elective courses. Four out of the eight electives must be taken in order to complete the 12-course certificate requirement. Designed to meet the needs of working people, the entire program can be completed in as little as one or two semesters or as long as three years.

Required Courses (eight)

- HRM: An Overview
- Recruitment and Selection
- Legal Aspects of HRM
- Diversity Management: Planning and Managing a Multicultural Workforce
- Performance Management
- Total Compensation and/or Employee Benefits (if both of these courses are taken, one may be counted as an elective)
- Discipline and Termination
- HRM: An Integrated Perspective

Electives (choose four out of eight)

- Supervision: People Skills (fulfills requirements for HRM Mini-Certificate and elective requirement for HRM: Fundamental Issues Certificate)
- Introduction to Conflict Management/Alternative Dispute Resolution
- Organizational Development
- Training and Development
- HR Management Systems
- Employee Relations
- Employee Communications
- Formal Complaint Handling & Resolution

Faculty

Our faculty are practicing professionals with extensive experience in all aspects of the field, including work with major corporations, small businesses, government and non-profit agencies.

Professional Credit: Continuing Education Units

HRM courses carry continuing education unit (CEUs) credit, nationally recognized units of measurement for professional development and training. CEUs may be used when employers, agencies, and other authorities require a specified number of hours of study and where non-academic credit is acceptable. One CEU is equal to 10 hours of instruction.

Grades

Courses are graded on a credit/no credit basis, usually requiring in-class participation, group projects, or short assignments. You must attend all class sessions of a course in order to earn a grade of Credit.

Length of Program

All courses are 14 hours long, scheduled on four weekday evenings or two consecutive Saturdays. Occasionally, there are some exceptions to the above format, so course times and dates should be read carefully. All coursework must be completed within a three-year period.

Course Cycle

All required courses are offered every semester (fall, spring and summer). All electives are offered every other semester with the exception of **Formal Complaint Handling and Resolution**, which is offered once a year.

Admission and Graduation Requirements: Certificate of Completion

There are no admission requirements to this program. Participants may complete the entire program or attend just those classes that are of particular interest. A certificate of completion will be issued upon completion of 12 courses: eight required courses and four electives (a minimum of 168 hours) within a period of three years.

Deadline: An application for a certificate of completion, with a \$50 non-refundable fee, is due at least four weeks before participants attend their final course. An application form is available at www.cel.sfsu.edu/hrm/.

Cost of Program

The tuition for each course is \$340 (which includes a materials fee). The total cost of all 12 courses needed to complete the certificate requirements is \$4,080.*

Registration

Courses often fill several weeks before they begin. To guarantee your enrollment, early registration is advised. A registration form is in the back of the brochure. The refund and registration deadline and schedule are also located in the back of the SF State Extended Learning catalog.

Background Text

Although no formal texts are required for this program, the following text is recommended reading for those who would like a comprehensive review of the HR field: *Managing Human Resources*, 15th ed., Bohlander and Snell (SouthWestern College Publishing; 2010). Books can be obtained through any bookstore that has a business section, or through the SF State Textbook Order Desk (415) 338-2650, which will ship your order to you.

International Students

The program is not eligible to provide the I-20 form for the purpose of receiving the F-1 student visa. For information about SF State Extended Learning programs that can provide the I-20 form, please visit www.cel.sfsu.edu/international. Please contact the SF State Office of International Programs (OIP) at www.sfsu.edu/~oip for any and all visa questions.

* Fees subject to change without notice.

Human Resource Management | Individual Courses and Certificates

Visit our website at: www.cel.sfsu.edu, or call our office at: (415) 817-4247

THE PROFESSION

The human resource management profession is one of the most challenging in the modern business world and an excellent career choice for those who are skilled in working with others. The increasing complexity of many jobs, the aging of the workforce and advances in technology require continuous training for employees and managers.

Human resource professionals must constantly upgrade their knowledge and skills to meet the needs of a multicultural workforce, and changing legislation and court rulings in the areas of occupational health and safety, equal employment, labor relations, employee benefits and performance management. From being a clearinghouse for complaints, the human resource department has grown to become a strategic, integral part of senior management.

THE PROGRAMS

SF State Extended Learning offers two exciting programs for the HR field: an intensive Human Resource Management: Fundamental Issues Program and the Mini-Certificate in Human Resource Management for Non-HR Managers and Supervisors. These programs are designed to provide you with an opportunity to acquire critical information and skills to enhance your job performance and advance your career if you are already in the field, or develop a solid practical background if you are planning to enter the field. The HRM Mini-Certificate is described on the back of this brochure. A description of the Human Resource Management: Fundamental Issues program follows the course listings.

COURSES

HRM 9000 Human Resource Management: An Overview (1.4 CEU)

Required

This introductory seminar introduces various HR functions such as: staffing, employee relations, compensation, benefits, information systems, EEO/AA/diversity, international aspects, labor relations, organizational development, training, and management development. Education and skill requirements will also be reviewed together with extensive discussion on the role and expectations of the HR professional and the HR function in today's workplace.

HRM 9007

Recruitment & Selection (1.4 CEU)

Required

The best way to assure an effective, productive, contented employee is through initial selection. This interactive course provides you with skills to recruit and select the right staff for your organization. Topics include understanding position requirements, designing an effective recruitment plan (including affirmative action outreach), the human resource role in selection, legal aspects (including ADA), improving your questioning techniques, understanding the applicant's motivation, testing, making the best job match, conducting reference checks, documentation and selection.

HRM 9005 Legal Aspects of Human Resource Management (1.4 CEU)

Required

This course focuses on the rules and regulations established by statutes and case law that govern the employer/employee relationship. Areas of emphasis include employment discrimination, sexual harassment, employment contracts (implied and expressed), the Americans with Disabilities Act, wrongful termination, employee leave, privacy issues, wage and hour issues and workplace violence.

HRM 9006 Diversity Management: Planning & Managing a Multicultural Workforce (1.4 CEU)

Required

This course covers the basics of planning for and managing the needs of the diverse workplace. You will examine the management of a diverse workforce in terms of changing work priorities, quality of work life, human resource policies, procedures, and organizational culture. You will also explore strategies to align these workforce changes with your business goals, as well as to define training needs and options related to implementing necessary changes.

HRM 9003 Performance Management: The Art of Motivating, Coaching, & Evaluating (1.4 CEU)

Required

Human Resource staff must have a good understanding of performance management principles in order to coach managers in managing employee performance. This course focuses on the underlying principles of performance management and ways to intervene early in behavioral problems. Topics to be covered include an overview of performance management, methods for motivating staff, coaching employees for success, establishing performance plans, and conducting performance evaluations. The course will also focus on performance management systems.

HRM 9009

Total Compensation (1.4 CEU)

Required

This course explores compensation as a whole (direct and indirect) and its relationship to organization type, life cycle, external environment, trends, and governmental regulations at the federal and state levels. Topics include practical strategies for job analysis, job description, employee evaluation, pay structure mechanics, job pricing, salary survey, and other resources of market information. This course also emphasizes the impact of required and prevailing benefits, including an overview of compensation laws and regulations.

HRM 9018

Employee Benefits (1.4 CEU)

Required

Understanding the group employee benefits arena is important as employee group benefits are frequently recruiting and retention tools. Areas of discussion include the history and legal framework of employee benefits; ERISA; and such standard benefit offerings as medical, dental, vision, disability, defined contribution and defined benefit, and cafeteria plan options.

HRM 9004

Discipline & Termination (1.4 CEU)

Required

This practical, hands-on course provides you with fair and legal approaches for advising managers on how to best handle, confront, improve, or end employee performance problems. Topics include developmental approaches to handling insufficient performance improvement; fair discipline and termination to lessen possible legal problems and costs; understanding the difference between "at will" and wrongful termination; developing options for ending the employee/employer relationship; acquiring necessary information, resources and skills to reduce risks; and possible economic consequences in discipline and termination issues.

Human Resource Management | Individual Courses and Certificates

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HRM 9010 Human Resource Management: An Integrated Perspective (1.4 CEU)

Required

Recommended background: first seven HRM required courses. This course is a practicum that provides a real-world taste of what happens when an organization must simultaneously address needs that overlap the various HR functions. Using a case study approach and emphasizing HR program planning and evaluation, you will simultaneously explore concepts, principles and practices involved in the field's various functions and consider their bottom-line implications for employers. Course objectives focus on identifying and evaluating alternative strategies for responding to on-the-job challenges. Career options (generalist, specialist, and consultant) within the HR profession are also explored.

HRM 9020

Supervision: People Skills (1.4 CEU)

Required/Elective

(Required for HRM Mini-Certificate students, and fulfills an elective requirement for the HRM: Fundamental Issues program.)

Many employees are promoted to supervisory and management positions because of excellent operational or technical skills. While certainly a part of the job, these skills leave many unprepared for the biggest challenge of supervision: managing and supporting their employees.

As a non-HR manager or supervisor, this course will give you the tools to:

- understand the full role of supervision
- coach your employees to achieve team goals
- communicate with others to be successful in your position
- develop your team

HRM 9001

Introduction to Conflict Management/ Alternative Dispute Resolution (1.4 CEU)

Elective

This course addresses the challenges of managing a work force with diverse attitudes toward conflict. Participants gain insights into their own responses to conflict and learn tools to prevent and resolve conflict.

Topics include:

- tools to defuse anger and prevent escalation of conflict
- how to conduct mediation sessions
- the role of the human resource manager in conflict management
- the impact of cultural differences on communication and conflict resolution.

HRM 9014

Organizational Development: An Overview (1.4 CEU)

Elective

To be successful, the HR professional must have a broad understanding of the discipline and related skills in organizational development (OD). This course is structured to provide a broad overview of OD and its relationship to HR. We will review OD principles and concepts such as culture, systems, roles, structure, and change. Participants will also become familiar with typical interventions and practices including team building, leadership development, re-engineering, mission/vision, goal setting, and empowerment.

HRM 9011

Training & Development (1.4 CEU)

Elective

Whether your organization is in the private or public sector, effective management and employee training and development is vital to its success. This course provides a blueprint on how to build and maintain a strong, effective program that adds value to your organization.

Participants will learn how to:

- link training to the business goals of the organization
- gain sponsorship from the top management team
- maximize the payoff of needs analyses
- create a total training and development program
- manage trainers and consultants
- measure program effectiveness

HRM 9008

HR Management Systems (1.4 CEU)

Elective

This course will approach the use of HR management systems with a focus on understanding the basics of implementing an HRIS/HRMS, including basic terminology, developing requirements for an HR systems application, crafting an RFP, and how to effectively communicate with information technology professionals. In addition, you will learn techniques for turning HR data into HR information even when your organization does not have a HR application. Course format is 50% lecture and 50% hands-on computer lab work.

HRM 9012

Employee Relations (1.4 CEU)

Elective

The working relationship between the employer and the organization's employees can be affected by the diversity of the workforce, non-work-related issues and many other factors. Managing the HR role in influencing the work environment can have a significant impact on the organization's effectiveness. This course describes the role of an employee relations specialist in optimizing employee contributions and commitment to the goals of the organization. It includes organizational audits, program design and dealing with employee issues in the workplace.

HRM 9013

Employee Communications (1.4 CEU)

Elective

This course provides an overview of types of internal communication as they relate to the underlying organizational culture, including formal and informal, downward and lateral, upward and external communications. Topics include timing, anticipating impact, rumor control, conscious use of the grapevine, degrees of management control, coordinating and using resources effectively to enhance the message, consistency at work and action at all levels, and interactions between organizational culture and communication.

HRM 9017

Formal Complaint Handling & Resolution (1.4 CEU)

Elective

This course focuses on how to respond to and resolve employee complaints of harassment, discrimination and other challenging workplace concerns. Topics covered include: identification of a complaint, issues and pitfalls that arise when a complaint is made; how to investigate complaints, decide the amount of investigation necessary, and respond to administrative agencies; proper documentation; reluctant employees; confidentiality; privilege; and creative ways to resolve workplace problems in the real world. Hypothetical situations are explored to provide an interactive learning experience.

"The instructor for Performance Management is a very inspiring teacher, who quickly established a genuine rapport with every student in the classroom. Taking this class has truly increased my enthusiasm for entering the human resources field." **Laurence O., HRM Student**

THE FACULTY

Florence Bass is currently Senior Manager, HR Operations for Pillar Data Systems. She has over 30 years experience in HR, with the last 15 years working with HR systems. Florence has been involved with HRIS implementations with a variety of applications and has worked with many different HR systems (Ceridian, EmployEase, HRMS MicroSystems, Humanics, Kronos, Oracle, PeopleSoft).

Dan Bernstein, a consultant in the Health Care and Group Benefits practice of Mercer's San Francisco office, has over 14 years experience in the employee benefits field. His expertise covers group health care products and services, including plan design analysis, vendor procurement and implementation, performance monitoring, renewal negotiation, and employee contribution strategies. His additional areas of focus include absence management, health plan funding arrangements, and competitive benchmarking analysis.

Lori Bien, J.D., has more than 15 years of experience as an employment law litigator and counselor. Her San Francisco-based practice, the Law Office of Lori Bien, focuses on keeping employers litigation-free by developing legally compliant workplace policies, effectively handling employee relations issues, and trainign managers and employees on all aspects of employment law. Lori also conducts workplace investigations.

Tracy Cotè leads the HR function for Organic, Inc., a San Francisco-based interactive company. She manages their HR programs worldwide, including staffing, training, employee relations, compensation, benefits, and organizational development. She has over ten years of experience in HR, which includes tenure in the financial services and retail industries. She is an active member of many professional associations.

Julie Coucoules has been involved in Staffing and Human Resources for over 10 years, and has managed Recruiting functions in startup and mid-sized companies. Julie was inspired by her own experience in the HRM program at San Francisco State University, and currently consults with technology companies about their hiring efforts.

Jeanine Debacker, J.D., represents employers in administrative and litigation matters regarding wrongful termination, discrimination, harassment, and wage and hour issues. She also represents qualified retirement plans, 401(k) plans, and multiemployer plans. Jeanine regularly speaks before groups regarding employment and employee benefits issues.

Claudia Fulga graduated from the University of Michigan with a Bachelor of Arts in English and a Master of Science in Human Resource Management. She has seven years of experience in human resource management and three years of experience teaching both at Golden Gate University and SF State College of Extended Learning. Recently she was awarded the 2005 Outstanding Adjunct Faculty award in the management department at Golden Gate University.

Susan Garcia has over 20 years of experience managing and developing compensation programs, primarily in the financial services industry. She is currently Compensation Manager for SVB Financial Group. She has held management roles in compensation, benefits and recruiting for Bank of America and has worked as an independent consultant. She holds a bachelor's degree in organizational development from University of San Francisco.

Jorja Jackson is Corporate Counsel at ArcSight, Inc. where she counsels and trains U.S. and international managers on all issues impacting employment law and employee relations. She has extensive experience in all matters of employment, including harassment, discrimination, and wrongful termination. Ms. Jackson began her practice as an Associate Littler Mendelson where, for over six years, she litigated numerous employment and labor matters.

Emily Jarosz, M.P.A., is the principal of Emily and Associates, a consulting firm providing training, organization development consultation, facilitation and coaching in the areas of organizational effectiveness, performance management, diversity, leadership/management development, and teams. With over 19 years experience, Emily designs learning experiences that facilitate individual/organizational development and success.

Mike Moye, J.D., is an attorney who specializes in litigation and counseling related to employment and labor law matters. He represents employers in state and federal court, at administrative hearings and before government agencies. In addition, he provides preventative advice, counsel, and training to employers on a variety of employment law issues, including union organizing activity and collective bargaining.

Joe Murphy, M.B.A., Program advisor, has over 25 years of experience in the human resources field, working in a variety of industries. As an executive of Right Management Consultants, the world's largest Human Resource Consulting firm, he coached managers and executives of many fortune 500 companies. His specialty is working with executives who are facing major career changes or whose companies are going

through crisis. Through his private coaching practice, Joe has helped both executives and artists transform themselves and develop innovative strategies to turn difficult times into creative opportunities in order to meet personal and professional life goals.

Lynda Ward Pierce, B.S., MHROD, is an HR professional with over 15 years of experience spanning the public, private, academic, and government sectors. Her industry experience includes retail, technology, professional services, consulting, education, and federal service. She has guided companies through the HR aspects of IPOs on the NYSE and the NASDAQ, international mergers and acquisitions, bankruptcy, hyper-growth, downsizing and turnarounds.

Rose Singer, M.A. provides consulting and training in the areas of organizational, leadership and management development as well as curriculum development. Rose managed the organizational learning group at Amdahl Corporation. She holds a Master's degree in adult learning from Antioch University Seattle. She is listed in Who's Who Among Young American Professionals and Who's Who of Emerging Leaders in America.

Manuel Velasco, M.S., is an organizational development consultant and workshop facilitator, with 20 years of experience serving educational institutions, community-based organizations, private corporations, and public agencies locally and nationally. Mr. Velasco is currently on faculty in the clinical psychology program at SF State and is a member of the American College of Mental Health Administrators. He serves as an adjunct faculty member with various schools, including Rutgers University, Santa Rosa Junior College, and U.C. Berkeley Extension.

Claudia M. Viera is an employment attorney who focuses on mediation, training and conducting investigations. She mediates claims of race harassment and discrimination, disability discrimination, wrongful termination, sexual harassment, and business dissolutions of partnerships. Ms. Viera trains supervisors on their management responsibilities under the law, specializing in harassment prevention and conflict resolution training. She also conducts investigations into complaints of workplace harassment or discrimination.

Larry Yok, B.S., M.B.A., SPHR is the Vice President for Administration at Highline Community College in Des Moines, WA. Mr. Yok's career as a senior executive and as a management consultant in government and the utilities industry includes human resources, financial, and operations management positions.

2010/2011

HUMAN RESOURCE MANAGEMENT | FUNDAMENTAL ISSUES

The Human Resource Management Mini-Certificate

A great opportunity to advance your skills, increase your competence, and build your knowledge of HR issues, which are relevant to managers or supervisors in any industry or organization.

MINI-CERTIFICATE IN HUMAN RESOURCE MANAGEMENT *for Non-HR Managers and Supervisors*

The HRM: Fundamental Issues Program invites managers and supervisors to benefit from four key courses that will help them communicate and work with staff more effectively. Take all four courses and receive the HRM Mini-Certificate for Non-HR Managers and Supervisors. This four-course program is designed to give managers and supervisors essential human resource skills to successfully do their jobs without having to master the entire HR field. Instructors are highly experienced HR professionals, who understand the needs and concerns of non-HR managers and supervisors. All instructors either consult or work for Bay Area companies, non-profits or government agencies.

There are no admission requirements to this program. Participants may complete the entire program or attend just those classes that are of particular interest. To receive the HRM Mini-Certificate, participants must complete each of the following four courses, a total of 56 hours of instruction, within two-years:

Supervision: People Skills | Recruitment & Selection
Performance Management | Discipline & Termination

Total program cost is \$1,360 or \$340 per course. An application for a certificate of completion with a \$50 non-refundable fee, is due at least four weeks before participants attend their final course.

Call (415) 817-4247 for an application.

