This course supports the assessments for HMP1. The course covers 1 competency and represents 3 competency units.

**Introduction**

**Overview**
This course was developed to help you learn about key human resources concepts. You will be applying your knowledge to a case study about the airline JetBlue. These concepts will help you become a more valuable employee and leader by increasing your understanding of the scope of the human resources (HR) function, its importance for legal/regulatory compliance, and some proven HR practices for protecting and supporting an organization’s greatest asset—its people.

You will learn about critical human resource strategies designed to manage human outcomes; you will be introduced to employment opportunity law, recruitment and selection of personnel, performance and feedback mechanisms, and financial and benefits compensation.

**Getting Started**

Welcome to Cases in Advanced Human Resource Management! In this course, you will explore the topics of employment law, recruitment and selection, performance appraisal and feedback, and financial compensation and employee benefits. Within these topics you will be asked to read relevant chapters, review a case study, and complete portions of the performance task. Utilize the pacing and topics guide located in the Preparing for Success section to plan your progress. Be sure to check the Course Tips and remember that your course instructors are here to support you. Competency will be demonstrated by the successful completion of the performance assessment.

Watch the following video for an introduction to this course:

**Competencies**

This course provides guidance to help you demonstrate the following 1 competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Course Instructor Assistance**

As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.
Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you’re studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don’t work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Learning Resources

You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

Case Study


VitalSource E-Texts

The following textbooks are available to you as e-texts within this course. You will be directly linked to the specific readings required within the activities that follow.


Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through VitalSource or a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition. The following sites provide instruction on how to create a VitalSource account, use features such as downloading your e-texts for offline use, and purchase a print-on-demand option, if available.

VitalSource Navigational Video
Print-On-Demand Option
SkillSoft and Books 24x7
You will access the following SkillSoft items within this course. For more information on accessing SkillSoft items, please see the "Accessing SkillSoft Learning Resources" page.

Pacing and Topics
Week 1

- Preparing for Success

Week 2

- Employment Law
  - Performance Task, Part A

Week 3

- Recruitment and Selection
  - Performance Task, Parts B and C

Week 4

- Performance Appraisal and Feedback
  - Performance Task, Parts D and E

Week 5

- Financial Compensation and Benefits
  - Performance Task, Parts F and G

Week 6

- Final Steps

The pacing guide suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule.

National Employment Law

Many national employment laws protect classes of people who have undergone some form of societal discrimination. Understanding these laws will better equip you to address employment hiring issues that could seriously affect your company and the well-being of the diverse population you serve. Company leaders need to meld diverse populations together in order to achieve high levels of performance and efficiency.

Employment Law
You will be introduced to diversity, diversity management, and the laws that have been enacted to protect employers and employees.

This topic addresses the following competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**JetBlue Airways Case**

Read the JetBlue Airways case study:

- "JetBlue Airways: Starting from Scratch"

**Workplace Diversity, Equal Opportunity, and Affirmative Action**

Read the following in the *Human Resource Management* textbook:

- Chapter 3 ("Equal Employment Opportunity, Affirmative Action, and Workforce Diversity")

At the end of your reading, you should be able to

- identify major laws affecting equal opportunity employment,
- identify some Supreme Court decisions that impacted equal opportunity employment,
- describe disparate treatment and its impact on companies,
- explain affirmative action and describe affirmative action programs, and
- describe which laws impacted the JetBlue Airways case study.

**Performance Task, Part A**

You will have the opportunity to apply what you have learned on the subject of national employment law as you begin drafting your performance task submission.

This topic addresses the following competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Preparing Part A**

Review the JetBlue Airways case study:

- "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part A, and begin drafting your response.

Ask yourself the following questions:

- Have you identified at least three national employment laws that impact JetBlue's hiring
practices?
- Have you described how those laws impact JetBlue?

**Recruitment and Selection**

This subject will explore two management activities that can literally make or break the performance of an organization: recruitment and selection. As you learn about recruitment and selection, consider how your organization is doing with these processes. The way management approaches recruitment is critical. Should recruitment happen internally or externally? Should management seek contingent workers, such as part-timers, temporaries, or independent contractors?

**Recruitment and Selection**

You will learn about a variety of factors that influence finding and choosing the best possible candidates for positions in a firm. You will explore a variety of recruiting methods and learn how to tailor methods for different sources.

You will also delve into the process of job analysis and discover how this process can help managers place employees in positions for an optimal fit.

This topic addresses the following competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Recruitment**

Read the following in the *Human Resource Management* textbook:

- **Chapter 5 ("Recruitment")**

At the end of your reading, you should be able to

- explain recruitment alternatives,
- describe how promotion policies influence recruitment,
- describe how recruitment methods and sources are tailored to each other, and
- recognize how internal and external methods of recruitment were used in the JetBlue Airways case study.

**Selection**

Read the following in the *Human Resource Management* textbook:

- **Chapter 6 ("Selection")**

At the end of your reading, you should be able to

- explain job analysis and how to perform it,
- describe human resources forecasting,
● explain the human resources planning process, and
● describe the selection process used by JetBlue Airways.

Review the following in the *Human Resource Management* textbook:

● Chapter 4 ("Strategic Planning, Human Resource Planning, and Job Analysis")

**Performance Review and Appraisal**

Complete the following SkillSoft modules:

● Creating a Plan for Performance Management
● Planning an Effective Performance Appraisal

**Performance Task, Parts B and C**

You will have the opportunity to apply what you have learned on the subject of recruitment and selection as you begin drafting your performance task submission.

This topic addresses the following competency:

● **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Preparing Part B**

Review the JetBlue Airways case study:

● "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part B, and begin drafting your response.

Ask yourself the following questions:

● Have you identified at least one internal recruitment method and correctly explained the method?
● Have you identified at least one external recruitment method and correctly explained the method?
● Have you cited examples of the recruitment methods from the JetBlue case?

**Preparing Part C**

Review the JetBlue Airways case study:

● "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part C, and begin drafting your response.

Ask yourself the following questions:
Performance Appraisal and Feedback

Performance reviews cause some level of anxiety for most people. As uncomfortable as they are, performance appraisals provide a great opportunity to provide feedback, track findings, improve efficiency, reward growth, and formalize necessary documentation to handle less desirable employee situations. They can have a positive effect on training, career planning, compensation, and employee relations.

Performance Appraisal and Feedback
You will come to understand the fundamentals of performance appraisal, different appraisal methods, criteria that can be used to effectively evaluate performance, common pitfalls of performance evaluation, and the legal ramifications associated with such systems.

This topic addresses the following competency:

- Competency 314.4.2: Human Resource Management
  The graduate understands concepts associated with human resource management.

Performance Management and Appraisal

Read the following in the Human Resource Management textbook:

- Chapter 7 ("Performance Management and Appraisal")

At the end of your reading, you should be able to

- describe the performance appraisal process,
- explain factors affecting performance appraisal,
- identify criteria for performance appraisal,
- identify legal ramifications of performance appraisal,
- describe the 360-degree performance review process, and
- recognize the advantages of using the 360-degree performance review process and apply it to the JetBlue Airways case study.

Elements of a 360-Degree Performance Review

Read the following from the Society for Human Resources Management:

- Assess Pros and Cons of 360-Degree Performance Appraisal

Complete the following tutorial from Lynda.com:

- Performance Review Foundations

Performance Task, Parts D and E
You will have the opportunity to apply what you have learned on the subject of performance review and appraisal as you begin drafting your performance task submission.
This topic addresses the following competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Preparing Part D**

Review the JetBlue Airways case study:

* "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part D, and begin drafting your response.

Ask yourself the following question:

- Have you correctly identified at least three factors that influence performance appraisal?

**Preparing Part E**

Review the JetBlue Airways case study:

* "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part D, and begin drafting your response.

Ask yourself the following questions:

- Have you correctly described more than three advantages of the 360-degree feedback evaluation?
- Have you correctly explained the rationale behind 360-degree feedback?
- Have you cited examples for the rationale from the JetBlue case?

**Financial Compensation and Employee Benefits**

One of the most sensitive issues affecting management is the subject of compensation, whether in the form of direct financial compensation or indirect financial and nonfinancial compensation. The total compensation system can be used to achieve organizational goals and strategies.

**Financial Compensation and Benefits**

Compensation and benefits are among the top concerns for employees. Determining appropriate (and affordable) compensation and benefits is a delicate balance that requires the utmost discretion.

This topic addresses the following competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Direct Compensation**
Read the following in the Human Resource Management textbook:

- **Chapter 9 ("Direct Financial Compensation")**

At the end of your reading, you should be able to

- describe various forms of compensation,
- identify determinants of direct compensation,
- describe how the organization, the labor market, and the job itself are determinants of direct compensation,
- describe job pricing,
- describe a variety of pay methods, and
- recognize four related factors essential to determining financial compensation and apply them to the JetBlue Airways case study.

**Indirect Compensation**

Read the following in the Human Resource Management textbook:

- **Chapter 10 ("Indirect Financial Compensation (Employee Benefits)")**

At the end of your reading you should be able to

- describe legally required and discretionary benefits,
- describe the components of nonfinancial compensation,
- explain how the job, job environment, and workplace flexibility are compensation factors, and
- recognize nonfinancial compensation factors in the JetBlue Airways case study.

**Performance Task, Parts F and G**

You will have the opportunity to apply what you have learned on the subject of compensation as you begin drafting your performance task submission.

This topic addresses the following competency:

- **Competency 314.4.2: Human Resource Management**
  The graduate understands concepts associated with human resource management.

**Preparing Part F**

Review the JetBlue Airways case study:

- "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part F, and begin drafting your response.

Ask yourself the following question:
• Have you correctly identified at least four factors related to the employee that determine compensation?

Preparing Part G

Review the JetBlue Airways case study:

• "JetBlue Airways: Starting From Scratch"

Read the task instructions for HMP1 Task 1, part G, and begin drafting your response.

Ask yourself the following questions:

• Have you correctly identified more than three discretionary employee benefits?
• Have you correctly described JetBlue's discretionary employee benefits?
• Have you cited examples of discretionary benefits from the JetBlue case?

Assessment Information

The activities in this course have prepared you to complete the HMP1 performance assessment. If you have not already completed the assessment, you will do so now.

Accessing Performance Assessments

You should have completed the following tasks as you worked through this course. If you have not completed the tasks in Taskstream, do so now.

• HMP1: Human Behavior in Orgs.

For details about this performance assessment, see the "Assessment" tab in this course.

Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.