

Human Resource Management (BMG 3074)
COURSE SYLLABUS

Point Loma Nazarene University
Fermanian School of Business

“More than the Bottom Line”™
“Business Education to Change the World!”™

Spring 2021
ONLINE

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Classroom and Times:	Online	E-mail:	fmarshal@pointloma.edu
Office: Final Exam:	Remote on Zoom April 23, 2021	Office Hours:	Before/ After Class -or- By Appointment (E-mail)

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

Welcome: Welcome to BMG 3074 Human Resources Management. Please do not hesitate to contact me if you have any questions. I hope to bring my years of senior executive management experience to the class room to make the process of studying and applying human resource management an exciting and enjoyable one. I will do everything possible to make this a pleasant and beneficial learning experience for you the student. However, I also need to stress that this course is one that is changing daily with each new business headline and international event, which will require outside reading, preparation, and homework on your part, in order for you to be successful. *We will focus on organizational culture.*

Course Description: This course provides an overview of the human resources function in organizations, and related elements and activities. Topics include talent acquisition,

compensation, performance appraisal, employment law, training and development, labor relations, and industrial organizational psychology.

Course Learning Outcomes

Upon completion of this course, students will be able to:

1. Describe the nature and functions of human resource management (PLO 1 & F1).
2. Create a corporate culture to effectively select, engage, and retain employees (PLO 2, F1 & F2) .
3. Formulate business processes to hire, pay, appraise, and train employees (PLO 2, F1 & F2).
4. Design a best fit job using the job characteristic model (PLO F1).
5. Apply human resource management concepts considering ethical values (PLO 4).
6. Collaborate effectively in a team to research and present human resource management topics (PLO 3 & 5).

In order to achieve these objectives, the professor’s goals are to assist you in: (1) using the information, concepts, and principles from this course to plan, prepare, and make informed decisions, (2) communicating your knowledge clearly in concise reports and presentations, and (3) building skills in problem solving, interpersonal communications, research, and fact-finding, all consistent with ethical values.

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 15 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

Texts and Other Required Materials:

- Fundamentals of Human Resource Management seventh edition. (Noe, Hoolenbeck, Gerhart, and Wright).
- On Fire at Work. How great companies ignite passion in their people without burning them out. (Chester, Eric).
- The Culture Engine: A Framework for Driving Results, Inspiring Your Employees, and Transforming Your Workplace. (S. Chris Edmonds)

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Module 1	Read: Human Resource Text Ch 1 Watch Video Corporate Culture The Old Game	(1)Discussion Business Culture Value and HR (2)Discussion Value and HR	Team Checkpoint: Name of Company
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Module 2	<p><i>Culture Engine</i>, Ch. 2</p> <p>"Managing Human Resources in Small Organizations" </p> <p>"Measuring Human Resources" </p> <p>"Cultural Strategies for Leaders" (Links to an external site.)</p> <p>"HR Competencies Every HR Professional Should Possess"</p>	<ol style="list-style-type: none"> 1) Discussion: HR in Small Business 2) HR Managers 	Team Checkpoint: Mission and Vision
Module 3	<p><i>Fundamentals of Human Resource Management</i>, Chapter 6</p> <p>Chapter 6 Slideshow </p> <p>Talent Acquisition Slideshow </p> <p>"Technology Will Reshape Talent Acquisition in 2018" (Links to an external site.)</p> <p>"Why Social Sourcing is the Future of Talent Acquisition" (Links to an external site.)</p> <p>"Closing the Loop"</p>	<ol style="list-style-type: none"> 1) Discussion: Thinking Ethically 2) Discussion: Interview Questions 	Team Checkpoint: Values
Module 4	<p><i>On Fire</i>, Ch. 1</p> <p><i>Culture Engine</i>, Ch. 1</p> <p><i>Fundamentals of Human Resource Management</i>, Chapter 8</p> <p>Chapter 8 Presentation </p> <p>Recruitment and Selection Presentation </p>	<ol style="list-style-type: none"> 1) Discussion: Workplace Civility 2) Employee Characteristics 	Reflection: Personal Values

	Maquiladora Lecture, Salvador Lopez		
Module 5	<p><i>On Fire</i>, Ch. 3 and 5</p> <p><i>Fundamentals of Human Resource Management</i>, Ch.11</p> <p>Chapter 11 Presentation</p>	<p>1) Discussion: Good Company Culture</p> <p>2) Discussion: Values</p>	Reflection: Employee Goals
Module 6	<p>Dr. Jamie Gates Lecture</p> <p>Part 1</p> <p>Part 2</p> <p>Part 3</p> <p><i>Fundamentals of Human Resource Management</i>, Ch. 7</p> <p>Chapter 7 Presentation</p> <p><i>On Fire</i>, Ch. 4</p>	<p>1) Discussion: More Than Payroll</p> <p>2) Discussion: Training program</p>	Reflection: Company Environment
Module 7	<p><i>Fundamentals of Human Resource Management</i>, Ch. 4</p> <p>Chapter 4 Presentation</p> <p>"Job Design and Employee Performance"</p> <p>"Job Design, Employment Practices and Well-Being"</p>	<p>1) Discussion: The Job You Love</p> <p>2) Peer Review of Team Vignette</p>	<p>Team Video #1 Topic Training</p> <p>Reflection: Job Design</p>
Module 8	<p><i>Fundamentals of Human Resource Management</i>, Ch. 5</p> <p>Chapter 5 Presentation</p>	<p>1) Discussion: Employment Law</p> <p>2) Discussion: The Right Fit</p>	Reflection: Forecasting Labor Supply

	<p><i>The Culture Engine</i>, Ch. 9</p> <p>Corrie Klekowski Lecture</p>		
Module 9	<p><i>Fundamentals of Human Resource Management</i>, Ch.12</p> <p>Chapter 12 Presentation</p> <p>"How to Create a Pay Structure That Promotes Team and Company Group"</p>	Peer review of Team Video #2 Onboarding	<p>Team Video #2</p> <p>Team Paper: Annotated Bibliography</p> <p>Team Paper: Survey to be used in week 10</p>
Module 10	<p><i>On Fire</i>, Ch. 2</p> <p><i>Fundamentals of Human Resource Management</i>, Ch. 13</p> <p>Chapter 13 Presentation</p>	Discussion: Servant Leadership	<p>Reflection: Less than your market value</p> <p>Team Research Paper: Improving Engagement</p> <p>Team Checkpoint: Interview Questions for Final Assignment</p>
Module 11	<p><i>On Fire</i>, Ch. 8</p> <p>Allie Jennings Lecture</p> <p>Part 1</p> <p>Part 2</p> <p>Part 3</p>	<p>Discussion: Perfect Bar</p> <p>Peer review Team Video #3 Announcing a Layoff</p>	<p>Reflection: Transparency vs Trust</p> <p>Team Video #3</p>
Module 12	<p><i>Fundamentals of Human Resource Management</i>, Ch. 14</p> <p>Chapter 14 Presentation</p> <p>"What if everyone at your company was a co-president?"</p>	<p>1) Discussion: Co-Presidency Thinking</p> <p>2) Discussion: Unlimited Vacation Debate</p>	Reflection: Why is Unlimited Vacation a Fake benefit

Module 13	<i>Fundamentals of Human Resource Management, Ch. 9</i> Chapter 9 Presentation <i>On Fire, Ch. 7</i>	Peer review Team Video #4 Sexual Harrassment 1)Discussion: The cost of sexual harassment 2)Culture of Autonomy	Team Video #4
Module14	<i>On Fire, Ch. 9</i> <i>Fundamentals of Human Resource Management, Ch. 10</i>		Final Interviews Final Exam

Course Requirements and Evaluation: Students are expected to attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time, or risk the loss of points. The percentages of the total grade for each assignment group are as follows:

A. Final Examination	20%
B. Research Paper	10%
C. Team Interview Video and Checkpoints	10%
D. Video Vignettes	10%
E. Individual Reflections	20%
F. Online discussions and Peer Reviews	30%

Grading: The following represents the general grading policy for this class:

90 to 93.9	A-
85 to 89.9	B+
82 to 84.9	B
80 to 81.9	B-
75 to 79.9	C+
72 to 74.9	C
70 to 71.9	C-
65 to 69.9	D+
62 to 64.9	D
Below 61.9	F

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

Course Components:

A. Final Examination: The Final Examination is a culmination of everything learned throughout the semester. This will be a written essay format. An example of what may be asked is as follows: What is the single Human Resource issue you will confront as a first time manager? Why is the one issue important to you? How can you create an on-fire culture?

B. Research Paper: You will work with your team to conduct library and firsthand research on companies' engagement and retention strategy, then you will produce a paper discussing your findings.

C. Team Interview Video and Checkpoints: During the semester the class will be broken into several teams. Each team will be responsible for creating a company name, description of product or service, culture, values, and mission statement. You will create an open position you want to fill for your company. The posting will include a position description. You will interview 2 different people for the one position. Your team will create questions to ask during the interview. The questions are to understand the person in front of you. Yes there is a resume but it is important to find the right person who fits in your company. The better job that companies do on the front end of the hiring process will lead to better retention. You will be making decisions on who to hire from a group. You will defend your position to the class. We will videotape the interview sessions.

The motive behind the hiring exercise is to become less judgmental when we are hiring someone. Typical resume questions are tell me about yourself, list your strengths, provide one weakness, and tell me when you were in a leadership role. All of this is accomplished in less than 10 minutes. Judgements are made within 10 seconds of seeing the person. I want us to be able to find people who fit our company. Your best hire may be the person who is dismissed because "I had to pull the information out of them."

Entire Semester: We will determine teams and taping times during the first week of class. There will be additional readings on hiring outside of the books.

D. Video Vignettes: During the semester, your teams will also create video vignettes based on topics for the week which the rest of the class will review and evaluate.

E. Individual Reflections: You will periodically compose periodic, short-essay reflections regarding particular weekly topics.

F. Online Discussions and Peer Reviews: You will contribute to weekly discussions regarding topics from each week's readings and provide peer reviews for your peers' video vignettes.

Pop Quizzes: I reserve the right to give occasional pop quizzes at any time during the course, depending on student class preparation and progress.

Extra Credit: Extra Credit opportunities may be announced throughout the course.

Guest Speakers have been pre-recorded for you to watch. The videos are generally 30 minutes in length but provide key information for the class.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California.

<https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures>

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

PLNU COPYRIGHT POLICY

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PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies in the PLNU Catalog for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See Academic Policies in the Academic Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor.

Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

USE OF TECHNOLOGY

In order to be successful in the online environment, you'll need to meet the minimum technology and system requirements; please refer to the [*Technology and System Requirements*](#) information. Additionally, students are required to have headphone speakers compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.