

Human Resource Management (MGT 3074)
COURSE SYLLABUS

Point Loma Nazarene University
Fermanian School of Business

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

Fall 2021 (Aug 30 - Dec 16)
ONLINE

Professor:	Dr. Frank Marshall	Phones:	619-849-3269
Classroom and Times:	Tuesday and Thursday 11am - 12:15pm FSB109	E-mail:	fmarshal@pointloma.edu
Office:	Main Campus	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 MGT 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 16 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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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**. The final examination schedule is posted on the [Class Schedules](#) site. No requests for early examinations or alternative days will be approved.

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.

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. 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.

B. 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.



C. 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.





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

E. 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.

Module 1 (Thursday 9-2)	Read Syllabus Overview of Human Resources	Introductions Need to Form Teams	No assignment
Module 2	Read: Human Resource Text Ch 1 Watch Video Corporate Culture The Old Game	(1)Discussion Business Culture (2)Discussion Value and HR	Team Checkpoint: Name of Company
Module 3	<i>Culture Engine</i> , Ch. 2 "Managing Human Resources in Small Organizations"  "Measuring Human Resources" 	1) Discussion: HR in Small Business HR Managers	Team Checkpoint: Mission and Vision

	<p>"Cultural Strategies for Leaders" (Links to an external site.)</p> <p>"HR Competencies Every HR Professional Should Possess"</p>		
Module 4	<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>	<p>1) Discussion: Thinking Ethically</p> <p>Discussion: Interview Questions</p>	Team Checkpoint: Values
Module 5	<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> <p>Maquiladora Lecture, Salvador Lopez</p>	<p>1) Discussion: Workplace Civility</p> <p>Employee Characteristics</p>	Reflection: Personal Values
Module 6	<p><i>On Fire</i>, Ch. 3 and 5</p>	<p>1) Discussion: Good Company Culture</p>	Reflection: Employee Goals

	<p><i>Fundamentals of Human Resource Management, Ch.11</i></p> <p>Chapter 11 Presentation</p>	Discussion: Values	
Module 7	<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, Ch. 7</i></p> <p>Chapter 7 Presentation</p> <p><i>On Fire, Ch. 4</i></p>	<p>1) Discussion: More Than Payroll</p> <p>2) Discussion: Training program</p>	Reflection: Company Environment
Module 8	<p><i>Fundamentals of Human Resource Management, Ch. 4</i></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>Peer Review of Team Vignette</p>	<p>Team Video #1 Topic Training</p> <p>Reflection: Job Design</p>
Module 9	<p><i>Fundamentals of Human Resource Management, Ch. 5</i></p> <p>Chapter 5 Presentation</p> <p><i>The Culture Engine, Ch. 9</i></p> <p>Corrie Klekowski Lecture</p>	<p>1) Discussion: Employment Law</p> <p>Discussion: The Right Fit</p>	Reflection: Forecasting Labor Supply

Module 10	<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 11	<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 12	<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 13	<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 14	<p><i>Fundamentals of Human Resource Management</i>, Ch. 9</p>	Peer review Team Video #4 Sexual Harrassment	Team Video #4

	<p style="text-align: center;">Chapter 9 Presentation</p> <p style="text-align: center;"><i>On Fire, Ch. 7</i></p>	<p>1)Discussion: The cost of sexual harassment</p> <p>2)Culture of Autonomy</p>	
Module 15	<p style="text-align: center;"><i>On Fire, Ch. 9</i></p> <p style="text-align: center;"><i>Fundamentals of Human Resource Management, Ch. 10</i></p>		
Module 16	Final Presentations	Upload Final Team Video	

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 for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student’s eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan (“AP”) to all faculty who teach courses in which the student is enrolled each semester. PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course. Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student’s responsibility to make the first contact with the EAC.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, 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.

USE OF TECHNOLOGY

In order to be successful in your course, 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, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online. Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.