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!" ™

Summer 2023 (May 8 – Aug 27)

Professor:	Dr. Frank Marshall	**Phones:**	619-849-3269
Classroom and Times:	Monday and Wednesday	**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 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 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)

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. Mid Term Examination	90
B. Research Paper (Qty 3)	400
C. Team Interview Video and Checkpoints	150
D. Video Vignettes	75
E. Individual papers and dashboards	135
F. Weekly discussions	150

Total Points	1000

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' ethics, retention strategy, and hybrid work then you will produce a paper discussing

your findings. Each paper will be due at different times BUT you will contact the HR manager once to get all the info. You will find 4 outside sources from your library research for each paper. Each paper will be 4 pages in length.

B. Team Interview Video and Checkpoints: During the semester the class will be broken into several teams. 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. **Weekly Discussions:**: You will contribute to weekly discussions regarding topics from each week's readings. .

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

Module 1	Read Syllabus When did Human Resources begin and why?	Introductions	No assignment Select Teams
Module 2	Overview of Human Resources	HR Text	One page summary Why HR is important?
Module 3	Personal and Organizational values. Organizational fit	On Fire Ch 3 Culture Engine Ch 9	Create your list of values. How do you know you fit a company.
Module 4	Organizational Culture Orientation Atmosphere Vulnerability	Read On Fire Ch 4 Culture Engine Ch 3	Team Video Orientation

Module 5	Ethics and Transparency	On Fire Ch 8 Culture Engine Ch 4	Research paper: Talk to an HR manager or founder of a company on work ethic and retaining employees
Module 6	*Crucial Conversations* Letting people go Employee not performing well	HR text Ch 11	Team Video Letting someone go.
Module 7	Putting People First Sexual Harassment Diversity/Equity/Inclusion SAP Hiring practices	On Fire Ch 6 HR text Ch 3	Team Video Sexual Harrassment Mid Term Exam
Module 8	Retaining and growing Employees Training Pay Types Marc Benioff	On Fire Ch 5 HR text CH 12, 13,14	Research paper: Talk to an HR manager or founder of a company on initiative and hybrid work. What is the future of work?
Module 9	*Intrapreneurship* What is it? Why is it important?	On Fire Ch 7	Team Video on Intrapreneurship
Module 10	*Overcoming Resistance* DXVXF>R	Culture Engine Ch 8	
Module 11	*High Performing Teams*	HR text Ch 9	
Module 12	*Judging or Being Judgemental*		
Module 13	**Wednesday Only Class** Mindfulness		

Module 14	*Data Analytics in HR* *Dashboards*	HR text Ch 10 and Ch 2	Create an HR dashboard.
Module 15	*Team Presentations (5 teams)*		Final Interviews. How to ask questions to get to know someone.
Module 16	Team Presentations (6 teams)		

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

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.

FINAL EXAMINATION POLICY

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