

Summer 2024

Meeting days: Online	Instructor title and name: Dr. Frank Marshall
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Meeting location: Online	E-mail: fmarshal@pointloma.edu
Final Exam: Aug 25,2024	Office location and hours: Online
Additional info:	Additional info:

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 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. Start looking and listening for it in the news and in your everyday life.*

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.

INSTITUTIONAL LEARNING OUTCOMES

1. **Learning, Informed by our Faith in Christ**

Students will acquire knowledge of human cultures and the physical and natural world while developing skills and habits of the mind that foster lifelong learning.

2. **Growing, In a Christ-Centered Faith Community**

Students will develop a deeper and more informed understanding of others as they negotiate complex professional, environmental and social contexts.

3. **Serving, In a Context of Christian Faith**

Students will serve locally and/or globally in vocational and social settings.

COURSE LEARNING OUTCOMES

The student who successfully completes this course 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.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

- *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).

- Various online articles and videos.

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NOTE: Students are responsible to have the required textbooks prior to the first day of class. Students are also encouraged to begin reading the books in preparation for the class as soon as possible. *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. All supplemental materials posted on this course site (including articles, book excerpts, or other documents) are provided for your personal academic use. These materials may be protected by copyright law and should not be duplicated or distributed without permission of the copyright owner.*

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 8 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

ASSESSMENT AND GRADING

Course assignments:


- A. **Individual Final Examination:** The Final Examination is a culmination of everything learned throughout the semester. This will be a written essay format and a video presentation of you interviewing a candidate for a position you create for your company you create with your team.
- B. **Team 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 Presentation 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 then create a video on an HR topic applied to your company to educate and share with your peers.
- D. **Individual Reflections:** You will complete 4 short papers regarding various topics in HR.
- D. **Discussions & Peer Reviews:** You will create weekly discussions based on your readings and the lectures and watch your peers' presentations and provide them constructive feedback.
- E. **HR Field Research:** You will interview two HR managers about employee satisfaction considering current events.
- F. **Lecture View/ Comments:** Watch 100% of all lectures, leave a comment on each one and comments for others.
- G. **Extra Credit:** Extra Credit opportunities may be announced throughout the course. Student grades will be posted in the Canvas grade book no later than midnight on Tuesday of each week beginning in Week Two of this course. It is important to read the comments posted in the grade book as these comments are intended to help students improve their work. Final grades will be posted within one week of the end of the class. Grades will be based on the following:

Note: Clearly define a grading policy to avoid any confusion concerning expectations. It is most helpful if at least two things are present: 1) a point distribution and 2) a grading scale. **Grade Weight by**

Points

Final Examination: Individual Interview Video & Paper
200

Team Research Paper 100 Team Interview Video and
Checkpoints 200 Individual Reflections 100 Online
discussions and Peer Reviews 235 HR Field Research 50
Lecture Viewing/Comments 115

	B+=87-
	89
	B=83-8
	6
	B-=80-
	82
	C+=77-
	79
	C=73-7
	6
	C-=70-
	72
	D+=67-
	69
D=63-	
66	
D-=60-	
62	
A=93-1	
00	
F=0-59	
A-=90-	
92	

Sample
grade scale:

A=93-1
00
A-=90-
92

INCOMPLETES AND LATE ASSIGNMENTS

Note: You may use, revise, or delete this section as needed for your course.

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.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski, etc.)

in this course. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. For example, if you use ChatGPT, you must cite ChatGPT including the version number, year, month and day of the query and the statement "Generated using OpenAI. <https://chat.openai.com/>"

CONTENT WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In [class name], all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include [list topics]. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or

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family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

TRIGGER WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In [class name], we will cover a variety of topics, some of which you may find triggering. These topics include [list topics]. Each time this topic appears in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the

Christ-like quality of hospitality.

You may report an incident(s) using the [Bias Incident Reporting Form](#).

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

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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.

PLNU strives to be a place where you grow as a whole person. To this end we provide resources for our Graduate and Adult Undergraduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request please email mvchaplain@pointloma.edu.

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.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- [The GPS Writing Center](#) offers:
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - [Research Help Guide](#) to help you start your research
 - The physical office is located on the third floor of the [Mission Valley Regional Center](#) off the student lounge
- [Academic Writing Resources Course](#): Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. [Watch a quick video run-through](#) and take time now to explore!
- [Tutoring](#): Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

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.

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See [Adult Undergraduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

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.

COURSE MODALITY DEFINITIONS

1. Hybrid: Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

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Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

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. Please note that any course with online proctored exams requires 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

Complete Final Interview Project by the last Sunday of Class.

COURSE SCHEDULE AND ASSIGNMENTS

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

ASSIGNMENTS AT-A-GLANCE

Course Summary:

Date Details Due

Quiz [Academic Honesty Verification Statement](#) due by 11:59pm Mon May 6, 2024

Page [Week 1 Overview](#) to do: 11:59pm Wed May 8, 2024 Discussion Topic [Week 1 |](#)

[Introduction Discussion](#) due by 11:59pm Mon May 13, 2024 Page [Week 2 Overview](#) to do: 11:59pm

Discussion Topic [Week 2 | Discussion 1: Business Culture](#) due by 11:59pm Wed May 15, 2024

Discussion Topic [Week 2 | Discussion 2: Value and HR](#) due by 11:59pm Sat May 18, 2024 Assignment [Week 2 | Team Checkpoint: Team Name](#) due by 11:59pm Mon May 20, 2024 Page [Week 3](#)

[Overview](#) to do: 11:59pm

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Date Details Due

Discussion Topic [Week 3 | Discussion 1: HR in Small Business](#) due by 11:59pm Wed May 22, 2024

Discussion Topic [Week 3 | Discussion 2: HR Managers](#) due by 11:59pm Sat May 25, 2024 Assignment [Week 3 | Team Checkpoint: Mission and Vision](#) due by 11:59pm Mon May 27, 2024 Page

[Week 4 Overview](#) to do: 11:59pm

Discussion Topic [Week 4 | Discussion 1: Thinking Ethically](#) due by 11:59pm Wed May 29, 2024

Discussion Topic [Week 4 | Discussion 2: Interview Questions](#) due by 11:59pm Sat Jun 1, 2024 Assignment [Week 4 | Team Checkpoint: Values](#) due by 11:59pm Mon Jun 3, 2024 Page [Week 5](#)

[Overview](#) to do: 11:59pm

Discussion Topic [Week 5 | Discussion 1: Workplace Civility](#) due by 11:59pm Wed Jun 5, 2024

Discussion Topic [Week 5 | Discussion 2: Employee Characteristics](#) due by 11:59pm Sat Jun 8, 2024

Assignment [Week 5 | Reflection: Personal Values](#) due by 11:59pm Mon Jun 10, 2024 Page [Week 6 Overview](#)

to do: 11:59pm Discussion Topic [Week 6 | Discussion 1: Good Company Culture](#) due by 11:59pm

Wed Jun 12, 2024

Discussion Topic [Week 6 | Discussion 2: Good Company Culture](#) [Values](#) due by 11:59pm

Sat Jun 15, 2024 Assignment [Week 6 | Reflection: Employee Goals](#) due by 11:59pm Mon Jun 17, 2024 Page

[Week 7 Overview](#) to do: 11:59pm

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Date Details Due

Discussion Topic [Week 7 | Discussion 1: More Than Payroll](#) due by 11:59pm Wed Jun 19, 2024

Discussion Topic [Week 7 | Discussion 2: Training Program](#) due by 11:59pm Sat Jun 22, 2024 Assignment

[Week 7 | Reflection: Company Environment](#) due by 11:59pm Mon Jun 24, 2024 Page [Week 8 Overview](#) to do:

11:59pm Assignment [Week 8 | Reflection: Job Design](#) due by 11:59pm

Wed Jun 26, 2024

Discussion Topic [Week 8 | Discussion: Work Flow and Job Analysis](#) due by 11:59pm

Sat Jun 29, 2024 Discussion Topic [Week 8 | Peer Review: Topic Orientation Vignette Copy](#) due by 11:59pm

Wed Jul 3, 2024 Discussion Topic [Week 9 | Discussion: Biblically Based HR Principles](#) due by 11:59pm

Mon Jul 8, 2024 Page [Week 10 Overview](#) to do: 11:59pm Discussion Topic [Week 10 | Discussion 1:](#)

Employment Law due by 11:59pm

Wed Jul 10, 2024

Forecasting Labor Supply due by 11:59pm

Discussion Topic [Week 10 | Discussion 2: The Right](#)

[Fit](#) due by 11:59pm Assignment [Week 10 | Reflection:](#)

Sat Jul 13, 2024 Discussion Topic [Week 10 | Peer Review: Topic Training Vignette](#) due by 11:59pm Mon Jul

15, 2024 Page [Week 11 Overview](#) to do: 11:59pm Wed Jul 17, 2024 Discussion Topic [Week 11 | Discussion:](#)

[Servant Leadership](#) due by 11:59pm

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Date Details Due Assignment [Week 11 | Team Library Research: Bibliography](#) due by 11:59pm Sun Jul 21,

2024 Discussion Topic [Week 11 | Peer Review: Sexual Harassment](#) due by 12:59am Mon Jul 22, 2024 Page

[Week 12 Overview](#) to do: 11:59pm Tue Jul 23, 2024 Assignment [Week 12 | Team Video #4: Layoff](#) due by

11:59pm Fri Jul 26, 2024 Assignment [Week 12 | Reflection: Less Than Your Market Value](#) due by 11:59pm

Assignment [Week 12 | Team Library Research: Survey](#) due by 12:59am

Sat Jul 27, 2024

[Interview Questions](#) due by 11:59pm

Discussion Topic [Week 12 | Peer Review: Layoff](#) due

by 11:59pm Assignment [Week 12 | Team Checkpoint:](#)

Mon Jul 29, 2024 Page [Week 13 Overview](#) to do: 11:59pm Wed Jul 31, 2024 Discussion Topic [Week 13 |](#)

[Discussion: Perfect Bar](#) due by 11:59pm Fri Aug 2, 2024 Assignment [Week 13 | Reflection: Transparency vs.](#)

Trust due by 11:59pm Discussion Topic [Week 13 | Peer Review: Recovering from a](#)

Sat Aug 3, 2024

[Research Paper](#) due by 11:59pm

[Scandal](#) due by 11:59pm Assignment [Week 13 | Team](#)

Mon Aug 5, 2024 Page [Week 14 Overview](#) to do: 11:59pm Wed Aug 7, 2024 Discussion Topic [Week 14 |](#)

[Discussion 1: Co-Presidency Thinking](#) due by 11:59pm

Sat Aug 10, 2024 Discussion Topic [Week 14 | Peer Review: Making Everyone a Co-President](#) due by 11:59pm

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Date Details Due Assignment [Week 14 | Reflection: Conflict](#) due by 11:59pm Mon Aug 12, 2024 Page [Week](#)

[15 Overview](#) to do: 11:59pm Wed Aug 14, 2024 Discussion Topic [Week 15 | Discussion 2: Culture of](#)

[Autonomy](#) due by 11:59pm

Thu Aug 15, 2024 Discussion Topic [Week 15 | Discussion 1: The Cost of Sexual Harassment](#) due by 11:59pm

Sat Aug 17, 2024 Discussion Topic [Week 15 | Peer Review: Topic Training](#) due by 11:59pm Mon Aug 19,

2024 Page [Week 16 Overview](#) to do: 11:59pm Thu Aug 22, 2024 Assignment [Week 16 | Team Assignment:](#)

[Interview Video](#) due by 11:59pm Fri Aug 23, 2024 Assignment [End of Course Evaluation](#) due by 11:59pm

Assignment [Week 16 | Final Exam](#) due by 11:59pm Sat Aug 24, 2024

Discussion Topic [Week 16 | Peer Review - Now Reflection](#) due by 11:59pm

Assignment [Week 10 | Team Video #2 : Training](#)

Assignment [Week 11 | Team Video #3: Sexual Harassment](#)

Assignment [Week 13 | Team Video #5: Recovering from a Scandal](#)

Assignment [Week 14 | Team Video #6: Making Everyone a Co-President](#)

Assignment [Week 8 | Team Video #1: Orientation](#)