

MGM225 Human Resources

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

Prerequisite: None

This is an introductory course intended to provide you with a comprehensive overview of the major Human Resources functions that are typically found in organizational settings. Topics covered include Strategic HR Planning in the areas of Benefits & Compensation, Recruitment & Selection, Employee & Labor Relations, Workplace Behavior, Business Law, Diversity and Training & Development. The course draws upon both current Human Resource practices and relevant research.

Course Outcomes

At the completion of this course, students should be able to:

- Describe the field of "human resource management" today and understand its relevance to managers and employees in organizations
- Students will recognize and understand basic theories in planning, recruiting and selection of Human Resources
- Identify fundamental employment laws in the U.S
- Recognize the value of a diversified workforce
- Evaluate real-world human resource policies and practices

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

Materials and Resources

Required or Supplemental Text or Resources:

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). *Managing Human Resources* (8th ed.). Boston, MA: Pearson. ISBN-10: 0133029697; ISBN-13: 9780133029697

Bookstore Information

The bookstore is located in the left-hand navigation of any Canvas course.

Library Services

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:

<https://community.canvaslms.com/docs/DOC-4121>

Weekly Schedule

Week 1 The Role of Human Resources	
Outcomes	<ul style="list-style-type: none"> • Evaluate the overall role that HR plays in an organization • Explain the impact of human resources on the success of a company • Demonstrate an understanding of the challenges of Human Resource Planning
Lecture	<ul style="list-style-type: none"> • Week 1: Lecture
Readings	<ul style="list-style-type: none"> • Managing Human Resources (8th ed.) <ul style="list-style-type: none"> ○ Chapters 1 - 2
Multimedia	<ul style="list-style-type: none"> • TEDx Talks. (2014, September 8). Putting the Human Back in Human Resources [Video File]. Retrieved from https://www.youtube.com/watch?v=0Mq2TiJmqCI
Discussion	<p>There is a theory that indicates upper management devalues the role Human Resources plays in an organization. It may be viewed as not as “important” in comparison to other areas such as finance, marketing, production, or even engineering. What do you think causes this type of thinking and what would you do to change this view? Include in your initial response the value Human Resources has in the overall success of a company as it relates to your suggested change.</p>
Individual Assignment	<p>Outline a set of three issues (select one from each category: environmental, organizational, and individual) that are most likely to pose a major challenge to the management of human resources during the next few decades. Based on the materials learned in these chapters, describe in detail each of these challenges and suggest possible solutions to each challenge.</p> <p>Be sure to use complete sentences and include one or more properly cited APA reference(s) to support your position.</p>

Week 2 Human Resource Law and Diversity in the Workplace	
Outcomes	<ul style="list-style-type: none"> • Indicate the major legal restrictions that guide the recruitment and selection process • Identify methods for handling personnel grievances and complaints • Define diversity and recognize its role in the workplace • Illustrate the role of the management team in diversity issues

Lecture	<ul style="list-style-type: none"> • Week 2: Lecture
Readings	<ul style="list-style-type: none"> • Managing Human Resources (8th ed.) <ul style="list-style-type: none"> ○ Chapters 3 - 4
Multimedia	<ul style="list-style-type: none"> • Propositions Content. (2009, July 27). Diversity Challenges - What Would You Do? [Video File]. Retrieved from https://www.youtube.com/watch?v=n6kUaDp5FVU
Discussion	<p>As our society becomes increasingly diverse in religious beliefs, many companies have removed the traditional “Christmas Party” as a result of non-Christian employees complaining it was a discriminatory employment practice given that no other religious holidays are celebrated company-wide. Do you believe that non-Christians are discriminated against in this case? Why or why not? What can a company do to accommodate both Christian and non-Christian employees during the month of December, when nearly every experience (e.g. shopping, television) is promoted using the “Spirit of Christmas”?</p>
Quiz 1	Refer to the Canvas Course.
Quiz 2	<p>Short Essay Assessment:</p> <p>Explain in full sentences why the following question is legally restricted from being asked during the recruitment and selection process? Then provide an alternative question or comment that may be made regarding the same subject that is permissible from a legal standpoint. If you feel there is not a viable question or comment that can be made for a particular subject, explain fully why this topic should not be addressed with a candidate.</p>

Week 3 Strategic Human Resource Planning, Recruitment, Selection, and Separation	
Outcomes	<ul style="list-style-type: none"> • Identify tools used in selecting viable candidates and pros and cons of each method • Cite examples of why proper staffing is critical to company success • Differentiate types of employee separations
Lecture	<ul style="list-style-type: none"> • Week 3: Lecture
Readings	<ul style="list-style-type: none"> • Managing Human Resources (8th ed.) <ul style="list-style-type: none"> ○ Chapters 5 - 6

Multimedia	<ul style="list-style-type: none"> TED. (2015, December 21). Why the best hire might not have the perfect resume Regina Hartley [Video File]. Retrieved from https://www.youtube.com/watch?v=jiDQDLnEXdA
Discussion 1	Contract workers (also known as temporary employees) are often thought of as having less of a commitment to their jobs, and the company overall, than regular employees of a business. Do you agree with this thought? Why or why not? What could be potential advantages and disadvantages to a company hiring more contract workers than regular employees?
Discussion 2	<p>List and describe the two main categories of employee separations and the two sub-categories (four subs total). Then, using any one of the four sub-categories of employee separations, share a personal experience from your career. Be sure to include information as to why the separation occurred, how you reacted or responded, and anything else that will help present a more complete picture of the event.</p> <p>**If you have not been employed before and therefore have not experienced an employee separation, find a friend or family member with whom you can discuss their experience and share their story instead.</p>
Individual Assignment	<p>Short Personal Essay:</p> <p>In 2-3 paragraphs, consider social media as a tool for recruitment and selection of potential candidates for a given position in your firm. Do you think this is an effective approach to learning more about an applicant? Why or why not? Do you think it is ethical to decide if a person's ability to perform a job or represent the company is based on his or her social media postings? Why or why not?</p> <p>Be sure to use complete sentences and include one or more properly cited APA reference(s) to support your position.</p>

Week 4 Employee Performance	
Outcomes	<ul style="list-style-type: none"> Identify proper workplace performance characteristics Recognize effective methods measuring performance Identify the causes of employee performance issues Understand the importance of punctuality, professionalism, and managing stress
Lecture	<ul style="list-style-type: none"> Week 4: Lecture
Readings	<ul style="list-style-type: none"> Managing Human Resources (8th ed.) <ul style="list-style-type: none"> Chapters 7

Multimedia	<ul style="list-style-type: none"> • InfoTechRG. (2010, July 26). 360-Degree Feedback [Video File]. Retrieved from https://www.youtube.com/watch?v=AySMxUIRCVs
Discussion 1	<p>The performance review practice of “360 reviews” allows employees the opportunity to review their superiors as part of the superior’s own performance review. Have you ever been involved in a 360 review? Would you feel comfortable in reviewing your boss? What areas of his or her performance would you focus on when providing feedback? If you are currently working or have worked in the past, consider using that manager as the basis of your discussion. If you have not been employed before, contemplate how you might feel in this situation.</p>
Discussion 2	<p>Describe the importance of each of the following in individual paragraph form (reminder, a good paragraph is at least 3 or 4 sentences). Use complete sentences and not bullet points to indicate your thoughts. You should have at a minimum 2 full paragraphs (content and examples) for each numbered item below.</p> <ol style="list-style-type: none"> 1. Punctuality in the Workplace. Consider discussing ways in which punctuality plays a role in the work - do not simply focus on "showing up on time to work each day." Think outside of the box. Provide examples to support your theory. 2. Professionalism in the Workplace. Consider discussing ways in which you demonstrate professionalism in your job. Provide examples to support your theory. 3. Managing Stress in the Workplace. Consider discussing what factors cause stress and how you can overcome or reduce stress in those situations. Provide examples to support your theory.
Individual Assignment	<p>Scenario Instructions:</p> <p>You are the owner of a 25-employee company that has just had a fantastic year from a revenue standpoint. Everyone pulled together and worked hard to achieve the boost in company profits. Unfortunately, you need to sink most of those profits into paying your suppliers. All you can afford to give your workers is a 3 percent pay raise across the board. In 2-3 paragraphs, explain how would you communicate praise for a job well done coupled with your very limited ability to reward such outstanding performance during the appraisal conversation. What other forms of recognition might you use to show appreciation for outstanding work effort?</p> <p>Be sure to use complete sentences and include one or more properly cited APA reference(s) to support your position.</p>

Week 5	Training & Development
Outcomes	<ul style="list-style-type: none"> • Differentiate between employee training and employee development

	<ul style="list-style-type: none"> • Explain emerging methods of delivering employee training • Identify the trainer's role in employee development • Identify the specialized training and development needs that are present in today's workplace
Lecture	<ul style="list-style-type: none"> • Week 5: Lecture
Readings	<ul style="list-style-type: none"> • Managing Human Resources (8th ed.) <ul style="list-style-type: none"> ○ Chapter 8
Discussion	Discuss the differences between training and career development. Why is training more likely to increase turnover while career development tends to improve employee retention? How could you personally turn training opportunities for yourself into career development opportunities?
Quiz	Refer to the Canvas Course.
Individual Assignment	<p>Scenario Instructions:</p> <p>You have been hired as a training manager at a warehouse/shipping company similar to Amazon. The previous training manager was not proficient in technology, did not stay on top of changing training trends, and seldom worked to create new and innovative training curriculum and tools. You will need to address the issues identified in the scenario below. Using the materials from this week's reading, and other relevant journal articles, write a memo to management articulating the following points as they apply to this organization's training department.</p> <ol style="list-style-type: none"> 1. What will be your role as the new training manager? Explain what you see yourself doing to bring the training department back up to speed after the firing of the previous manager. 2. Identify specialized training and development needs that are present in today's workplace. Explain how you will incorporate these new trends to bring the employees up to speed in order to stay competitive with others in the industry. 3. Support your ideas by explaining emerging methods of delivery the employee training. (Research and think of ways people are trained and educated in today's technological world.)

Week 6 Total Rewards – Benefits & Compensation	
Outcomes	<ul style="list-style-type: none"> • Describe the types of cash and non-cash rewards that are common today • Recognize the organization's cost to provide benefits to employees • Cite examples of factors which influence employee motivation

Lecture	<ul style="list-style-type: none"> Week 6: Lecture
Readings	<ul style="list-style-type: none"> Managing Human Resources (8th ed.) <ul style="list-style-type: none"> Chapters 10 - 12
Multimedia	<ul style="list-style-type: none"> TED. (2009, August) <i>The puzzle of motivation</i> / Dan Pink [Video file]. Retrieved from https://www.ted.com/talks/dan_pink_on_motivation
Discussion	<p>It has been argued that the recent trend of rewarding employees with non-monetary rewards is devised to save the company money while giving the appearance of still “taking care of” the employee beyond their paycheck. Do you agree with this theory? Is it fair to the employee for management to change the reward status quo? Why or why not?</p>
Individual Assignment	<p>Motivation Essay Instructions:</p> <p>While money is a very important reason why individuals work, there are many other motivations for employees to arrive each day to work. From the list below,</p> <ol style="list-style-type: none"> Rank these items from most important to least important. In 2-3 sentences for each bullet point, explain why each item is either important or not important to you. List and explain three other motivational factors that are not listed which are important to you. DO NOT LIST MONEY AS A MOTIVATOR. <ul style="list-style-type: none"> Advancement opportunities Benefits Job title Location of job Working conditions <p>Be sure to use complete sentences and include one or more properly cited APA reference(s) to support your position.</p>

Week 7	Employee & Labor Relations
Outcomes	<ul style="list-style-type: none"> Define the term “employee relations” Distinguish between progressive and positive employee discipline Describe the purpose behind union shops Recognize methods of negotiation

	<ul style="list-style-type: none"> Identify steps to working cooperatively with others in a professional environment
Lecture	<ul style="list-style-type: none"> Week 7: Lecture
Readings	<ul style="list-style-type: none"> Managing Human Resources (8th ed.) <ul style="list-style-type: none"> Chapter 13 - 15
Multimedia	<ul style="list-style-type: none"> 16mm Educational Films (2016, May). The Rise of Labor Unions [Video File]. Retrieved from https://www.youtube.com/watch?v=-bkVF2ErtLc
Discussion	<p>Why do you think employees and management tend to treat each other as adversaries in our country's labor system? Is it really "us against them?" What is an example you can think of where you have witnessed this delineation in the workplace? Was this caused by an employee's negative behavior or did the negative behavior come from the delineation? How can an employee relations policy be designed to prevent workplace issues from becoming serious matters? Does your recommendation fall under the more progressive or positive method of employee discipline? Why?</p> <p>Please explain the situation fully. If you do not have personal experience in this situation, ask a friend or family member to share their experience and how it was resolved.</p>
Quiz	Refer to the Canvas Course.
Individual Assignment	<p>PowerPoint Presentation Instructions:</p> <p>It is time to have fun and get your creative juices flowing. This week as you learn about the history of Union Shops in our country, you will have the opportunity to apply your knowledge in the form of a historical presentation. You will be required to use PowerPoint (or Google Slides) to create this work. Be sure to include color, background, graphics, sounds, or anything else that will make this eye-catching and memorable. If you are technologically minded enough to use presentation software like Vizio or want to record a video you are encouraged to do so as long as all the points are addressed in the instructions below.</p> <p>In a minimum of five informational slides presentation, address the following points:</p> <ol style="list-style-type: none"> The history of Unions in the United States. The purpose of Unions in the United States. List several active Unions found in the United States and their purpose. Discuss common methods used in Union labor negotiations. Describe two positive sides and two negative sides of Unions in the United States.

Week 8	Review and Wrap Up
Outcomes	<ul style="list-style-type: none"> • Demonstrate the ability to research a current topic in the field of human resource management • Evaluate stated topics in the field of human resource management and discuss their relevance to managers in organizations
Readings	<ul style="list-style-type: none"> • Managing Human Resources (8th ed.) <ul style="list-style-type: none"> ○ Chapters 13 - 15
Discussion	<p>Course Reflection Instructions:</p> <p>Reflect back on what you learned concerning Human Resources during this course and answer the following questions:</p> <ol style="list-style-type: none"> 1. What are the most significant pieces of learning that you can take with you and apply as a result of this course? 2. How will what you have learned be valuable to you in your current and/or future work life? 3. Go back and review the Discussion postings for Week 1 on the role and value of HR, then answer the question “How has your view of HR changed?”
Final Paper	<p>Personal Essay Instructions:</p> <p>You have now completed your first concentration course on your path towards a career in Human Resources. In this final paper, take the time to share your story regarding why you have chosen the career field of Human Resources, what your career goals are, and what further education and training you may pursue to reach those goals. The second part of this final paper should be a discussion on three areas of Human Resources you were unfamiliar with or knew little about prior to taking this course. List and describe each of the three areas in full detail. Explain what you learned and how you can apply each element, individually, to your career in Human Resources.</p> <p>Be sure to use complete sentences and include one or more properly cited APA reference(s) to support your position. Submit Grammarly report.</p>

Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Individual Assignments	25%
Weekly Discussions	30%
Quizzes	25%
Final Paper	20%
Total	100%

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for login problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.

Academic dishonesty is grounds for dismissal from the program.

Academic Policies

The following Academic Policies can be found in the [Student Resource Center](#).

- Grading Criteria
- Reasonable Accommodations Policy
- Student Attendance Policy

- Academic Honesty and Integrity Policy
- Student Engagement and the Granting of Academic Credit
- Copyright Policy

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website: <https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>

