MNGT421: Master Seminar in Human Resource Management I

College of Graduate and Continuing Studies, Norwich University

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Course Description

This seminar is the first of two focused on a comprehensive examination of the key functional areas of HR. We will use the the 15 Human Resources (HR) Functional Areas of knowledge, as outlined by Society of Human Resource Management (SHRM), as the basis for SHRM Certification (SHRM-CP and SHRM-SCP) and as our framework in both courses. This framework is adaptable so it can be used as a basis for other certifications such as Assurance of Learning, Human Resource Certification Institute (PHR, SPHR, and GPHR) and World At Work certification.

The HR Functional Area of Business & HR Strategy forms its own Knowledge Domain of *Strategy*; the remaining 15 HR Functional Areas form the remaining three Knowledge Domains of *People, Organization, and Workplace.*

The HR Functional Areas focus on providing the organization with information they need to achieve organizational objectives and to improve operational efficiency. Students will analyze an organization and utilize one or more of the HR Functional Areas to design a strategic solution for the organization. (6 credits)

Course Outcomes

At the end of this course, students will be able to:

1. Differentiate between administrative and strategic views of Human Resources.
2. Describe 9 of the 15 Human Resource Functional Areas associated with human resource management. These include: Business & HR Strategy (Strategy Domain), Structure of the HR Function (Organization Domain), Organizational Effectiveness & Development (Organization Domain), Workforce Management (Organization Domain), Employee Relations (Organization Domain), Technology & Data (Organization Domain), HR in the Global Context (Workplace Domain), Risk Management (Workplace Domain), and Corporate Social Responsibility (Workplace Domain).
3. Design strategic Human Resource practices to address the needs of an organization.

Weekly Outline

Every week has a prescribed checklist of activities required to successfully complete the lesson. Follow this checklist, in the specified order, to complete each lesson.

Week	Topic	Requirements
Week 01	Business & HR Strategy	Discussion & Quiz Essays
Week 02	Organization: Structure of the HR Function	Discussion & Quiz Essays
Week 03	Organization: Organizational Effectiveness & Development	Discussion, Quiz Essays, & Final Project Part 1 Draft

Week 04	Organization: Workforce Management	Discussion & Quiz Essays
Week 05	Organization: Employee Relations	Discussion & Quiz Essays
Week 06	Organization: Technology & Data	Discussion, Content Questions, & Final Project Part 2 Draft
Week 07	Workplace: HR in the Global Context	Discussion & Quiz Essays
Week 08	Workplace: Risk Management & Corporate Social Responsibility	Discussion, Quiz Essays, & Final Project

Required Textbooks

Textbooks required for this course include:

- Mathis, R. L. and Jackson, J. H. (2020). *Human Resource Management* (16th ed). Mason, OH: South Westen.

*Note: This book will be used for both MNGT421 & MNGT 422.

See Required Reading list for additional seminar readings.

Course Components

Weekly Pre and Post HR Topic Quizzes

By 11:55 EST each Thursday, you will complete an online, ungraded pre-content quiz that will allow you and your instructor to identify areas that you should focus on for that week. You will be required to complete an essay question that summarizes findings from the quiz.

By 11:55 EST each Saturday, you will complete an online, ungraded post quiz that will allow you and your instructor to identify key lessons learned as well as any additional areas to focus. You will be required to complete an essay question that summarizes findings from the post quiz.

You will be graded on completion of the pre and post-content quiz essay questions (not on individual quiz answers). You will receive 15 points for completing each essay question per week. All quiz questions must be answered to receive a grade.

Strategic HR Case Study Final Project

Your final project will be a comprehensive HR Case Study. This is an individual project. The case study will address key course topics and learning objectives. The Case Study has two parts.

- Part I lays the groundwork for the case, including the organizational structure and details of the HR department.
- Part II will require you to analyze and synthesize specific information from an organization to define strategic HR practices to address the needs of the organization.

Grades

The following table shows the graded assessment types contained within this course and the assigned weighting to determine the final course grade.

Graded Assessment Types	Points	Weights (%)
Weekly HR Discussions (8 at 50 points each)	400 total	40%
Weekly Pre and Post HR Topic Quiz Essay Questions & Content Questions (15 - 30 points each)	240 total	24%
Strategic HR Case Study Final Project	360 total	36%
Course total	1000	100%

Letter grades for the course will be based on the following grading scale:

Letter Grade	Percentage	Grade Point
A	93-100%	4.0
A -	90-92.9%	3.7
B +	87-89.9%	3.3
B	83-86.9%	3.0
B -	80-82.9%	2.7
C +	77-79.9%	2.3
C	75-76.9%	2.0
C -	73-74.9%	1.7
D +	70-72.9%	1.3
D	67-69.9%	1.0
D-	63-66.9%	0.7
F	0-62.9%	0.0

For complete information on the Grading Policy, please refer to the CGCS Online Catalog.

Discussion Groups

Before submitting your first discussion post, please review the Grading Guidelines and Rubrics for more information about what is expected in regard to discussion postings and online etiquette.

Late Work

It is important that writing assignments and discussion posts be completed on time. Extensions of deadlines will be given only for serious extenuating circumstances. In the absence of such extensions, assignments may be

downgraded for lateness at the discretion of the instructor. You must contact your instructor ahead of time to request an extension.

Academic Honesty and the Norwich University Honor Code

A student must submit work that represents the student's own original analysis and writing. Copying another's work is not appropriate. If the student relies on the research or writing of others, the student must cite those sources. Words or ideas that require citations include, but are not limited to all hardcopy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. While students are encouraged to seek editing feedback, extensive revisions of one's work by another person is considered a lack of academic honesty, as it is representing another student's work as one's own.

For more information see:

Academic Dishonesty
Academic Integrity
Norwich University Honor Code

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Section 504 of the Rehabilitation Act of 1973/ADA

Please consult Appendix H: University Policy - Section 504 of the Rehabilitation Act of 1973/Americans with Disabilities Act (ADA) for instructions on obtaining an accommodation.

Disclaimer: Please note the specifics of this Course Syllabus are subject to change. Students are responsible for abiding by any such changes. Your instructor will notify you of any changes.