

Gustavus Adolphus College
E/M 350 Human Resource Management
Fall 2015
Beck 115

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Office Hours: 10:30 – 11:30 a.m. on Monday, Tuesday and Wednesday; and on Friday -- all preferably by appointment. Text or email me to secure an appointment at a specific time.

I have a virtual assistant, Teresa Lombard, who will be helping our group projects and clients. She can be reached at Tunheimasst@gmail.com.

On-line hours: Thursday all day from my home office; daily before class and after, often well into the evening.

Text: Mondy, R. W., & Martocchio, J. J. (2014, 13th edition). *Human resource management*.

Instructional Materials: There will be numerous handouts throughout the semester. I suggest that you buy a 2 inch, 3 ring notebook and 7 tabs. I would label the tabs as follows: Syllabus, Handouts and Notes, Study Guides, Assessments, Team Projects, Professional Development Assignments and Other. To be a successful business professional, you need to be organized. Keeping course materials all in one structured place is a good way to begin.

Course overview:

Human Resources are an integral and vital part of today's ever changing enterprises that are for-profit and not-for-profit. Human Resource Management (HRM) is seen as being at the forefront of helping organizations make the required changes to respond and adapt to external and internal pressures and demands. Human Resource work is an important part of **every** manager's job, from a first-line supervisor to a CEO.

The course content revolves around the HR Wheel (McLagan, 1982) that encompasses the employer process of planning, organizing, staffing, leading, and managing employees in jobs. We will situate this model by addressing the global role Human Resources plays in a larger management process of rapidly changing environments and by developing appreciation of social, legal, and economic issues that influence organizations.

Upon assessing the model, you will learn about:

- Training and Development
- Organization Development
- Career Development
- Organization/Job Design
- Human Resource Planning
- Performance Management Systems
- Selection and Staffing/Recruitment
- Compensation/Benefits
- Employee Assistance
- Union/Labor Relations
- HR Research and Information Systems

In short, the intent is to provide you with the background needed to be a successful business and HR professional, to manage human resources effectively, and to be knowledgeable consumers of HR products.

Student Learning Outcomes:

At the end of the semester, you will be able to:

- 1) Draw the HR Wheel and explain all 11 components
- 2) Differentiate between HRM and HRD
- 3) List the three components of HRD
- 4) Explain the difference between training and development
- 5) State what organization development/organizational effectiveness is and examples of its use
- 6) Describe the PMP process and what a typical performance appraisal involves
- 7) Identify and answer the 10 most common interviewing questions
- 8) Indicate the STAR behavioral interviewing technique
- 9) Talk about compensation and benefits with an HR professional
- 10) Tell what an EAP program is and does
- 11) Say what HRIS is and what is included in the database
- 12) Recite what the best predictor of human behavior is
- 13) Explain what OD is and how an employee engagement survey is used
- 14) Describe succession planning and how it is employed in enterprises
- 15) List your own five top strengths from Strengths Finder and DiSC style
- 16) Define vocation and explain its importance as a business professional

Assignments and Evaluation:

Your knowledge of the subject matter will be evaluated in a variety of ways. Apart from traditional testing, you will be asked to actively participate with your observations of a range of HRM systems – from those in which you have worked or will work, to the ones described in literature or analyzed in case studies. Teamwork is required and strongly encouraged.

Writ D Course – new this semester, this course is a Writing in the Discipline class. The majority of assignments will be written to me as emails. This is what you what do working in the business world.

Assignments and Evaluation

<u>3 Mini Assignments – Emails sent to me</u>	20 points each	60 points
Mini #1 – HR Professional Interview	20 points	
Mini #2 – Learnings from Perf Mgmt	20 points	
Mini #3 – Reflection Paper	20 points	

<u>Group Consulting Written Project</u>		75 points
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<u>2 Exams</u>	75 points each	150 points
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<u>2 Individual Public Presentations</u>	one is not graded	45 points
Interview HR Professional	20 points	
Final Team Project	25 points (individual presentation)	

<u>2 Team Presentations</u>		60 points
T and D Team Presentation	20 points	
HR Co/Dept Presentation	40 points	

<u>5 Attendance evaluations</u>	10 points	50 points
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<u>6 Professional Development Activities</u>		60 points
1 Video Stream Interview	25 points	25 points
1 Outside Guest Speaker	10 points	10 points
1 TV Bio for Beck Hall Monitor	05 points	05 points
1 Resume (CSL approved)	05 points	05 points
1 Career Fair Visit	10 points	10 points
1 LinkedIn Profile	05 points	05 points

Total: 500 points

Grading Policy: I am looking for your demonstrated ability to extract from the subject matter those facts and concepts which are necessary to analyze issues as presented and to communicate that analysis effectively. All assignments received after the date due will have late points deducted.

A	94-100%	C	74 - 77 %
A-	90 - 93%	C-	70 - 73%
B+	87 - 89%	D+	67 - 69%
B	83 - 86%	D	64 - 66%
B-	80 - 82%	D-	60-63%
C+	78 - 79%		

Disclaimer: If at the end of the semester, I observe that the class grades are too low or too high, I may implement a curve.

Additional Information:

- Attendance will be taken randomly in class and documented for points on 4 occasions. However, it is strongly encouraged that you attend each class session. Exams will be based largely on textbook content and lecture material, in addition to the readings and handouts.
- Make-up exams will be given on scheduled dates only. There will be one alternative scheduled date for each exam.
- Late mini written assignments and papers will immediately have five points deducted.
- Be familiar with the college's expectations concerning academic honesty. Violations will result in appropriate consequences. *The following statement is suggested as a pledge for students to sign on all graded assignments and projects:*
On my honor, I pledge that I have not given, received, or tolerated others' use of unauthorized aid in completing this work.
- Accommodations: *If you have a physical, psychiatric/emotional, medical, learning or attentional disability that may have an effect on your ability to complete assigned course work, please contact Laurie Bickett, Disability Services Coordinator, in the Advising Center. She will review your concerns and decide with you what accommodations are necessary. I will be happy to work with you, upon receipt of documentation of her. In addition, I need notification within one week prior to the first exam of any accommodations. These need to be documented with the college.*
- The syllabus is subject to changes, which will be announced in class and/or sent via email.

Assignments:

1-minute introduction – Sep. 09 (no audio visual needed) non-graded

- Name
- Hometown
- Year at GAC
- Major
- Why I took this course

- Potential Career Goal
 - Extra-curricular Activities/Hobbies
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Two Exams – 75 points each – given in class on Friday, Oct. 23 and Wednesday, Dec. 02

These tests will be a combination of short answer and essay questions. Book readings, class lecture notes, handouts, and guest speaker comments will all be included.

Four Public Presentations

Public #0 – This first warm-up presentation is the 1-minute introduction on the first day of class this semester. It is ungraded. **Sep. 09**

- Name and hometown
- Family
- Year at GAC
- Major – Career Objective
- Extra-curricular Activities - Hobbies
- Anything else that would help us get to know you

Public #1 – This presentation is a Power Point or Prezzy summary of your HR Professional Telephone Interview. You will be asked to turn in a copy of your AV presentation slides/handout. **Due October 7 and 9 (half of the class members will present on each day).**

“Interview an HR person in person or on the Phone” (25 points)

- Select an HR person that you know or get from my list of contacts.
- Email them to ask for a 20-30 minute telephone informational interview.
- Schedule it no later than **October 2nd**. Send them the list of questions by email at least 3 days prior to the call.
- Thank them on the phone. **Send them a hand-written thank you note within 3 days after the call. This is mandatory!**
- What can you find out about them relative to their Human Resources Department?
- How does the organization make money? If it is a non-profit, what is their mission?
- What are their annual revenues?
- How many people work there?
- What can you tell about the culture of the organization?
- Who did you interview?
- What is their educational background and work experience?
- Who do they work for?
- How do they define HR?
- What is their role in HR?
- What advice do they offer to you as a student about ready to enter the business world?
- What are the vision, mission and values of this enterprise?

- How do they define vocation? How do they see their role as part of their vocational journey?
- Try to get a photo of them online so that you can include that in your presentation.
- You will get points if there's a photo and a copy of the thank you note attached when you turn in a copy of the handouts for your Power Point or Prezzi slides.
- Three to four minutes maximum. (25 points)

Public #2 - See Training and Development Team Presentation #1 assignment. (20 points)

Due October 19 or 20

Public #3 – This presentation represents your section of the Team Assignment toward the end of the semester. A time limit of five minutes maximum per person will be required in the group. (25 points) **Due Dec. 08 – 14**

Team Assignments

Training and Development Team Assignment Presentation (20 points) - During the Training and Talent Potential section, you will be put into a group of six students. Your group will need to select a topic on which to train the rest of the class. The topic needs to be relevant. I will give you examples as we discuss this unit. Your group will need to do the following after your topic has been approved:

- Write a correct instructional objective.
- Use the ADDIE model correctly for the 10 minute training seminar.
- Provide appropriate handouts for the audience.
- Create meaningful audio-visual aids that will enhance the training.
- Involve the audience so that they actually practice and/or learn the task or skill.
- Evaluate the training to know if you have been effective or not in your training.

Group grade (20 points). **Due Oct. 19 or 20**

Group Presentation from Company/HR Department Field Trip (50 points)

You will travel to a major corporation to learn about their company and HR Department. After ideally taking a company tour, interviewing the HR Representative and doing research online, your group will present a 15 minute presentation where each group member will speak for 3 minutes. Audio-visuals will be important to communicate the company's logo, mission, vision, and HR Strategies. **Due October 7 or 9**

Final Team Assignment (100 points total – individually 25 points for your part of the presentation - Public #4) - You will select an HR client as will 4-5 other class members after you take the DiSC Profile. Your group will need to drive to the company and interview the HR professional together for approximately an hour. Your job is to take one of their difficult HR issues, collect data, and provide recommendations on how to help them. It will be important that you do research on the company prior to the interview so that you appear credible as student consultants. After the interview, you will meet with the client for 15 minutes approximately once a week. You will also write a paper and create a presentation that you will deliver to the class toward the end of the semester. Include as much technology and media in this presentation

as you can to make it interesting to your classmates. We have a total of four group presentations. They can get boring if you don't intentionally design an interesting and engaging presentation. This project is an example of an organization development work. **Due Dec. 8-14**

Video Interview on Interview Stream – Must be taped by Oct. 2 (25 points)

Gustavus has purchased a state-of-the-art interview on-line video-taping system that will help everyone improve their interview skills. You will be asked to take the tutorial on-line, practice interviewing and then set an appointment in the Career Services Center to video-tape yourself on the web-cam (or in your own environment). You will sign up for a viewing appointment with me (**Oct. 5-8**) and will self-critique your performance. At that time I will provide positive reinforcement and also suggested alternatives for the next time you interview. You will significantly improve your interviewing skills to get you ready for “the real thing.”

Final Reflection Paper – 15 points – due Dec. 15 – the last day of class (2-3 pages)

At the end of the semester, you will need to write a paper reflecting the following:

- What happened during the semester for you, personally, in HRM? (Just the facts)
- What was energizing for you in the class? (Just the feelings)
- What was de-energizing for you? Be honest. (Just the feelings)
- What did you learn throughout the semester? (Just the knowledge)
- What will you apply in your life for the future? (Just the application)

Write a two to three page, typed and single-spaced, informal response.

Pop Attendance Evaluations – (50 points total)

There will be three 10-point attendance evaluations that will be given on random days during the semester. They will not be announced. The purpose of these evaluations is to reward the students who consistently attend class.

Assessments: DiSC Profile, StrengthFinder, Myers Briggs Type Inventory (MBTI), Harrison Assessment and Career Anchors

The DiSC Profile is a tool that helps people learn about their preferred work styles. If you have taken this tool in OB, you do not need to take it again on **Friday, Sep. 18**.

One of the most commonly used assessments in business right now is the StrengthFinder tool. The StrengthFinder will be taken online will be discussed in class on **Friday, Sep. 18**. This state-of-the-art tool will help you sell yourself effectively during interviews.

The MBTI is commonly used in business. It is a tool that HR departments use in retreats and off-sites to help teams work better together. **Due Friday, Sep. 18**.

The Harrison Assessment is a very expensive tool (around \$250-300 per person) that Northwestern Mutual buys in bulk and then gives us a free assessment per person in class. Kari Lundberg will be teaching us about it on **Friday, Sep 11**.

The Career Anchors Inventory will be given in class. It helps individuals determine what anchors are important to you in your future career. This will be discussed on **Wednesday, Nov. 18**.

If you have any questions about any of these assignments, please let me know. I will be passing out rubrics for each and every assignment throughout the semester.

HR Assignment Breakdown

<u>Chapters</u>		<u>Papers</u>	<u>Exams</u>
1	9/14		1 10/23
4	9/21	Reflection 12/15	2 12/02
2	9/15	Group Project 12/8-14	
3	10/05		
5	9/22		
6	9/22		
7	10/28		
8	10/12		
9	11/03		
10	11/04		
11	11/24		
12	11/09		
13	11/16		
14	11/30		
Leadership Development		11/17	
Career Development		11/18	
Organization Development		11/20	

<u>Presentations</u>		<u>Team Assignments</u>	
Public #0	9/03	Tour/Field Trip	10/29
HR Profess #1	10/6-10/9	T and D Team	10/19-12/2020
Networking	11/17	Final Team	12/08-12/14
Final Team	12/08-12/14		

Assessments		Guest Speakers	Interview Stream Video
MBTI	9/18	TBD	10/5-10/8
StrengthFinder	9/18		
DiSC	9/22	Amy Pehrson – 11/06	
Harrison	9/11		
Career Anchors	11/18	Kari Lundberg – 9/25	
		GAC Alumni Panel 9/11	

HR Professional Interview
Conduct the interview by Oct. 02

This becomes the content for your Public Presentation #1 due Oct. 5-8

Potential Questions: (feel free to add your own)

- Tell me about your educational background and work experience. How did you get into Human Resources?
- What can you find out about them relative to their Human Resources Department?
- What is the mission of the company?
- What are their annual revenues? How do they make money?
- How many people work there?
- What can you tell about the culture of the organization?
- What is Human Resources, anyway? What value does it add to an organization?
- What areas of HR do you enjoy most? Why?
- What are your least favorite areas of HR? Why?
- What advice could you give to me as a student of HR?
- What is your definition of vocation? How do you view your vocation in this HR role?
- As an HR professional, how did you learn to partner strategically with a business executive?
- Could you please share with me a copy of a performance appraisal form?
- Anything else I should know?

GAC Human Resource Management

Team Consulting Project – due the last week of classes – Dec. 08 or 10

Rubric-100 points

Research Learning Objectives:

- To conduct academic research on the organization or industry, so that you know more than what you see.
- Conduct academic research on the problem or challenge that you are studying for the client.
- Collect data from the people in the organization via interview, focus groups, observation, questionnaire/survey or secondary data (documents you are given).

Presentation Learning Objectives:

- Deliver a public presentation with appropriate audio/visual aids to the HR class and the client
- Involve the class audience in a way that will keep them interested in your presentation.

Paper Learning Objectives:

- Write up a consulting report with recommendations listed.
- Write more in-depth about one of the recommendations.
- Integrate management theory that we are discussing in class into your final paper.
- Document your hours via a time log by person and entire group.

Presentation and Paper Learning Objectives:

*Include these in both paper and presentation

- Explain the mission, vision, values, and strategic/business plan for organization you are studying.
- Describe the organizational structure of the organization and be able to draw an organization chart of the people and their titles.
- Use and apply the consulting model that has been introduced into the class.

Points

25 points	Public Presentation (15 points for the group and 10 points for the student)
	*Each person in the group speaks for 5 minutes
	*Preview and Review Method used
	*Structure is easy to follow
	*Meaningful content is shared
	*Audio/Video adds to presentation
	*Nonverbal communication enhances presentation
	*Audience is involved in some way to remain interested
20 points	Research, Theory Integration and Data Collection, IRB is important
15 points	Readability/Professionalism of Final Report (formal)
	*Introduction, Body, Conclusion

	*Written in a business professional manner with headings for each paragraph, no to few spelling and grammar mistakes (done at a level where you could turn it into your boss and feel good about it)
25 points	Evaluation by client and intra-team members
	*10 points evaluated by client
	*15 point average evaluated by team members
15 points	Recommendations and In-depth Suggestion

Total 100 points