

**MISSISSIPPI COLLEGE
SCHOOL OF BUSINESS**

**MGT6551
Managing Human Resources**

Instructor: Kristena Payne Gaylor, MBA, Ph.D.
Office: Self Hall – 200B
Phone: (601) 925-3415
Email: kgaylor@mc.edu
Office Hours: Monday 1pm-3pm; Wednesday 1pm-3pm
I am available for alternate times by appointment.

Required Text: *Managing Human Resources*. 9th edition. Gomez-Meijia, Balkin, David, Cardy, Robert, Carson, Kenneth. Pearson Publishing. ISBN: 9780135638088 bundled with MyLab

Other Materials: Instructor Articles – access on Homepage
Wall Street Journal or other Business News Sources

**Please check Moodle for regular updates of readings, assignments, and lecture notes.

This syllabus contains the policies and expectations I have established for MGT6551. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students.

Course Description

Human resource management plays an important role in creating and sustaining competitive advantage. This course focuses on the manager's role in attracting, developing, and retaining talent in organizations. Contemporary issues such as HR Analytics, sexual harassment, workforce diversity, social media, organizational effectiveness, internships, ethical behavior, unions, globalization, outsourcing, occupational health, safety, and security are explored in terms of their strategic value. This course will provide the student learner with the knowledge and awareness to make key decisions necessary to address the uncertain marketplace with an ethical and Christian perspective.

Course Overview and Objectives

This course provides detailed analysis of human resource management and how it can contribute to the overall success of the organization. Students will:

1. gain knowledge of talent management in business
2. develop a deeper understanding of HR through experiential learning
3. gain knowledge of the strategic implications of talent management on the organization
4. be exposed to practical HR experiences via interactions with HR practitioners
5. prepare for careers in HR

Participation

Discussion Forum and Participation

Discussion

Each week, a discussion question will be available on the discussion forum related to the week's reading assignments. Students are required to first respond to the question. The original responses to the discussion question are due no later than 11:55pm on Wednesday each week. Be sure to answer all questions based on your reading, notes, and other research that applies. Be sure to include APA rule in the responses when citing references. Discussion questions will include a "conversation starter". To be considered for full credit, discussion question responses should be minimum of 100 words and should not include the question. Students should create a new thread for each original post. For example, Week 1 Discussion Question-Gaylor (*your last name*). Note: Discussion and participation are scored separately.

Participation and Attendance

In addition to your response, each student should respond to the work of at least two other classmates each week in order to be considered for full credit. Student responses should be substantive (not, "I agree", but at least 3-4 sentences of additional, relevant discussion related to their post that adds new knowledge to their conversation or questions their response in a respectful way). Participation might also be relevant material brought to the class forum through handouts or links posted in the discussion forum. Participation will not be scored late.

Class participation is highly encouraged. However, it is quality participation that is encouraged. Quality participation is an informed contribution that fits into the flow of conversation while enlightening others about the issues and ideas. Your learning experience and accomplishments will be commensurate with your efforts. Being respectful and thoughtful is important in this course, as there will be differences of opinion and some challenging discussions.

Class attendance is imperative for this course, as group participation and exercises are an important aspect of the instructional approach. Attendance during all weeks is expected in the online class. University policy is that a student will not receive a passing grade if absences exceeds 25% of the course; therefore, attendance in the Moodle platform is monitored. Note that attendance and participation are different. Attendance as well as participation are graded.

Assignments

Assignments are noted in the schedule below. Others will be indicated in class and via Moodle. Professional quality work is expected, and grades will be assigned accordingly. Appropriate citations must be used where appropriate (APA style). All written assignments must be typed double-spaced using 12-point Times New Roman font with a cover page (unless specified otherwise). Your name should not appear anywhere on the paper other than the cover page. Assignment specific guidance will be provided. A general grading rubric is provided when applicable

All assignments are due on the dates and times indicated and must be turned in on time to receive credit for the assignment NO late assignments will be accepted. Note: Problems associated with late assignments resulting from special circumstances such as hospitalization or other unusual

situations such as military deployment should be discussed with the instructor prior to the missed assignment.

HR Professional Interview. This assignment requires you to interview an upper echelon HR professional, preferably one with global or multi-state responsibilities. The interview should include at least 8 questions that you craft. Note: the questions should be in depth, inquisitive, and helpful in gaining information about human resource management in practice.

Submit a written summary of your questions and the answers, including the sections specified below.

Section 1 of the assignment should be the **interviewee information** (name, job title, company, email address/contact information, length of time in the position, previous relevant work experience, education, training, certifications relevant to human resources, and any other personal/professional information about the interviewee).

Section 2 of the assignment should include the actual **interview questions/responses**: 1.) the 8 or more questions you created and asked the interviewee, 2.) the interviewee's responses, and 3.) your integration of the question topics with course material. Identify the course concepts and the page #s where the material is discussed in italics below each question/response (e.g., if the question you ask is about variable pay, indicate in italics below the question/response that the question is about *compensation, pages x-x from the text*).

Section 3 of the assignment should include your thoughtful analysis of the information gained from the interview.

Experiential Case Analysis and Presentation. Each student will submit a one-page work-related HR issue for which they have experienced first-hand or as a bystander at work. In groups of approximately 3-4 people, you will prepare a written case analysis. Each case analysis should address issues and from the discussion forum and the text, along with other research. Evaluation will focus on the thoroughness and logic of your team analysis and the quality and clarity of writing. Each group will make a 8-10 minute presentation to the class, followed by Q&A. Groups and cases will be assigned. The case analysis instructions as well as the rubric will be available on Moodle.

Oral Presentations will be presented via Zoom. Presentations will be evaluated on:

- Content-thorough presentation of material
- Delivery-verbal and nonverbal delivery, time limits, evidence of preparation
- Mastery-responses to questions, understanding of topic, research
- Creativity-uniqueness
- Visual Aids-use and effective use

Examinations/Quizzes

Two exams will be administered for this course: a Midterm and a Final Exam. Dates are noted in the schedule of classes. The exams may include questions related to the chapters being tested as well as questions related to cases, articles, class discussions, and assignments. Exams will typically include essay/short answer and multiple choice questions. You are expected to take the exams when scheduled. Exams not taken as scheduled will result in a grade of zero, unless previous arrangements have been made and approved. All exams will be administered via a third-party entity called ProctorU. **You must register with ProctorU at least 72 hours prior to the opening of the exam.** Instructions will be provided on how to register with ProctorU and how to schedule a convenient time to test. Extenuating circumstances should be discussed with Dr. Gaylor.

Weekly quizzes are also graded and are a good preparation for the more comprehensive exams. Quizzes cover chapter readings. Complete the assigned weekly readings before attempting the quizzes or the exams as the first attempt will be the recorded score. All quizzes will be administered online as well; however, they will not be proctored.

Grade Course Components	
Assignments	20%
Exams	30%
Case Analysis and Presentation	20%
HR Professional Interview	20%
Class Participation/Discussion Forums/Quizzes	10%
Total	100%

Grading Scale

A = 90 - 100% B = 80 - 89% C = 70 - 79% D = 60 - 69% F = 59 and below

Academic Honesty

Character counts! Students will behave in an ethical and moral manner in all respects. Dishonesty, such as cheating or plagiarism, will be regarded as a serious offense and subject to severe penalty, including, but not limited to, loss of credit and possible dismissal. Please see the excerpt from the General catalog for further elaboration on the consequences of dishonest behavior.

Cheating on examinations, shall include, but not be limited to: (a) taking answers from another student's paper or allowing answers to be taken from one's own paper during an examination or quiz; (b) the use of notes or any other aid not specifically allowed or approved by the instructor; (c) unauthorized access to an administered examination or quiz and dissemination of same; (d) collaboration on take-home examinations unless specifically approved by the instructor. Refer to University Policy 2.19 for more details on the consequences.

Disability and Accommodation

Mississippi College is committed to access to education. If you have a disability and need academic accommodations, please email me your accommodation letter as early as possible. You are encouraged to meet with me to discuss the accommodations outlined in your letter. For more information on accommodations contact the Office of Student Counseling Services is located in Alumni Hall Room #4. Students may contact them by phone at 601-925-7790. The Program Coordinator, Holly Reeves, can be reached via email at hreeves@mc.edu and the Director of Student Counseling Services, Morgan Bryant at mbryant@mc.edu.

Schedule of Classes (Subject to Change)		
Week	Theme/Chapter(s)	Assignment
Week One	Course Overview Syllabus Chapter 1: Meeting Present and Emerging Strategic Human Resource Challenges Chapter 2: Managing Work Flows and Conducting Job Analysis	-Introductory Video -Weekly Quiz -Discussion Forum -Read Article #1: “Preparing for a New Era of Work”
Week Two	Chapter 3: Understanding Equal Opportunity and the Legal Environment Chapter 4: Managing Diversity	-Weekly Quiz -Discussion Forum -Read Article #2: “Question for your HR chief: Are we using our people data to create value” -Assignment: EEO Case Summary
Week Three	Chapter 5: Recruiting and Selecting Employees Chapter 6: Managing Employee Separations, Downsizing, and Outplacement	-Weekly Quiz -Discussion Forum -Read Article #3: “Bringing HR and Finance Together with Analytics” -Assignment: Self-Reflection Report -Submit Experiential Case
Week Four	Chapter 7: Appraising and Managing Performance Chapter 8: Training the Workforce Mid-term Exam: Chapters 1-8	-Weekly Quiz -Discussion Forum -Submit HR Executive Questions -Rank Cases for Team Experiential Case Analysis

<p>Week Five</p>	<p>Chapter 9: Developing Careers Chapter 10: Managing Compensation</p>	<p>-Weekly Quiz -Discussion Forum -Read Article #4: “Employee Use of Social Media: Laws Fail to Keep Pace with Technology” -Assignment: Do you have a LinkedIn account? It is important for employees to take primary responsibility for managing your own careers. Students will use LinkedIn to establish a professional social media presence.</p>
<p>Week Six</p>	<p>Chapter 11: Rewarding Performance Chapter 12: Designing and Administering Benefits</p>	<p>-Weekly Quiz -Discussion Forum -Read Article #5: “Ten Biggest Mistakes Bosses Make in Performance Reviews” -Assignment: Self-Reflection Report</p>
<p>Week Seven</p>	<p>Chapter 13: Developing Employee Relations Chapter 14: Respecting Employee Rights and Managing Discipline</p>	<p>-Weekly Quiz -Discussion Forum -Submit HR Executive Report -Assignment: Self-Reflection Report</p>
<p>Week Eight</p>	<p>Chapter 15: Working with Organized Labor Chapter 16: Managing Workplace Safety and Health Chapter 17: International HRM Challenges Final Exam: Chapter 9-17</p>	<p>-Weekly Quiz -Discussion Forum -Team Experiential Case Presentation</p>

** Note: The Course schedule is subject to Dr. Gaylor’s changes, revisions, modifications as needed and unforeseen events/circumstances.

Resources

Deschenaux (2011). Employee Use of Social Media: Laws Fail to Keep Pace with Technology. *Society of Human Resource Management*.

Gardner, McGranahan, and Wolf (2011). Question for your HR chief: Are we using our people data to create value? *McKinsey Quarterly*.

Higgins (2014). Bringing HR and Finance Together with Analytics. *HR Magazine*, 59(11), 44-46.

Jackson (Jan 9, 2012). Ten Biggest Mistakes Bosses Make In Performance Reviews. *Forbes*. Website: <http://www.forbes.com/sites/ericjackson/2012/01/09/ten-reasons-performance-reviews-are-done-terribly/>

Lund, Manyika, and Ramaswamy (2012). Preparing for a New Era of Work. *McKinsey Quarterly*.